



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

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



Tele: 0836-2215224
e-mail: academic.st@kud.ac.in
Pavate Nagar, Dharwad-580003
ಪಾವಟೆ ನಗರ, ಧಾರವಾಡ - 580003

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 ನೀತಿಯನ್ವಾರ 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 ನೀತಿಯನ್ವಾರ 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

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

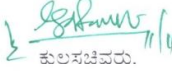
OEC subject for PG

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		

ಅಡಕ: ಮೇಲಿನಂತೆ


ಕುಲಸಚಿವರು.

ಗೆ,

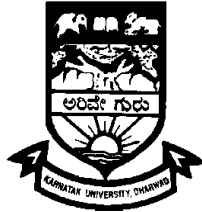
1. ಕೆ.ವಿ.ವಿ. ಸ್ನಾತಕೋತ್ತರ ಅಧ್ಯಕ್ಷರುಗಳಿಗೆ / ಸಂಯೋಜಕರುಗಳಿಗೆ / ಆಡಳಿತಾಧಿಕಾರಿಗಳಿಗೆ / ಮಹಾವಿದ್ಯಾಲಯಗಳ ಪ್ರಾಚಾರ್ಯರುಗಳಿಗೆ
2. ಎಲ್ಲ ನಿಖರವಾದ ದಿನನಿರೂಪಣೆ, ಕೆ.ವಿ.ವಿ. ಧಾರವಾಡ.

ಪ್ರತಿ:

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

Kousali Institute of Management Studies

**KARNATAK UNIVERSITY,
DHARWAD**



REGULATIONS

and

SYLLABUS

I to IV Semester

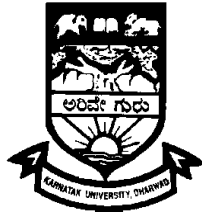
**MASTER OF BUSSINESS ADMINITRATION
Choice Based Credit System MBA-(CBCS)**

Approved in Faculty of Management dated: 14th October 2024

With effect from Academic Year 2024-25

Kousali Institute of Management Studies

**KARNATAK UNIVERSITY,
DHARWAD**



REGULATIONS

**MASTER OF BUSSINESS ADMINITRATION
Choice Based Credit System MBA-(CBCS)**

**Approved in Faculty of Management dated: 14th
October 2024**

With effect from Academic Year 2024-25

**Academic Regulations Governing the Post-Graduate Programs
(MBA) 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-CBCS REGULATIONS (w.e.f. Year 2024-25 onwards)

I. TITLE:

These Regulations shall be cited as Karnatak University's Regulation governing the MBA (CBCS) Post Graduate Programs under Faculty of Management.

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) and all its affiliated colleges having approval of the AICTE for the following courses, namely:

1. Master of Business Administration (Choice Based Credit System) (MBA-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;
- 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 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 of Government of Karnataka etc.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

MBA (CBCS)

- i. Admission to the MBA Programme is only through a Common Admission Test conducted by the PGCET, Government of Karnataka. This process consists of Written Test conducted by the KEA.
- ii. All eligible candidates seeking admission to MBA are required to take the PGCET conducted by the Government of Karnataka.

All admissions to KIMS and affiliated colleges is made by the PGCET Cell through a state 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.

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 within five years from the date of admission to the first semester of Post-Graduate Programme i.e., MBA.

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 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 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 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 (CBCS)	100

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 for four months 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 : Semester–Wide Credit Distribution

CATEGORY	Minimum credits to be covered in				Total Credits
	Sem-I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	30	14	14	--	58
Specialization Subjects **	--	12	12	--	24
General Open Electives (Inter Disciplinary)	--	4*	4*	--	8
Industry Based Research Project	--	--	--	10	10
Total	30	30	30	10	100

(* Open Elective offered only in II and III semester as per Karnatak University No. circular No. KU/Aca(S&T)/(SMP-32)/CBCS/2009-10/566 dated: 08.06.2010)

(** 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 various components of IA for 25 marks are as follows:
 - i. Attendance 20 % or 5 marks for 25 marks IA
 - ii. Tests (announced) 20 % or 5 marks for 25 marks IA
 - iii. Tests (surprise) 20 % or 5 marks for 25 marks IA
 - iv. Assignments/case/projects/seminar 40 % or 10 marks for 25 marks IA
- e. 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.
- f. 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.

- g. 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.
- h. 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.
- i. 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

- j. There shall be one end semester examination of 3 hours duration for 50 marks/ paper and 1½ hour duration for 25 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.
- k. In the fourth semester, the dissertation shall be evaluated by both internal and external examiners. Out of 250 marks, 200 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 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 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 students to get MBA 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 200 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 the fourth semester duly signed by internal guide and head of the institution as mark of fulfilment of requirements of MBA degree. The contents of the report shall be as under.
 1. Executive Summery
 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 50%.
 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 (CBCS) course:

- a. A MBA-CBCS student is eligible to the third semester provided he/she clears minimum of 60% 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 60% 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 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 per 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 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 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

Semester: I (Aug. 2005- Dec 2006)

Registration No: MBA-06-01-005

Course code	Subject Title	Credit Hrs	Max Marks	Marks Obtnd	Semester 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

$$\begin{aligned} & \text{Cumulative Grade Point Average} = \frac{(\text{GPA of I sem} + \text{II sem} + \text{III sem} + \text{IV sem})}{\text{[CGPA]} \quad (\text{Credits of I Sem} + \text{II sem} + \text{III sem} + \text{IV sem})} \\ & = \frac{(192.96+230+238+140)}{(26+28+28+18)} = \frac{800.96}{100} \\ & = 8.00 \end{aligned}$$

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:

- 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 PROGRAMME

All the existing Regulations governing 2 years MBA 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: MISCELLANEOUS:

All MBA students are required to attend Industrial visit/tour twice in month to be organized by the Institution / College during First to Third Semesters. One national level tour in the end of third semester.

All MBA 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 ADMINISTRATION

I to IV Semester

With effect from Academic Year 2024-25

MBA (Choice Based Credit System)
Semester –Wise Credit Distribution

Category	Minimum Credits to be covered in				Total Credits
	Sem –I	Sem-II	Sem-III	Sem-IV	
Compulsory Subjects	30	14	14	--	58
Specialization Subjects	---	12	12	--	24
OEC (in-house)	---	04	04	---	08
Industry Based ResearchProject	---	---	---	10	10
Total	30	30	30	10	100

COURSE OUTLINE FOR MBA FIRST SEMSTER

Paper Code	Title of the Paper	No of Credits	IA Marks	Sem -end Exam	Total Marks
PG61T101	Principles of Management	4	50	50	100
PG61T102	Business Environment for Managerial Decision Making	4	50	50	100
PG61T103	Business Statistics for Managers	4	50	50	100
PG61T104	Corporate Communication	3	25	50	75
PG61T105	Information Technology for Managers	3	25	50	75
PG61T106	Fundamentals of Marketing	4	50	50	100
PG61T107	Human Resource Management	4	50	50	100
PG61T108	Accounting for Managers	4	50	50	100
TOTAL		30	350	400	750

Title: Principles of Management

Course Code: PG61T101	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment – 50 Marks	Semester End Examination – 50 Marks
Objectives: To Introduce modern concept of management to the students. • To enable students to apply principles and functions of management • To familiarise students with the functions of Management • To introduce the concepts of Leadership and Motivation	
Pedagogy: Cases, Lectures, Assignments, Topic presentations, Home Assignments	

Module 1: Introduction to Management: Management: Definition of Management, functions of Management, Managerial skills and organizational hierarchy, productivity, efficiency, and effectiveness, Approaches to management, issues in management. **Contributions of** F W Taylor, Henry Fayol, Max Weber, Peter Drucker and Hawthorne experiments and others. **Planning:** Managerial planning and its importance, types of plans, steps in planning, nature and objectives of planning, hierarchy of objectives, setting objectives, MBO. **Strategies:** The strategic planning process, nature of decision-making process, evaluation of alternatives, creativity and innovation, Brainstorming, Planning process.

Module 2: Organizing & Staffing

Organising : 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, **Staffing :** Line and staff authority relationships and decentralization, staffing concepts, approaches to manager development, performance management and performance appraisal, team evaluation approach. **Coordination:** 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 3: Directing

Motivation: 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., **Leadership:** Ingredients of leadership, leadership theories (approaches), leadership behavior and styles, types of leadership.

Module 4: Controlling: Meaning, the basic control process, critical control points, real-time information and control, control of overall performance, types of control, **Methods and Techniques:** 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. **Recent Trends in Management.**

Text Book:

1. Principles of Management by Harold Koontz, Heinz Weihrich and A Ramachandra Aryasri, Tata McGraw Hill'

Reference Book:

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

Title: Business Environment for Managerial Decision Making

Course Code : PG61T102	Credit Points : 04
Work load : 4 hours per week	Contact Hours : 60 Hours
Continuous Internal Assessment - 50	Semester End Examination – 50
Objectives: To familiarize students with concepts and techniques of micro economic analysis and applications. to acquaint the students with the concepts of economic theory of consumer behaviour, economic costs and their relationship to choice of output and technology; to a comprehensive in Managerial Economics covering both the micro and macroeconomics.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

MODULE 1: Introduction to Micro Economics: Nature, Scope, Integration of economics to managerial decisions, How economics contributes to managerial decisions? **Objectives of Business firms:** Different concepts of profits as business objective, Traditional theories of profit, Problems in profit measurement, Controversy on profit maximisation as business objective, Alternative objectives of business firms, Maximisation of value of the firm: Modern theory, Making a reasonable profit-A practical approach, Profit as a measure of managerial control. **Fundamental concepts and business decision rules:** Opportunity cost and decision rule, Marginality principle and decision rule, Incremental principle and decision rule, Contribution analysis, Equi-Marginal principle, Time perspective in business decision.

MODULE 2: Theories of Micro Economics: Theory of consumer demand and demand forecasting; Basis of consumer demand: Utility, Cardinal and ordinal concept of utility, Law of demand; Factors behind the law of demand, Exception to the law of demand, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle. Project on Demand Forecasting. **Theory of production and cost analysis:** basic concepts, Production function, Laws of production: an overview, short-run laws of production: Production with one variable input, laws of returns to scale. Cost concepts, Framework of the theory of cost, short-run theory of cost, Theory of long-run cost, Break even analysis. **Market Structure and Pricing Theory:** Market system and market forces, Market mechanism and market equilibrium, Shift in demand and supply curves and market equilibrium, Market structure and degree of competition, Market structure and pricing decisions under different market structures.

MODULE 3: Introduction to Macroeconomics: Scope and Application of microeconomics, **National income: Concept and measurements;** Methods of measuring national income, Choice of methods, Measurement of national income in India. **Consumption Function;** Aggregate Investment, Multiplier Concepts; **Government role in the economic and economic policies; Government role in the market economy;** Drawbacks of free-market system, Government's role in different economic systems, Government's role in mixed economy, **Monetary policy;** objective of monetary policy, scope of monetary policy, Instruments of monetary policy, Limitations of the monetary policy, Monetary policy in India, **Fiscal policy of India:** Objectives of fiscal policy, Fiscal instruments and target variables, India's fiscal policy: an overview, Growth and effects of public expenditure in India, Taxation policy of Indian, Taxation policy reforms(1991),

Income taxation and private business, Corporate income taxation, Business savings and investments.

Module-4: Impact of globalisation on business environment: Introduction, Globalisation of the world economy, The globalisation factors, Managerial implications of globalisation.

The balance of payments: Assessment and adjustments: Introduction, Meaning and purpose of Balance of Payment (BOP), Balance of payment accounts, Assessment of balance of payments, Implications of adverse BOP, Policy measures for BOP adjustments.

Text Book :

1. Managerial Economics, by D. N. Dwivedi, Vikas Publishing House Pvt, Ltd.
2. Economic Environment of Business, by Misra and Puri, HPH.

Reference Books:

1. Managerial Economics by Dominick Salvatore, Siddhartha K. Rastogi, Oxford university press.
2. Principles of Micro economics – N. Gregory Mankiw. 6th Edition Cengage Learning
3. Managerial Economics By Geetika, Piyali Gosh and Purba Choudhary- McGraw Hill
4. RBI Bulletin for Monetary Policy and other macro economic information like BOP, rates etc.
5. Business Line News paper for daily updates on Macro Economics

Title: Business Statistics for Managers

Course Code: PG61T103	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment - 50Marks	Semester End Examination – 50Marks
Objectives: • 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, Marshal 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, ThirdEdition, Mc-Graw Hill publications.

Title: Corporate Communication

Course Code: PG61T104	Work load: 3 hours per week
Credit Points: 03	Contact Hours: 45
Continuous Internal Assessment - 25Marks	Semester End Examination – 50Marks
Objective: To Develop effective verbal and nonverbal communication skills, to Master written communication skills, Understand the dynamics of employment communication	
Pedagogy: Lecture, Seminars, Case Studies, simulations, team exercises etc.	

Module 1: Role of communication – defining and classifying communication – Nature and scope of managerial communication, purpose of communication – process of communication; Communication model. –characteristics of successful communication – importance of communication in management – Principles of effective communication, communication structure in organization – communication in crisis barriers to communication. distinguishing between Business Communication and General Communication; Modes and Medias of communication, Listening skill. **Verbal communication:** Oral Communication – principles of successful oral communication – conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Language as a tool for Communication., Nonverbal communication, importance of nonverbal communication in corporate, body language, Kinesics communication, Proxemics, Haptic, Chromatic, Chronomatic communication, paralanguage, Cultural difference in nonverbal communication, Cross cultural communication; **Presentation skills:** – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid. guidelines for effective presentation, planning and delivering business presentation, Conversation skills-skills required. Business meeting – types, making preparation, conducting a meeting.

Module 2: Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – coherence – electronic writing process. types of written communication in organization; **Business letters and reports:** Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. types of business letters, e-mail writing, writing reports, business proposals and business plans.**Employment communication:** Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. **Group communication:** Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. **Media management** – Press release, Press conference – Media interviews, Seminars – Workshop – Conferences. Business etiquette.

Module 3: Communication Lab: Technology enabled communication – different forms of technology used in corporate communication Business etiquettes (give the exposure to students) Netiquettes; E-mail writing and analysis, Writing of business plans / business proposals, Writing business reports, Conducting mock press conference, Preparation of CV and Video Resume, Mock interview – Telephonic, Skype Interview, Video Conference, Netiquettes, English language exercises- grammar, sentence framing, Exercise on understanding Nonverbal cues & cross cultural communication barriers (analysis or preparation of video) Preparation of PowerPoint presentation (guidelines for PPT Preparation, insertion of table, graphs, pictures, hyperlink etc) Presentations (using technology and without technology) Conducting mock business meetings. (Students are required to submit journals and practical exam will be conducted for the students.) Writing of different types of business letters (cover all types of business letters).

Text Book

1. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
2. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.

Reference Books:

3. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
4. Bisen & Priya – Business Communication (New Age International Publication)
5. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Black swan)
6. Varinder Bhatia, Business Communications, Khanna Publishing House
7. Asha Kaul, Business Communication, Prentice Hall of India.
8. Business Communication by Prof. Ramesh Kulkarni, Rangappa Yaraddi, Norton Publications.

Case Resources:

Case – Survey report for India representative office of HRC Business School, France

Source – Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 240.

Case – Communication Failure; Source – Business Communication: Skill, Concepts and Applications – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 144.

Case – An Employment Interview; Source – Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 327.

Suggested Case Studies

1. “Too busy to listen?” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 88
2. “Non-verbal skills” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 103
3. “A reply sent to an erring customer” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 205
4. “The presentation effect” Source - Business Communication – P D Chaturvedi, Mukesh Chaturvedi, Pearson Education (4th Edition), Page No. 254

Title: Information Technology for Managers

Course Code: PG61T105	Work load: 3 hours per week
Credit Points: 03	Contact Hours: 45
Continuous Internal Assessment - 25Marks	Semester End Examination – 50Marks
Objective: To expose the applications of IT in management. To Introduce Basic concepts of IT; To familiarise students with the applications of IT	
Pedagogy: Assignments: Presentations, project reports, and data analysis	
Class Participation: Active participation in discussions, case studies, and group activities	

Module-1: Introduction to IT in Business: The role of IT in modern business environments. How IT supports business processes, decision-making, and innovation; Enterprise Information Systems: Introduction to ERP, CRM, and SCM systems. The strategic importance of enterprise systems in business operations. IT and ethics; Emerging Technologies and Innovation: Overview of emerging technologies such as AI, blockchain, IoT, and cloud computing. Their potential impact on business strategies and operations. Managing innovation and technology change.	
Module-2: Cyber, Cybersecurity, and IT Risk Management: WEB, social networking. Strategies of Search Engine; Overview of cyberlaw & cybersecurity threats in the digital age. IT risk management strategies. Best practices for securing business information systems. Virus-worms-malware – precautions	WEB Lab -02 Emails signature, email groups Digital sig Searching in Google
Presentation: Hyperlinks, transition effects, ethics of slides, themes, Cloud applications, dos' and don'ts	PowerPoint -04 Publisher
Word Processor: Document Management, Tables, mail merge Graphics, cover page, printing, hyperlink, references, citation and bibliography, table of contents, Tables, references: citation and bibliography, table of contents, and Cloud applications	Word Lab: 06 Resume Mail merge, Bibliography & table of content
Spreadsheets: Building a spreadsheet, Data management, formatting and printing, simple Functions and Formulae, conditional formatting and tables; Spreadsheet Analytics: Pivot table, pivot chart, slicer, tables, data validation, charts & graphs; DBMS: Concepts of DBMS & RDBMS. MySQL database creation tables and basic SQL statements	Excel lab: 10 Reporting, Pivot, Descriptive statistics
	MySQLlab – 04
Webpage: Introduction to HTML, designing web pages, using online tools	Webpage lab: 06 create business-oriented websites to support digital marketing

Text Books / References

1. Office 2010 Made Simple Guy Hart-Davis, Apress publisher 2011Edition
2. A First course in computers 2003 edition by- Sanjay. SaxenaVikas Publications
3. Let us C –Yeshwanth Kanitkar ((*Note: 1 lab = 2 Hours duration)

Title: Fundamentals of Marketing

Course Code: PG61T106	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: Introduction to Marketing: Defining Marketing for the New Realities, The Scope of Marketing, The Marketing Exchange, Marketing Realities, Major Market Forces, Key Marketing Outcomes, Holistic Marketing, Role of Marketing, Organizing and Managing the Marketing Department, Building a Customer-Oriented Organization.

Marketing Planning and Management: Corporate and Business Unit Planning and Management, Defining the Corporate Mission, Building the Corporate Culture, Defining Strategic Business Units (BUs), Allocating Resources Across BUs, Developing Market Offerings, Developing the Marketing Strategy, Five Cs and the Five Forces of Competition, Designing the Marketing Tactics, Seven Ts and the Four Ps, Creating a Market Value Map, Planning and Managing Market Offerings, The G-STIC Approach to Action Planning, Setting a Goal, Developing the Strategy, Designing the Tactics, Identifying Controls, Developing a Marketing Plan, Modifying the Marketing Plan Updating the Marketing Plan, Conducting a Marketing Audit.

Module II: Analyzing Consumer Markets: Model of Consumer Behavior, Consumer Characteristics, Factors influencing Consumer behavior, Consumer Psychology, Motivation, Perception, Emotions, Memory; Buying Decision Process, Steps in buying decision process; **Analyzing Business Markets;** Organizational Buying Process, Understanding Business Markets, Types of Buying Decisions, Buying Center, Composition of the Buying Center, Role of Buying Center, Buying Center Dynamics, Selling to Buying Centers, Understanding the Buying Process, Problem Recognition, Need Description, Product Specification, Supplier Search, Proposal Solicitation, Supplier Selection, Contract Negotiation, Performance Review, Developing Effective Business Marketing Programs, Transitioning from Products to Solutions, Enhancing Services, Building B-to-B Brands, Overcoming Price Pressures, Managing B-to-B Relationships, Buyer–Supplier Relationship, Managing Corporate Trust, Credibility and Reputation, Risks and Opportunism in Business Relationships, Managing Institutional Markets. **Conducting Marketing Research;** Scope of Marketing Research, Importance of Marketing Insights, The Marketing Research Process, Steps in Marketing Research Process; Measuring Market Demand, Demand Measurement,

Forecasting Market Demand, Measuring Marketing Productivity, Marketing Metrics, Marketing-Mix Modeling, Marketing Dashboards.

Module III: Identifying Market Segments and Target Customers: Identifying Target Customers, Logic of Targeting, Strategic and Tactical Targeting, Target Compatibility, Target Attractiveness, Customer Profile, Aligning Customer Value and Customer Profile, Bringing Target Segments to Life with Personas, Single-Segment and Multi-Segment Targeting, Segmenting Consumer Markets, Basis for consumer segmentation; Demographic, Socio-Economic, Geographic, Behavioral, Psychographic; Segmenting Business Markets. **Crafting a Customer Value Proposition and Positioning:** Developing a Value Proposition and Positioning, Positioning Strategy, Choosing a Frame of Reference, Identifying Potential Points of Difference and Points of Parity, Aligning the Frame of Reference, Points of Parity and Points of Difference, Creating a Sustainable Competitive Advantage, Sustainable Competitive Advantage as a Marketing Concept, Strategies for Creating a Sustainable Competitive Advantage, Communicating the Offering's Positioning, Crafting a Positioning Statement, Communicating Category Membership, Communicating Conflicting Benefits, Positioning as Storytelling.

Module IV: Designing and Managing Products: Product Differentiation, Product Design, Power of Design, Approaches to Design, Product Portfolios and Product Lines, Product Portfolio Design, Product Line Analysis, Product Line Length, Managing Packaging and Labeling, Managing Guarantees and Warranties. **Designing and Managing Services:** The Nature of Services, The Service Aspect of an Offering, Distinctive Characteristics of Services, The New Services, Realities Increasing Role of Technology, Customer Empowerment, Customer Coproduction, Satisfying Employees as Well as Customers, Achieving Service Excellence, Best Practices, Differentiating Services, Innovation with Services, Managing Service Quality, Managing Customer Expectations, Managing Self-Service, Managing Product-Service Bundles. **Building Strong Brands:** Essence of Branding, Role of Brands, Brand Equity and Brand Power, Designing the Brand, Defining the Brand Mantra, Choosing Brand Elements, Choosing Secondary Associations, Magic of Brand Characters, Brand Hierarchy, Managing Brand Portfolios, Cobranding, Brand Value Chain, Brand Dynamics, Brand Repositioning, Brand Extensions, Managing a Brand Crisis, Luxury Branding, Characteristics of Luxury Brands, Managing Luxury Brands, **Managing Pricing and Sales Promotions:** Understanding Pricing, Consumer Psychology and Pricing, Setting the Price, Pricing Objective, Determining Demand, Estimating Costs, Analyzing Competitors' Prices, Selecting a Pricing Method, Setting the Final Price, Product-Mix Pricing, Initiating and Responding to Price Changes, Initiating Price Cuts, Initiating Price Increases, Responding to Competitors' Price Changes, Managing Incentives, Incentive as a Marketing Device, Major Incentive Decisions.

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: Human Resource Management

Course Code: PG61T107	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 .

Reference 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. Kleeman, 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.

Title of the Paper : Accounting for Managers

Course Code : PG61T108		No. of. Credits: 04
Total Contact Hours: 60	Max. Internal Marks : 50	Max. External Marks : 50
Pedagogy:	Lectures, Assignments/Project, Practical Exercises and Case Analysis	
Objectives: 1: Recognize and illustrate the accounting system in business organization 2: Demonstrate and prepare the financial statement for a given firm 3: Critically evaluate the significant accounting policies for a given firm 4: Examine Inventory & depreciation policy for taking strategic decision of the given firm 5: Understand cost and management accounting in the process of managerial decision-making. 6: Analyse the financial performance of the firm using various techniques.		

Module 1: Fundamentals of accounting: Nature, Objectives Concepts, Conventions, Accounting Information System, GAAP – IFRS; Accounting standards, Accounting policy, Branches of accounting, Systems, Rules, Accounting Process - Double Entry System, The recording, The practical system, Journal, Sub-Division of Journal, Opening entry, ledger, Preparation of ledger accounts, Balancing the accounts, Classification of accounts, Distinction between journal and ledger, Trial balance, Objectives of trial balance, Distinction between trial balance and balance sheet, Methods of preparing trial balance, Difference in trial balance – errors, Classification of errors, Steps to locate a mistake, Rectification of errors, Suspense account, Correction in the next accounting period, Bank reconciliation statement. Accounting for Fixed Assets & Depreciation Methods. Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts & PDD etc.). Financial statements and their nature, Trading account, Profit and loss account, Manufacturing account, Balance sheet, Adjustment entries, Worksheet, Practical problems. Practical application of software packages for accounting.

Module 2: Cost Accounting: Nature, Concepts; Cost, Cost centre, Cost unit, Cost object, Methods of costing, Techniques of costing, Cost Classification - Classification of cost for decision making, Elements of cost, Preparation of cost sheet. Method of preparing cost sheet, Treatment of scrap, Price quotations or tenders and estimated cost sheet. Marginal Costing and Cost Volume Profit Analysis - Variance Analysis – Budgeting, Inventory Valuation – Principles, Methods (FIFO, LIFO, & Weighted Average Cost). **Material cost - Accounting and Control;** classification of material, Inventory or Material control, ABC technique, Stock levels, Tabular method of EOQ, Purchase of materials, Store-keeping, Stores records, Documents authorising movements of materials, Stores requisition note, Inventory systems, Material losses, Waste, Scrap, Spoilage defectives, Methods of pricing material issues, Stores ledger account.

Module-3: Employee (labour) cost-accounting and control; Labour turnover, Work study, Time keeping, Time/clock card, Time booking, Weekly timesheet, Piece work card, Payroll department, Overtime, Idle time, Methods of wage payments, Time rate system, Piece rate system, Incentive schemes, Co-partnership and profit sharing, Non-monetary incentives. **Overhead cost-accounting and control;** overheads, Classification of overheads, Accounting of overheads, Apportionment of service department costs, Secondary distribution, Absorption of factory overhead, Methods of absorption of factory overhead, Administration overhead, Selling and distribution overhead, Under and over-absorption of overhead, Treatment of special items of overheads.

Module 4: Management accounting: Nature, Objectives, Functions, Scope, Advantages and Disadvantages of management accounting, Differences between financial accounting and management accounting, Difference between cost accounting and management accounting, Systems of management of accounting; tools and techniques of management accounting, Management accountant or controller. **Analysis of financial statements:** Steps involved in the analysis of financial statements, Differences between analysis and interpretation, Limitations of financial analysis, Types of financial analysis, Techniques, tools or methods of financial analysis, Comparative financial statement analysis, Common size financial statement analysis, Trend analysis, Ratio analysis Funds flow analysis, Cash flow analysis, Break-even analysis. Difference between Cash Flow and Fund Flow Statement.

Text Books:

1. Financial Accounting – Managerial Perspective by R. Narayanaswamy, PHI Learning
2. Accounting for Business Managers by Sakshi Vasudeva, Himalaya Publishing House
3. Advanced Accounts by Shukla, T S. Grewal and S C Gupta, S C Chand Publishing.
4. Accounting for Management by S.N. Maheshwari & S. K. Maheshwari, Vikas Publication.
5. Cost Accounting by M. N. Arora & Priyanka Katyal, Vikas Publication.
6. Management Accounting by M Y Khan and P K Jain TMH Publishing, New Delhi

Reference Books:

1. Accounting Principles, Text and cases - Robert Antony and David F Hawkins Kenneth A Merchant, Tata McGraw Hill Publishing, New Delhi.
2. Accounting for Management - Text and Cases by S K Bhattacharya and Dearden, Vikas Publication
3. Financial Accounting for Management N Ramachandran, Ramakeshawar Kakani, TMH Publishing, New Delhi.
4. Accounting for Management by S.N. Maheshwari & S.K.Maheshwari,Vikas Publication.
5. Accounting for Mangers By Jessey Joseph Kuppapally, PHI learning
- 6.Accounting and Finance for Non-Finance Managers by Jai Kumar Batra, Sage Publication
7. Financial Accounting - A Managerial Emphasis by Ashok Banerjee, Excel Publisher.
8. Institute of Chartered Accountants of India, Compendium of Statements and Standards on Accounting, ICAI, New Delhi.
1. <https://www.icaai.org/post/accounting-standards>

COURSE OUTLINE FOR MBA SECOND SEM

Paper Code	Title of the Paper	No of Credits	IA Marks	Sem-end Exam	Total Mars
PG61T201	Organizational Behavior	4	50	50	100
PG61T202	Financial Management	4	50	50	100
PG61T203	Strategic Marketing Management	3	25	50	75
PG61T204	Strategic Management	3	25	50	75
PG61T205	Business Research Methods (OEC)	4	50	50	100
TOTAL		18	200	250	450
Specialization Courses					
(Student has to choose at least 12 credits from specialization subjects as per Table)					
GENERAL MANAGEMNT:		No of credits	IA Marks	Sem-end Exam	Total Mars
PG61T206	Management Information System	3	25	50	75
PG61T207	Micro, Small and Medium Enterprise Management	3	25	50	75
PG61T208	Total Quality Management	3	25	50	75
PG61T209	Production and Operations Management	3	25	50	75
	Total	12	100	200	300
MARKETING STREAM:		No of Credits	IA Marks	Sem-end Exam	Total Marks
PG61T210	Integrated Marketing Communication	3	25	50	75
PG61T211	Consumer Behavior	3	25	50	75
PG61T212	Supply Chain Management	3	25	50	75
PG61T213	Service Marketing	3	25	50	75
PG61T214	Marketing Analytics	3	25	50	75
	Total	15	125	250	375
FINANCE STREAM:		No of credits	IA Marks	Sem-end Exam	Total Mars
PG61T215	Financial Markets & Services	3	25	50	75
PG61T216	Project Planning, Appraisal and Control	3	25	50	75
PG61T217	Micro Finance and Financial Inclusion	3	25	50	75
PG61T218	Corporate Tax Planning	3	25	50	75
PG61T219	Security Analysis & Portfolio Management	3	25	50	75
	Total	15	125	250	375
HUMAN RESOURCE:		No of Credits	IA Marks	Sem-end Exam	Total Marks
PG61T220	Applications of Labor Laws	03	25	50	75
PG61T221	Managerial Effectiveness and Leadership	03	25	50	75
PG61T222	Competency Mapping and Career Planning	03	25	50	75
PG61T223	Human Resource Analytics	03	25	50	75
PG61T224	Human Resource Audit	03	25	50	75
	Total	15	125	250	375

Title: Organisational Behaviour

Course Code: PG61T201	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.

Title : Financial Management

Course Code : PG61T202		No. of. Credits: 04
Total Contact Hours: 60	Max. Internal Marks : 50	Max. External Marks : 50
Pedagogy: Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars		
Objectives: 1: Explain the fundamental functions of Finance; 2: Demonstrate the significance of Financial Planning and cost of Capital; 3: Demonstrate the significance of Capital Structuring Decisions; 4: Analyze the various methods of Capital Budgeting for making Investment decisions; 5: Demonstrate the importance of estimation of WCR and Dividend Policy.		

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–Capitalization.

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 (Stock 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: Title: Strategic Marketing Management

Course Code: PG61T203	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment -50 Marks	Semester End Examination – 50 Marks
Objective: Objectives: 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: Managing Marketing Communications; Role of Marketing Communication, Communication Process, Developing an Effective Communication Program, Setting the Communication Objectives, Defining the Focus of Company Communications, Setting the Communication Benchmarks, Determining the Communication Budget, Identifying the Target Audience and Crafting the Communication Message, Deciding on the Communication Media, Defining the Communication Media Mix, Developing a Media Plan, Developing the Creative Approach, Determining the Message Appeal, Selecting the Message Source, Developing the Creative Execution, Measuring Communication Effectiveness. **Designing an Integrated Marketing Campaign in the Digital Age;** Managing Integrated Marketing Communications, Advertising, Television, Print, Radio, Online and Place Advertising, Online Communication, Company Website Driving, Online Traffic, Social Media, Growth of Social Media, Social Media Platforms, Mobile Communication Events and Experiences, Managing Events, Creating Experiences, Word of Mouth Publicity and Public Relations, Publicity, Public Relations, Packaging, **Personal Selling and Direct Marketing;** Personal Selling, Personal Selling Process, Managing the Sale, Designing the Sales Force, Sales Force Objectives, Sales Force Strategy, Sales Force Structure, Sales Force Size, Sales Force Compensation, Managing the Sales Force, Recruiting the Sales Force, Training and Supervising the Sales Force, Managing Sales Force, Productivity Motivating the Sales Force, Evaluating the Sales Force, Direct Marketing, Direct Marketing Channels, The Future of Direct Marketing.

Module II: Designing and Managing Distribution Channels: Role, Functions, Levels, Multichannel Distribution, Channel-Management Decisions, Establishing Channel Objectives, Selecting Channel Members, Motivating Channel Members, Evaluating Channel Members, Channel Cooperation and Conflict, Nature of Channel Conflicts, Managing Channel Conflict, Managing Market Logistics, Market-Logistics Objectives, Market-Logistics Decisions, **Managing Retailing;** Modern Retail Environment, Key Retailing Decisions, Target Market, Product Assortment and Procurement, Services, Store Atmosphere, Pricing, Incentives, Communications, Managing Omnichannel Retailing, Brick-and-Mortar Retailers, Online Retailers, Managing Private Labels, Wholesaling, The Business of Wholesaling, Key Functions Performed by Wholesalers.

Module III: Driving Growth in Competitive Markets; Assessing Growth Opportunities, Product–Market Growth Strategies, Growth Through Mergers and Acquisitions, Growth Through Innovation and Imitation, Gaining Market Position, Growing Sales to Current Customers, Creating New Markets, Expanding Existing Markets, Defending Market Position, Product Life Cycle Marketing Strategies, Concept of a Product Life Cycle, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Alternative Product Life Cycle Patterns, **Developing New Market Offerings;** Process of Developing, New Market Offerings, Innovation Imperative, Managing Innovation, Stage-Gate Approach to Developing New Offerings; Idea Generation, Generating Viable Ideas, Idea Validation, Market Research Tools for Idea Generation and Validation, Concept Development, Prototyping Concept Validation, Business-Model Design, Designing the Business Model, Business-Model Validation, Offering Implementation, Developing the Core Resources, Developing the Market Offering, Commercial Deployment, Selective Market Deployment, Market Expansion, **Building Customer Loyalty Managing;** Customer Acquisition and Retention, Funnel Balancing, Managing Customer Satisfaction and Loyalty, Understanding Customer Satisfaction, Product and Service Quality as a Driver of Customer Satisfaction, Measuring Customer Satisfaction, Building Customer Loyalty, Managing Customer Relationships, Customization, Customer Empowerment, Managing Customer Word of Mouth, Dealing with Customer Complaints, Managing Customer Lifetime Value, The Concept of Customer Lifetime Value, Customer Lifetime Value and Brand Equity, Building Customer Lifetime Value, Creating Customer Loyalty by Building Trust, Measuring Customer Lifetime Value, **Tapping into Global Markets Deciding;** Whether to Go Abroad, Deciding Which Markets to Enter, Determining How Many Markets to Enter, Evaluating Potential Markets, Deciding How to Enter the Market, Indirect and Direct Export, Licensing, Joint Ventures, Direct Investment, Deciding on the Global Marketing Program, Global Product Strategies, Global Brand Strategies, Global Pricing Strategies, Global Communication Strategies, Global Distribution Strategies, **Socially Responsible Marketing;** Role of Social Responsibility in Marketing Management, Community-Based Corporate Social Responsibility, Corporate Social Responsibility in the Workplace, Corporate Philanthropy, Serving Low-Income Communities, Cause Marketing, Social Marketing, Sustainability-Focused Corporate Social Responsibility, Balancing Social Responsibility and Corporate Profitability, Developing Ethical Marketing, Communications Managing Customer Privacy.

Text Book:

1. Kotler Philip; Keller Lane Kevin; N. Seth Jagdish; Shainesh G; Chernev Alexander, Marketing Management, Pearson India Education Services Pvt. Ltd. 16 Edition.

Reference Books:

2. Philip Kotler and Gary Armstrong, “Principles of Marketing” latest edition, Pearson publications.
3. Ramsamy and Namakumari “Marketing Management” latest edition, MacMillan Publications.

Title: Strategic Management

Course Code : PG61T204	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25.	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 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, 13ed 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: Business Research Methods (OEC)

Course Code : PG61T205	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

3. SPSS in simple steps – Kiran Pandey, Dreamtech Press (2011)
4. Business Research Methods. Donald R. Cooper & Pamela S Schindler, 9/e, TMH /2007
5. Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi - Vikas Publication – 2014
6. Research Methods for Business, Uma Sekaran & Roger Bougie, 6th Edition, Wiley, 2013
7. Business Research Methods-SL Gupta and Hitesh Gupta, McGraw hill – 201

Title: Management Information System

Course Code : PG61T206	Credit Points : 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: Develop a comprehensive understanding of the fundamental concepts and components of Management Information Systems and their role in organizational decision-making.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module 1: Introduction to Management Information Systems: MIS: Concept, and Importance of MIS Role of MIS in Decision Making and Business Processes Information Systems in Organizations: Overview of Data, Information, and Knowledge Types of Information Systems (TPS, DSS, EIS) Impact of MIS on Organizational Structure and Behaviour. **IT Infrastructure and Emerging Technologies: Components of IT Infrastructure:** Hardware, Software, Networking, and Data Management Systems. Cloud Computing and Virtualization: **Emerging Technologies:** Internet of Things (IoT), Blockchain Technology in MIS, Artificial Intelligence and Machine Learning in Business Systems Impact of Big Data and Analytics on Decision-Making.

Module 2: Database Management and Information Security: Database Management Systems (DBMS): Database Concepts: Objectives, and Functions, Data Modeling and ER Diagrams, Structured Query Language (SQL) Data Warehousing and Data Mining, Information Security and Ethical Issues: Security Threats: Hacking, Cybercrime, and Data Breach, Cryptography, Encryption, and Firewalls, Ethical Concerns in Information Management. **E-Commerce and Digital Business Models:** E-Commerce: E-commerce Framework and Applications B2B, B2C, C2C, and G2C Models E-payment Systems, Digital Wallets, and Online Transactions Digital Business Models: Platform Business Models and the Gig Economy.

Module 3: Systems Development and Project Management: Systems Development Life Cycle (SDLC), Stages of SDLC: Planning, Analysis, Design, Implementation, and Maintenance, Agile vs. Waterfall Models of Development, Project Management in MIS:, Project Planning, Scheduling, and Budgeting, Risk Management and Quality Assurance, Tools for MIS Project Management : MS Project, JIRA. Decision Support Systems (DSS), Components and Architecture of DSS, Role of DSS in Strategic and Tactical Decision-Making, Use of Predictive Analytics in DSS: Digital Transformation in Enterprises: The Role of MIS in Driving Digital Transformation Impact of Cloud Computing and 5G on MIS Future of MIS: Trends in Automation: Robotic Process Automation (RPA) and AI Smart Cities, Smart Grids, and Industry 4.0 Ethical and Social Implications of Advanced MIS.

Case Study:

"Tesla: Digital Transformation in the Automotive Industry"

Case Study: "Alibaba: The World's Largest Online Marketplace"

Case Study: "Amazon Web Services (AWS): Leveraging Cloud Computing for Business Growth"

Case Study: "Target Data Breach: Lessons in Information Security"

Case Study: "NASA's Project Management Challenges: The Hubble Space Telescope Case"

Case Study: "Coca-Cola: Using Business Analytics for Marketing Decisions"

Case Study: "Nestlé's ERP Implementation: Successes and Challenges"

Case Study: "Ford Motor Company: The Role of MIS in Global Operations"

Text:

- Management Information Systems, Effy OZ, Thomson Leaning/Vikas Publications
- Management Information Systems, James A. O'Brein, Tata McGraw-Hill

References:

- Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.
- Management Information System, David Kroenke, Tata Mc Graw Hill Publication.
- MIS: Management Perspective, D.P. Goyal, Macmillan Business Books.
- MIS and Corporate Communications, Raj K. Wadwha, Jimmy Dawar, P. Bhaskara Rao, Kanishka Publishers.
- MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education.

Title: Micro, Small and Medium Enterprises (MSME) Management

Course Code : PG61T207	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To provide a comprehensive understanding of the role of Micro, Small, and Medium Enterprises (MSMEs) in economic development, and to equip MBA students with the necessary tools and knowledge to manage, grow, and scale MSMEs successfully.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module 1: 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.

Module 2: Strategies for MSME: Financing MSMEs: Traditional and Non-Traditional Sources of Finance for MSMEs (Banks, NBFCs, Angel Investors, etc.). Government Schemes and Incentives: Mudra Yojana, CGTMSE, SIDBI. Working Capital Management for MSMEs. Venture Capital and Private Equity for MSMEs. Financial Planning, Budgeting, and Forecasting for Small Enterprises.

Marketing Strategies for MSMEs: Developing a Low-Cost Marketing Strategy for MSMEs. Digital Marketing for MSMEs: Social Media, SEO, and E-commerce. Building a Brand with Limited Resources. Customer Relationship Management (CRM) for MSMEs. Case Studies of Successful MSME Marketing Campaigns.

Module 3: Operations and Supply Chain Management for MSMEs: Streamlining Operations for MSMEs: Lean Management and Process Improvement. Inventory Management Techniques for Small Businesses. Sourcing, Procurement, and Vendor Management for MSMEs. Managing Supply Chain Risks and Ensuring Sustainability. Technology Adoption for MSMEs: ERP, CRM, and Automation.

Module 4: 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.

Recommended Resources:

1. MSME Annual Report by the Ministry of MSME, Government of India.
2. Small Business Management: Launching & Growing Entrepreneurial Ventures by Justin G. Longenecker.
3. The Lean Startup by Eric Ries.
4. Articles from Economic and Political Weekly, Entrepreneur, and Harvard Business Review.

Title: Total Quality Management

Course Code : PG61T208	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: This course is designed to help students to develop basic appreciation of quality concepts and learn the tools and techniques to achieve quality. It also gives the totally integrated effort for gaining competitive advantage by continuously improving every facet of an organization's activities.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

MODULE 1 Introduction to TQM:

Various definitions of quality and TQM, Core concepts of quality, The masters of quality (W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo shingo) Evolution of quality, The Total Quality Management Excellence Model, Leadership and Strategic Quality Management, **Customer Driven Quality**

MODULE 2 Continuous process improvement:

Concepts of Kaizen, Kaizen vs. Innovation, Kaizen Strategy, House of Quality, Quality Function deployment, Quality Circles. Brain storming, Value analysis, Poka Yoke, Bench marking. **Quality Improvement Tools:** Statistical Concepts in Quality; The Seven Statistical tools, The New Seven tools, Other Quality Improvement Tools – Vision and Mission Statements, Statistical quality control, Acceptance sampling, Process capability studies (six-sigma), Six Sigma Tools and Techniques Acceptance sampling, TPM. Business Process Reengineering, Business Excellence Models

MODULE 3 Total Quality Management Models:

Deming award, Malcolm Baldrige National Quality award, The European Quality award, CII-EXIM bank award, Rajiv Gandhi National peacock award. **Management System Standards:** Quality Systems, Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management System, Quality certification and Quality audit.

References:

- Imai Masaki, Kaizen, The key to Japan's Competitive Success, McGraw-Hill, Inc., International Edition, 1991.
- Poornima M Charantimath, Total Quality Management, Pearson Education, 2023.
- Heizer and Nathan, Cases in Total Quality Management Manufacturing and services, Thomson South-western, 2004.
- Encyclopedia on TQM 6 volumes, Mc Graw Hill Publication
- Basterfield H Dale and others, Total Quality Management, Pearson Education/PHI, Inc. 2006.
- K. Shridhar Bhat Total Quality Management (Himalaya publishing house 2005).

Title: Production & Operations Management

Course Code: PG61T209	Work load: 3 hours per week
Credit Points: 03	Contact Hours: 45
Continuous Internal Assessment -25 Marks	Semester End Examination – 50Marks
Objective: To know the primary operations and planning activities in production and operations management. To understand the facilitation in plant layout and locations. To apply and analyse of productivity and Supply Chain activities in operations management.	
Pedagogy: Lectures, Home Assignments, class assignments, Topic presentations	

Module-1: Introduction to Production and Operations Management: Transformation process, Process Design-job, batch and continuous production. Green operation management, carbon credits and trading, emission reduction, recycling. Role of Technology -automation, N/C machines, CNC machines, CAD, CAM, FMS and Group Technology. Operations Functions and Evolution of POM; Framework for Managing Operations; Operations Strategy; Trends in Operations Management. **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. Buy or make decisions. Product and Process Design Product Development; Product Design Tools; Design of Services; Flexible Manufacturing; Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

Module-2: Facility Location: Importance and factors affecting plant location, steps in plant location selection, location models: factor rating method, point rating method, and Break even analysis. Capacity Design Capacity Management; Economies and Diseconomies of Scale and Learning Curve; Capacity Strategies; Decision Trees.**Facility Layouts:** Meaning, objectives, types 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. With relevant numerical.

Module-3: Productivity: Factors influencing productivity, productivity improvement techniques: Meaning, advantages, disadvantages of work study. Steps involved in Method study and Time study. With numerical. Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives. **Operations Planning and Scheduling Systems:** Aggregate Planning and its Process; Master Scheduling; Aggregate Planning for Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System.

Text Boks :

1. Production and Operations Management by K. Aswathappa and K. Shridhar Bhat. Himalaya Publishing House, 6th Edition
2. Production and Operations Management by Kanishka Bedi, Oxford University Press, 3rd Edition.

Reference Books:

3. Production and Operations Management by Evrette E Adam, Jr. Ronald J. Ebert, PHI, 5th Edition
4. Operations Management by B. Mahadevan, Pearson, 2nd Edition

Case References:

Case study: Kishor Biyani and Big Bazar, TulsiTant-Green and Clean Energy, Rover Honda from Production and Operations Management by Kanishka Bedi, page 28-32. Case study on videocon, Scorpio, BMW Rolls-Royce from Production and Operations Management by Kanishka Bedi, page 60-66

Case study: Tata's Nano plant location, Toyota in China from Production and Operations Management by Kanishka Bedi, page 146-150 and page 186-188 Kingfisher and Honda cases. Tea factories in Gilchrist from Operations Management by B. Mahadevan, page 325-331

Case Study: case study on Taj hotels and Volvo Truck corporation Production and Operations Management by Kanishka Bedi, page 462-466. cases on Indian McDonald Vovo-Sunwind etc from page 374-379.

Title: Integrated Marketing Communications

Course Code : PG61T210	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: The objective of this course is to enlighten the students with important aspects of planning, execution and evaluation of marketing communication and its strategies.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module-I: Integrated Marketing Communications; Evolution, Contemporary Perspective, Importance, Role, Tools Promotional Mix: Paid, Owned, and Earned Media, IMC Planning Process, Steps involved in IMC Planning Process; Push and Pull Strategies; Participants in IMC Process: Organizing for Advertising and Promotion in the Firm: The Client's Role; Advertising Agencies and Services; Agency Compensation; Evaluating Agencies; Direct-Marketing Agencies; Sales Promotion Agencies; Public Relations Firms; Digital/Interactive Agencies; Collateral Services; IMC Services; Responsibility for IMC: Identifying the Target Audience; The Response Process; Cognitive Processing of Communications; Response Process and the Effects of Advertising; Promotional Planning through the Persuasion Matrix; Source Factors; Choosing a Celebrity Endorser; Message Factors; Channel Factors; Effects of Alternative Mass Media; Effects of Context and Environment, Clutter. IMC Program: Determining IMC Objectives; Marketing versus Communications Objectives; Sales versus Communications Objectives; DAGMAR Approach; Problems in Setting Objectives; Establishing and Allocating the Promotional Budget; The Importance of Creativity in Advertising; Planning Creative Strategy; Creative Process; Creative Strategy Development; Appeals and Execution Styles; Creative Tactics; Client Evaluation and Approval of Creative Work; Media Planning; Problems in Media Planning; Developing the Media Plan; Establishing Media Objectives; Developing and Implementing Media Strategies; Evaluation and Follow-Up; Characteristics of Media.

Module-2: EVALUATION OF MEDIA: Merits and Demerits of Television; Buying Television Time; Radio; Merits and Demerits of Radio; Buying Radio Time; Role and Value of Magazines and Newspapers; Classifications of Magazines; Merits and demerits of Magazines; Purchasing Magazine Advertising Space; Types of Newspapers and Advertising; Merits and Demerits of Newspapers; Online Delivery and Multiple Platforms; Scope of the Support Media Industry; Traditional Support Media; Promotional Products Marketing; Other Traditional Support Media; Nontraditional Support Media; Branded Entertainment; Guerrilla Marketing. **DIRECT MARKETING:** Growth, Role, Objectives, Strategies and Media; Direct Selling; Evaluating the Effectiveness of Direct Marketing; Merits and Demerits of Direct Marketing; **THE INTERNET: DIGITAL AND SOCIAL MEDIA:** Growth, Rapid Adoption, merits and demerits Web Objectives; E-Commerce; The Internet and IMC; Role of Mobile in the IMC; merits and demerits of Mobile; Internet Metrics.

Module-4: Sales Promotion; Scope, Role, Growth; Reasons for the Increase in Sales Promotion; Concerns about the Increased Role of Sales Promotion; Consumer Franchise-Building versus Non franchise-Building Promotions; Consumer-Oriented Sales Promotion; Objectives, Techniques; Event Marketing; Consumer-Oriented Promotions and Marketer Objectives; Trade-Oriented Sales Promotion and its Objectives, Types; Coordinating Sales Promotion with Advertising and Other IMC Tools; Sales Promotion Abuse; Public Relations: Traditional PR; The New Role of PR; Integrating PR into the Promotional Mix; Marketing PR Functions; The Process of PR; Power of Publicity; Measuring the Effectiveness of Publicity; Corporate Advertising; Objectives; Types; Advertising; merits and demerits; Measuring the Effectiveness of Corporate Advertising. Merits and Demerits of all the Sales promotion tools.

MEASURING THE EFFECTIVENESS OF THE PROMOTIONAL PROGRAM:

Arguments for and against Measuring Effectiveness; Conducting Research to Measure Advertising Effectiveness; The Testing Process; Steps in Testing process; Establishing a Program for Measuring Advertising Effects; Measuring the Effectiveness of Other Program Elements; Measuring the Effectiveness of Sales Promotions Tools; Regulation Of Advertising And Promotion: Overview of Regulation; Self-Regulation; Self-Regulation by Advertisers and Agencies; Self-Regulation by Trade Associations; Self-Regulation by Businesses; The Advertising Self-Regulatory Council/Authority in India; Self-Regulation by Media; Appraising Self-Regulation; Indian Regulation of Advertising; Advertising and the First Amendment; Background on Indian Regulation of Advertising; Indian Trade Commission; The Concept of Unfairness; Deceptive Advertising; Developments in Regulation by Agencies; State Regulation; Regulation of Other Promotional Areas like online marketing; Advertising and Promotion Ethics; Social and Ethical Criticisms of Advertising; Advertising as Untruthful or Deceptive; Advertising as Offensive or in Bad Taste; Advertising and Children; Social and Cultural Consequences; Economic Effects of Advertising; Effects on Consumer Choice; Effects on Competition; Effects on Product Costs and Prices.

Text Book:

1. Advertising and Promotions IMC Perspectives: Belch and Belch, Keyoor Purani - Tata Mc Graw Hill Latest edition
2. Foundations of Advertising, Chunawalla & Sethia, HPH
3. Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson Integrated Advertising, Promotion, and Marketing Communications Clow, Baack, 3/e, Pearson Education,

Title: Consumer Behavior

Course Code : PG61T211	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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, McGrawHill Publications
3. Satish K Batra and S H H Kazmi, “Consumer Bhevaiour – Text and Cases”, Excel Publications.

Title: Supply Chain Management

Course Code : PG61T212	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment - 25	Semester End Examination – 50
Objective: Analyse the benefits that can accrue from implementing effective supply chain practices; Understands the major challenges and issues facing organizations developing and implementing supply chain strategies.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module 1 :- Supply Chain Management: forces 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. 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: Distribution – Managing Fulfilment Operations: The Role of Distribution operations in SCM, Distribution Planning and strategy, Distribution Execution, Distribution Metrics, Distribution Technology. **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:** 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. **Sourcing Materials & Services:** Strategic sourcing methodology, Managing Sourcing and procurement processes, Supplier selection, Supplier/vendor evaluation and Relationships, e-sourcing & e-procurement.

Module-3: 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. **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.

Text Boof and Reference Books:

- 1 John J Coyle, C John Lagley, Robert A. Novack “Managing supply Chain – Logistic Approach”, Cengage Learning.
- 2 Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication.
- 1 Logistics Management by Vinod V Sople Pearson Education
- 2 Logistical Management by Donald Bowersox, David Closs- TMH, 2004
- 3 Business Logistics/Supply Chain Management –Ronald Ballou- Pearson Education.
- 4 Sunil Chopra and Peter Meindl, ‘Supply Chain Management Strategy – Planning and Operation, Latest edition,

Title: Services Marketing

Course Code : PG61T213	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To make students to learn concepts, theories, principles, functions and objectives Services Marketing.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module 1: Introduction to Services Marketing: Concepts and Characteristics of Services: Definition, nature, and classification of services; key characteristics (intangibility, inseparability, variability, Perishability). Service Marketing vs. Product Marketing: Differences, similarities, and unique challenges. Service Quality and Customer Expectations: Dimensions of service quality (SERVQUAL model), understanding customer expectations, and perceptions.

Module 2: Service Delivery and Process Management: Service Blueprinting and Process Design: Techniques for mapping service processes, identifying bottlenecks, and designing efficient service delivery systems. Service Operations Management: Managing capacity and demand, service facility layout, and technology in service delivery. Managing Service Encounters: Interaction between service employees and customers, service recovery strategies, and the role of frontline staff. **Service Strategy and Customer Relationship Management (CRM):** Service Strategy Formulation: Developing and implementing service strategies, positioning, and competitive analysis. Customer Relationship Management: Building and maintaining customer relationships, CRM systems, and customer loyalty programs. Service Innovation and Development: Creating new services, service design thinking, and integrating customer feedback into service innovation.

Module 3: Integrated Marketing Communications for Services: Service Promotion and Branding: Strategies for promoting services, service branding, and positioning. Integrated Marketing Communications (IMC): Designing and managing IMC programs for services, including advertising, sales promotion, public relations, and personal selling. Digital Marketing for Services: Leveraging digital channels, social media, and online platforms for service marketing. **Measuring and Managing Service Performance:** Service Performance Metrics: Key performance indicators (KPIs), customer satisfaction measurement, and service quality assessments. Service Audit and Benchmarking: Techniques for auditing service performance and benchmarking against industry standards. Future Trends in Services Marketing: Emerging trends, technological advancements, and their impact on service marketing practices.

Additional Components:

- Case Studies and Real-World Applications: Analysis of case studies from various service sectors (e.g., healthcare, education, hospitality) to understand practical applications.
- Guest Lectures and Industry Interaction: Sessions with industry professionals and practitioners to provide insights and current trends in services marketing.
- Assignments and Projects: Group projects, research assignments, and practical exercises to reinforce theoretical concepts and encourage hands-on learning.

Text Book: 1. Zethaml, Bitner, Gremler and Pandit “Services Marketing” 6th edition, McGrawHill publications.

2. Christopher Lovelock, “Services Marketing”, latest edition, PearsonPublications.

Title: Marketing Analytics

Course Code : PG61T214	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment - 25	Semester End Examination – 50
Objective: This course is designed to equip MBA students with essential skills in data-driven marketing decision-making. The course will cover analytical frameworks, tools, and techniques for collecting, processing, and interpreting marketing data to drive business outcomes.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Analysis	

Module-1: Marketing Analytics, Data for Marketing Analytics, Business Intelligence, Analytics, and Data Science, Exploratory Data Analysis, Descriptive Analysis, Predictive Analytics, Prescriptive Analytics, Benefits of Customer Analytics, Factors Essential for Obtaining Benefits from Customer Analytics, Segmentation Analytics, Cluster Analysis, Perceptual Mapping, White Spaces, Umbrella Brands, Multidimensional Scaling, Product Analytics, Analyzing Digital Products, Analyzing Non-Digital Products, Pricing, Goals of Pricing, Bundling, Skimming, Revenue Management, Promotions, Discounting, Price Elasticity of a Brand, Marketing Mix Modeling, Variables in Market Mix Modeling, Techniques of Market Mix Modeling, Customer Journey, Importance of Customer Journey, What is Customer Journey Mapping, Customer Journey Mapping and Use of Analytics, Mapping a Customer's Journey. Analytics with Customer Journeys, Customer Journey.

Module-2: Principal Component Analysis, Applying Principal Components to Brand, Nurturing Customers, Metrics for Tracking Customer Experience, Upgrading Customers: Use Case of Upselling, Logistic Regression Analysis, Use of Logistic Regression as a Classification Technique, Customer Analytics, Customer Lifetime Value, Churn Analytics, Digital Analytics: Metrics and Measurement, Important Web Metrics, Attribution Challenge and Shapley Regression, Test and Control or A/B Testing, Search Engine Marketing, Search Engine Optimization, SEM or SEO: Social Media Analytics, App Marketing Metrics,

Module-3: Importance of AI in Marketing, Key Applications of AI in Marketing, Common Terminologies – AI, ML, and DL, Important Concepts of ML, Random Forests, Model Evaluation Using ROC, AUC, and Confusion Matrix, Boosting Trees, Variable Importance, Simple Feed-Forward Network, Deep Neural Network, Image Recognition, Working with Textual Data, Recommendation Systems, Challenges Involved with AI, Data Visualization, Necessity of Data Visualization, Charts, Visualizations Useful with Common Data Science Techniques, Conclusion.

Text Book:

1. **Seema Gupta, Avadhoot Jathar, Marketing Analytics, Wiley Pvt. Ltd. New-Delhi**

Recommended Resources:

1. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger.
2. Google Analytics Breakthrough: From Zero to Business Impact by Feras Alhlou, Shiraz Asif, and Eric Fettman.
3. Python for Data Analysis by Wes McKinney.
4. Tableau and Google Analytics Tutorials (online resources).
5. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques by Stephan Sorger.
6. Data-Driven Marketing by Mark Jeffery.
7. Competing on Analytics by Thomas H. Davenport and Jeanne G. Harris.
8. The Big Data-Driven Business by Russell Glass and Sean Callahan.
9. Digital Marketing Analytics by Chuck Hemann and Ken Burbary.
10. Web Analytics 2.0 by Avinash Kaushik.

Title : Financial Markets & Services

Course Code : PG61T215	Credit Points : 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	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 raising 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 McGraHill Publication, New Delhi

Title: Project Planning, Appraisal and Control

Course Code : PG61T216	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: Take rational decision with respect to the capital expenditures and project risk management. Update with the latest development in the field of project planning	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module-1: Project Planning: Project Plan, Management Principles applied to Project, Project Management Life Cycle, Project Life Cycles and Uncertainty. Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas. Project planning - Scope, Problem statement, Project Goals, Objectives, Success criteria, Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning. Project Activities - Project Resource Requirements, Types of Resources.

Module-2: Project Appraisal: Appraisal of Projects – Marketing – Technical – Financial Feasibility. Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi-Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report. **Advanced Investment Criteria** - Investment Evaluation in Practice – Capital Rationing – Inflation & Investment Decisions – Multiple IRR – Modified IRR method – Special investment decisions. Issues in evaluating mutually exclusive projects. **Project Risk Management:** Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Certainty; Equivalent, Risk Adjusted Discount Rate, Project Risk Management.

Module-3: Project Control and Organization: Project Network Technique, Time Estimation, Project Scheduling, PERT and CPM Model; Forms of Project Organization, Project Planning, Project Control, Work Breakdown Structure, Reasons for Ineffective Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit, Abandonment Analysis. Planning for Monitoring and Evaluation, Project Management Information System, Project Communication, Post-Project Reviews. Project Team Management - Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting. **Purchasing and Contacting for Projects:** Purchase Cycle, Contact Management, Procurement Process – Tender – Legal Aspects. **Project Close-out, Termination and Follow-up:** Project Close-out, Steps for Closing the Project, Project Termination, and Follow-up. Strategic Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures. Project

Contacts, principles, Compilation of Contacts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.

Text and Reference Books:

1. Project: Planning, Analysis, Selection, Implementation & Review - Prasanna Chandra, Tata McGraw Hill Publishing, New Delhi.
1. Project Management and Appraisal – Sitanju Khatua, Oxford University Press
2. Project Management by Samuel J. Mantel, Jack R. Meredith, Scott M. Shafer, & others, Willey India Edition.
3. Effective Project Management - Robert K Wysocki, Robert Beck, and Devaid B Crane, John Wiley & Sons.
4. Financial Management – Khan and Jain, 6th Edition, Tata McGraw Hill Publishing, New Delhi.

Title: Microfinance and Financial Inclusion

Course Code : PG61T217	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: Examine contemporary issues associated with microfinance and financial inclusions.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

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. **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-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

Module-2: Micro Finance Institutions (MFIs) – Registration & Business Models of MFIs -Functioning of MFIs - Outreach and reliability - Cost to MFIs-borrowing cost, operating cost, risk cost (provision for loan losses) - Interest rate - Interest rate calculation Reducing Balance v/s Flat Rate. **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 SHGs and micro credit. **Government guidelines and RBI directives on Micro Credit** - Legal aspects of deposits from and lending to SHGs.

Module-3: Financial Inclusion - Definition – Technology and financial inclusion – Business Correspondent Model – Business Facilitator Model - Jan Dhan Yojana – Financial Inclusion and Direct Benefit Transfer (DBT). **Contemporary Issues in Microfinance.**

Text/Reference Books

1. Microfinance Perspectives and Operations – IIBF - McMillan Publisher
2. Microfinance by V. Neelamegam, Vrinda Publications (Pvt.) Ltd
1. Understanding Microfinance – D.K.Panda, Wiley Publications.
2. The Economics of Microfinance by Beatriz Armendáriz de Aghion & Jonathan Morduch.
3. Microfinance Handbook: An Institutional and Financial Perspective by Joanna Ledgerwood
- 4.The New Microfinance Handbook A Financial Market System Perspective Edited by Joanna Ledgerwood with Julie Earne and Candace Nelson
5. Microfinance – V.S.Somanath, Excel Books
6. Microfinance In India by K. G. Karmakar
7. Microfinance by O.C.Rana & Hem Raj, Himalaya Publishing House.

Title : Corporate Tax Planning

Course Code : PG61T218	Credit Points 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: Enable students to plan tax management in the corporate setting	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module 1: Basic concepts

Assessment year, Previous year, Person, Assessee, Charge of income tax Income Gross total income, Total income and tax liability, Difference between exemption and deduction, Definition of manufacture, Capital asset, Company, Fair market value, Capital receipt versus revenue receipts, Capital expenditure versus revenue expenditure, Method of accounting. **Residential status and tax incidence:** What is the relevance of residential status, Residential status - general norms, Residential status of a company. Relationship relation between residential status and resident incidence of tax, Receipt of income, Accrual of income, Income deemed to accrue or arise in India, Hints for tax planning in respect of residential status, Problems on residential status and tax incidence. **Income is exempted from tax:** Incomes and exempt under special provision in respect of newly established undertaking in free trade zone etc, Special provisions in respect of newly established units in special economic zone, Special provisions in respect of newly established hundred percent export-oriented undertakings, Special provisions in respect of export of artistic handmade wooden articles.

Module 2: Profits and gains of business or profession

Chargeability/ Scope of income under the head “Profits and gains of business or profession” (Sections 28 to 30); Chargeability, General principles governing assessment of business income, Method of accounting, Scheme of deductions and allowances, Basic principles governing admissibility of deduction under section 30 to 44DB, Deductions expressly allowed in respect of expenses/allowances, rent, rates, taxes, repairs and insurance of building, Repairs and insurance of machinery, plant and furniture, **Depreciation (Sections- 32 and 32(2));** Depreciation, Treatment of unabsorbed depreciation. **Deductions (Sections – 32 AC to 35E):** Investment allowances for acquisition and installation of new plant and machinery, Investment allowances in backward areas in Andhra Pradesh, Bihar, Telangana or West Bengal, Tea/coffee/rubber development account, Site restoration fund, Reserve for shipping business, Expenditure on scientific research, Expenditure on acquisition of Patent rights, copyrights, know-how, Expenditure for obtaining right to use spectrum for telecommunication services, Amortisation of telecom licence fees, Expenditure on eligible projects or schemes, Deduction in respect of expenditure on specified business, Payment to associations and institutions carrying out rural development programmes, Deduction for expenditure incurred on agricultural extension. Project, Deduction for expenditure for skill development, Amortisation of preliminary expenses, Amortisation of expenditure in the case of amalgamation/demerger, Amortisation of expenditure under voluntary retirement scheme, Amortisation of expenditure and prospecting etc for development of certain minerals.

Module 4: Set off and carry forward of losses (Sections 70 to 80)

Set off and carry forward of losses: Mode of set off and carry forward - the three steps, Inter-source adjustment - how made, Inter-head adjustment - how made, Carry forward of loss, Loss of partnership firms, Loss of closely held companies, Carry forward and set off of losses and depreciation - when permissible in the hands of amalgamated and demerged company or cooperative bank, Compulsory filing of loss return, Practical problems.

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 reference to financial management decisions (including deemed dividend), Tax planning with reference to specific management decisions, Tax planning in case of employees remuneration, Taxation of non-residents, Double taxation relief (Section 90, 90A and 91), Special provisions relating to avoidance of tax and General Anti-Avoidance Rules (GAAR), (Practical Problems).

Reference Books:

1. Professional Approach to Direct Taxes Law and Practice by Dr. Girish Ahuja & Dr. Ravi Gupta. Commercial Law Publishers (India) Pvt. Ltd
2. Practical Approach To Income Tax By Dr. Girish Ahuja & Dr. Ravi Gupta Commercial Law Publishers (India) Pvt. Ltd.
3. Income Tax including Tax Planning & Management | 45th Edition | A.Y. 2024-25 by Dr. H.C. Mehrotra and Dr. S.P. Goyal, Sahitya Bhawan Publications.
4. Direct Taxes Laws and Practice – Vinod K Singhania, Kapil Singhania- Taxmann's Publication.
5. Corporate Tax Planning & Business Tax Procedures with Case Studies by Monica Singhania & Vinod K Singhania – Taxmann's Publication.

Title : Security Analysis and Portfolio Management

Course Code : PG61T219	Credit Points 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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

Definition of 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, 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. 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.

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

Meaning of portfolio, 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.

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: Applications of Labour Laws

Course Code : PG61T220	Credit Points 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given a set of facts.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module 1: Origin of Law – Concepts - Constitution of India: Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties; **Overview of the IDA Act.** Analysis of the terms “industry” and “industrial dispute” – Distinction between S. 33(1) and 33(2) – How does S. 33-A operate? – Distinction between S. 33C (1) & 33C (2) – Scope of enquiry under S. 33-C (2) as compared to S. 10 (1).

Module-2: Disciplinary proceedings: Common law right of employers – nature of restrictions imposed on the common law right to terminate – rights of workmen u/s. 2-A of the ID Act – Nature of powers conferred on the adjudicators u/s. 11-A – misconduct – misdemeanour – carelessness – standing orders – misconduct: classification. implications of preliminary enquiry – Charge-sheet – nature, scope and criticality of CS – contents of CS – precautions, issues and concerns in framing charges – Show-cause notice vs. Charge-sheet – Domestic Enquiry – Principles of Natural Justice reasonable opportunity – representation of parties – examination-in chief – cross-examination – re-examination and re-cross – manner of adducing evidence – leading questions – role of EO – summing-up arguments – enquiry proceedings vs. Enquiry findings – closing of enquiry proceedings – findings or report of the EO.

Module 3: Overview of Factories Act, 1948, Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Workman Compensation Act, PF Act, ESIC Act etc. and contemporary issues in labor law.

Recommended Books:

- N D Kapoor: Industrial Laws
- Dr. B T Lawani: Social Justice and empowerment
- K. R. Balachandani - Business Law for management

Title: Managerial Effectiveness and Leadership

Course Code : PG61T221	Credit Points 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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 State 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 Less Travelled.

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: Stephen Covey
- 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 : NepoleanHill

Title: Competency Mapping and Career Planning

Course Code : PG61T222	Credit Points 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: Provide you with many opportunities to explore your own interests, values and skills and to begin developing those skills and qualities that will enable you to be highly successful in the workplace. Encourage students to engage in thoughtful academic, extracurricular, career and lifelong planning.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case-study	

Module 1: Competency Mapping: 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.

Module 2: Career Planning: Importance, Terms in career planning, career stages, process of career planning, merits and demerits of career planning. Reason for career development, Scheins model – stages of career development, issues in career development process, career anchors, individual career development, career mistakes to avoid, organizational career development, career development programs in organization, Benefits of career planning and development for individual and organizations, Tips for individual career plan. Factors affecting career planning and development: Hollands occupational orientation (VPT) Career Advising, Career plateau, Strategies dealing with career plateau, Responsibilities of organization and employee in career development, career appraisal, job enrichment, Myers Briggs-Type Indicator, Novations Model.

Module 3: Methods and resources for career development: On the job experience, Off the job learning Managing career development and change- Issues for the 21st century, Career management system, components of career management system, Using performance review and recognition to enhance career development. Career Counseling: Counselor, counselor counselee relationship, Role of career counselor, Type of career counselor, career movement , career diversity, career unrest , career unrest levels- Job unrest, organizational unrest, career content unrest, career self-unrest, personal self-unrest, reasons for career change, types of career change, career change process.

Text Book:

- Career Development Basics by Michael Kroth , Mckay Christensen, Cengage Learning. Career Planning Strategies by Powell C.Randall, Kendall HuntPublishing.
- Career Counseling and Planning by Sushil Kumar Srivastava Atlantic Publishers & Distributors.
- Career Development & Planning: A Comprehensive Approach, by Robert C . Reardon, Janet G. Lenz, James P. Sampson, and Gary W. Peterson. Published by KendallHunt.

Title: Human Resource Analytics

Course Code :PG61T223	Credit Points: 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	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: Human Resource Auditing

Course Code : PG61T224	Credit Points: 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	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 – HR Auditing: Introduction, Objectives, Concepts, Scope, Components, Need, Benefits; HR Audit with ISO process Orientation and Implementation, Objectives and Benefits of HR Audit, Audit of HR Systems, Strategies of HR Audit, frequency of HR Audit. Defining the Audit Team • Approaches to Human Resource Audit. Approaches to HR Audit, Types of HR Audit. **Methods and process of HR Audit** HR Audit Methodology and Issues: • Introduction • Conducting a Human Resource Audit • Preliminary Steps • Goals of the Audit • Areas of the Audit • Issues in HR Audit • Strategies Alignment of HR Audit. Different HR Audit as per Section i.e., Recruitment, Compensation and Benefits, training and development, legal and work force review. HR Audit Process: • Audit of Human Resource Function • Planning Questions, Collecting Data, Analyzing the Audit Data, • Interpretation: Assessing the Ability for Change.

Module-2:HR Audit and Workforce Issues:• Workforce Communication and Employee Relations • Performance Management • Compensation System • Teambuilding System Challenges in HR Audit: • Assessing the Ability for Change • Post Audit Steps • Preventive and Corrective Actions • Role in Business Improvement • Methodology and Limitations Human Resource Audit Report: • HR Audit Report – purpose, Report Design – Preparation of report • Use of HR Audit report for business improvement; HR Audit for Legal Compliance and Safe Business Practices: • Scope of Human Resource Audit • Pre-employment Requirements • Hiring Process • New-hire Orientation Process • Workplace Policies and Practices Human Resource Auditing as a Tool of Human Resource Valuation: • Rationale of Human Resource Valuation and Auditing • Valuation of Human Resources • Issues in Human Capital Measurement and Reporting

Module-3 – Important Standards and Documents: ISO process, Version Control Master list, 270001 Security Management, 9001 quality Management, Case Study and example-based process and HR Audit Docs and Contemporary issues. Practical: HRD Audit – • The Indian Experience and case studies: Introduction- Prevalence of HR Audit, • HR Audit Case-Manufacturing Industry, HR Audit Case Service

Industry Recent Advancements in Human Resource Audit HR Audit Questionnaire:
• Comprehensive Coverage of the Entire Human Resource Practices • A Sample
Internal Human Resource Audit Questionnaire.

Reference Books:

1. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publications,
2. Udai Pareek, T. V. Rao, Designing and Managing Human Resource Systems, Offord publications.
3. Rajni Gyanchandani, Durdana Ovais, HR Audit, Everest Publications.

COURSE OUTLINE FOR MBA THIRD SEM

Paper Code	Title of the Paper	No of Credits	IA Marks	Sem-end Exam	Total Marks
PG61T301	Business Ethics	3	25	50	75
PG61T302	Legal Aspects of Business	3	25	50	75
PG61T303	Operations Research	4	50	50	100
PG61T304	Management Control System	4	50	50	100
PG61T305	Applied Marketing Research (OEC)	4	50	50	100
	Total	18	200	250	450
Specialization Courses (Student has to choose at-least 9 credits as per Table)					
GENERAL MANAGEMNT:		No of Credits	IA Marks	Sem-end Exam	Total Marks
PG61T306	Business Data Analytics	3	25	50	75
PG61T307	Artificial Intelligence For Managers	3	25	50	75
PG61T308	Enterprise Resource Planning (ERP)	3	25	50	75
PG61T309	E-Business Management	3	25	50	75
PG61T310	Entrepreneurship Development	3	25	50	75
	Total	15	125	250	375
MARKETING STREAM:		No of Credits	IA Marks	Sem-end Exam	Total Marks
PG61T311	Sales Management	3	25	50	75
PG61T312	Digital marketing	3	25	50	75
PG61T313	Retail Management	3	25	50	75
PG61T314	Strategic Brand Management	3	25	50	75
PG61T315	International Marketing Management	3	25	50	75
	TOTAL	15	125	250	375
FINANCE STREAM:		No of credits	IA Marks	Sem-end Exam	Total Marks
PG61T316	Mergers, Acquisitions and Corporate Restructuring	3	25	50	75
PG61T317	Personal Finance and Tax Planning	3	25	50	75
PG61T318	International Financial Management	3	25	50	75
PG61T319	Goods and Service Tax	3	25	50	75
PG61T320	Derivatives Market & Risk Management	3	25	50	75
	TOTAL	15	125	250	375
HUMAN RESOURCE:		No of credits	IA Marks	Sem-end Exam	Total Marks
PG61T321	Organization Development and Institution Building	03	25	50	75
PG61T322	Emotional Intelligence and Managerial Effectiveness	03	25	50	75
PG61T323	Compensation and Talent Management	03	25	50	75
PG61T324	Learning and Development	03	25	50	75
PG61T325	Corporate Restructuring-Human Dimensions	03	25	50	75
	TOTAL	15	125	250	375

Title: Business Ethics

Course Code: PG61T301	Credit Points : 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To provide inputs relating to ethical issues faced by industry, To develop Ethical strength in students.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars	

Module 1: Introduction to Business Ethics: Importance - nature, Scope, purpose of ethics and morals for organizational interests– Cultural and Human values in management – Indian and Global perspective; Ethical Problems in Business; Ethical Choices in Business; need of Ethics in Business; Personal policy, Societal level, Internal policy level, Stake holder level.

Module 2 : Ethical Theories: Consequential and non- consequential theories – Ethical dilemma – Ethical decision making Cognitivism, Non-cognitivism , Teleological theory, Deontological theory, Hybrid theory, Enlightened egoism; Environment Issues - Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources - Conservation of Natural Resources. Classical Theory, Stakeholder Theory, Corporate Social Responsibility (CSR) Theory, – Strategic components- Different approaches to CSR - Globalization - Sustainability - CSR standards- Best practices; Corporate Governance – Audit committees – Role of Independent Directors – Protection of Stake holders.

Module 3: Code of ethics & Moral Standards: Workplace Ethics – personal and professional ethics in the organisation - discrimination, harassment - gender equality; Code of ethics, Code of conduct, Code of practice Ethics and Decision Making; Making Moral Decisions; Organisation Ethics Development System – Organisational Culture and values – Code of Ethics – Value based Leadership and its effectiveness; Ethics in Practice, Marketing Ethics and Consumer Protection – Healthy competition and protecting consumer's interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues and common problems

Text Books :

1. Ethical Choices in Business – R.C. Sekhar.
2. Chakraborty, S.K., Management by Values, Ferrell, Fraedrich, Business Ethics: A Case Perspective, Velasquez, Business Ethics.
3. Crane & Matten, Business Ethics,

References:

1. A Study in Business Ethics – Rituparna Raj.
2. Business Ethics-Concepts & Cases-Manuel G Velasquez –Pearson

Title: Legal Aspects of Business

Course Code : PG61T302	Credit Points :03
Work load : 3 hours per week	Contact Hours :45 Hours
Continuous Internal Assessment – 25	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. **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 (Workingidea)

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

Title: Operations Research

Course Code: PG61T303	Work load: 4 hours per week
Credit Points: 04	Contact Hours: 60
Continuous Internal Assessment - 50Marks	Semester End Examination – 50Marks
Objective: 1. To discuss the importance and applications of operation research in business environment and Formulate and analyse the LPP, apply the graphical and simplex methods. 2. To analyse the transportation problems for basic feasible and optimal solution; also solve the assignment problems for productivity improvement. 3. To construct the network diagram and apply CPM & PERT techniques to solve the problems and also formulate and Analyse the various forms of game theory. 4. To understand and apply various replacement models to business problems	
Pedagogy: Lectures, Home Assignments, class assignments, Topic presentations	

MODULE 1 : Introduction of OR: Operation Research: Scope: aid to decision making, Importance of OR techniques in business and industry; **Linear Programming:** Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Slack, surplus, Simplex method.

MODULE 2 : Transportation problems: Introduction, Formulation of Transportation Problem (TP), initial basic feasible solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, MODI method, Moving Towards Optimality; **Assignment problems:** Initial solution, optimal solution, Hungarian method, Maximization problem as assignment problem, Routing Problem, Travelling Salesman Problem.

MODULE 3: Project Scheduling and PERT, CPM: Basic Difference between PERT and CPM, Network Components and Precedence Relationship, Rules for drawing the network diagram construction, Application of CPM and PERT techniques in project planning and control.

Module-4: Game Theory: Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Two-person zero-sum game; pure and mixed strategy games, saddle point. Dominance Property. **Replacement Models:** Introduction, Replacement of items that deteriorate, fail suddenly, group replacement. Sequencing Model; Decision Theory, Simulation.

Case study 1: case studies on LPP application from Operations Research: An Introduction by Hamdy A. Taha, Pearsons 10th Edition, page no.47-87

Case study 2: case study on Asian Games from Operations Research: Theory and Practice by J.K.Sharma, Trinity Press,6th Edition page 305-307. Case study on Shreya and Suns, city corporation, Kamal Transport from Operations Research: Theory and Practice by J.K.Sharma, Trinity Press,6th Edition page 337-338.

Case study 3:case study on bridges of Konisberg from Operations Research: An Introduction by Hamdy A. Taha ,Pearsons 10th Edition, page no.257-258

Case study 4:Staffing Problems on Human resource management -Operation Management text book by P.Rama Murthy,Page no.344-348. mortality and staffing problems -Operation Research by P.K Gupta and D.S.Hira,page 1015-1017

Text Books :

1. Operation Research by P.K Gupta and D.S. Hira 7th edition (2024)
2. Operation Research by P.Rama Murthy, New Age Publishing House, New Delhi

Reference Books :

1. Operation Research by S.Kalavathy , Vikas Publishing House 4th Edition
2. Operations Research: Principles and Applications by G.Srinivasan, PHI Edition
3. Operations Research: An Introduction by Hamdy A. Taha ,Pearsons 10th Edition
4. Introduction to Operations Research by Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag , Preetam Basu ,Mc Graw Hill, 11th Edition
5. Operations Research: Theory and Practice by J.K.Sharma ,Trinity Press,6th Edition

Title: Management Control Systems.

Course Code : PG61T304	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 that 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

Title: Applied Marketing Research (OEC)

Course Code : PG61T305	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 1: 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 2: 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 3: 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: 4: 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: Business Data Analytics for Managers.

Course Code : PG61T306	Credit Points :03
Work load : 3 hours per week	Contact Hours :45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: 1. Understand the fundamental concepts of business analytics and its applications across different domains 2. Apply data analytics techniques to solve marketing, financial, and HR challenges 3. Interpret and communicate analytical results effectively to support decision-making 4. Evaluate and select appropriate analytics tools and technologies for specific business problems 5. Design and implement data-driven strategies to improve organizational performance.	
Pedagogy: Flipped Classroom, Hands-on Lab Sessions, Real-world Data Projects, Guest Lectures, Case Study, Hackathons etc.	

Module1 - Introduction to Business Analytics: Overview of data analytics in business - Importance and applications of analytics, Data-driven decision making ,Types of analytics -descriptive, predictive, prescriptive - Characteristics and use cases of each type, Progression from hindsight to foresight, Data collection - Sources of business data, Data quality assessment and improvement, tools - text2data etc. data cleaning, and preparation techniques. **Marketing Analytics:** Customer segmentation and targeting - Clustering techniques for market segmentation, RFM (Recency, Frequency, Monetary) analysis, Market basket analysis and recommendation systems - Association rule mining, Collaborative and content-based filtering, Social media and sentiment analysis - Text mining techniques, Brand sentiment measurement and monitoring.

Module 2 - Financial Analytics: Financial statement analysis using data analytics - Ratio analysis and trend detection, Anomaly detection in financial data, Risk assessment and management - Credit scoring models, Value at Risk (VaR) calculations,Fraud detection and prevention - Machine learning approaches to fraud detection, Network analysis for identifying fraud patterns. **HR Analytics:** Workforce planning and optimization - Predictive modeling for workforce needs, Optimization techniques for resource allocation, Employee performance and retention analysis - Performance metrics and KPI development, Churn prediction models, Recruitment analytics and talent acquisition - Resume screening automation, Predictive models for candidate success.

Module 3- Advanced Analytics Techniques and Tools: Machine learning applications in business - Supervised vs. unsupervised learning, Common algorithms: regression, decision trees, neural networks, Big data technologies and their business applications - Hadoop ecosystem, Real-time analytics with stream processing, Data visualization and storytelling - Principles of effective data visualization, Tools for creating interactive dashboard.

Textbooks

1. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2021). Business Analytics (4th ed.). Cengage Learning.
2. Sharda, R., Delen, D., & Turban, E. (2021). Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support (11th ed.). Pearson.

Reference Books

1. Provost, F., & Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. O'Reilly Media.
2. Siegel, E. (2016). Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.

Case Studies

1. "Amazon's Recommendation Engine: Driving Sales Through Data"
2. "People Analytics at Google: Using Data to Make Google a Great Place to Work"
3. "JPMorgan Chase: Big Data and Machine Learning in Finance"

Title: Artificial Intelligence for Managers

Course Code : PG61T307	Credit Points :03
Work load : 3 hours per week	Contact Hours :45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To equip students with a practical understanding of how artificial intelligence (AI) can be applied in business to drive innovation, improve decision-making, and create value. The course will cover AI fundamentals, applications across industries, AI project management, and ethical considerations.	
Pedagogy: Lecture, Simulation, Case Studies, Project, etc.	

Module 1: Fundamentals of Artificial Intelligence: Introduction to AI: Definitions, types (Narrow AI vs. General AI), and its role in business. **Key AI Technologies:** Machine Learning, Natural Language Processing (NLP), Neural Networks, Computer Vision. **Data and AI:** The importance of data in AI, structured vs. unstructured data, data quality issues. **AI and Automation:** Differences, overlaps, and business applications. **AI Trends:** Overview of current trends and technologies shaping AI in business. **AI in Business: Applications Across Industries; AI in Marketing:** Personalized marketing, customer segmentation, sentiment analysis. **AI in Finance:** Risk assessment, fraud detection, algorithmic trading, robo-advisors. **AI in Operations:** Supply chain optimization, predictive maintenance, AI in manufacturing. **AI in Human Resources:** AI for recruitment, employee engagement, performance evaluation. **AI in Healthcare:** Diagnostics, personalized medicine, AI in medical research. **Emerging Applications:** AI in retail, logistics, and customer service (e.g., chatbots, virtual assistants).

Module 2: AI Project Management for Business Leaders: AI Strategy Formulation: How to align AI projects with business goals and strategy. **Building an AI Team:** Roles such as data scientists, AI engineers, and business analysts. **Managing AI Projects:** Agile methodologies, AI project lifecycle, and key milestones. **Challenges in AI Implementation:** Data availability and quality, infrastructure needs, skill gaps. **Return on Investment (ROI) for AI Projects:** How to assess the business value of AI initiatives. **AI Tools for Managers:** Overview of platforms like IBM Watson, Google Cloud AI, and Microsoft Azure. **Ethical, Legal, and Social Implications of AI; Ethical Issues in AI:** Bias, fairness, transparency, accountability, job displacement. **AI and Privacy:** Data protection regulations, GDPR, and implications of AI surveillance. **AI and Society:** AI's impact on the workforce, automation's role in job displacement, and the need for upskilling. **Legal Regulations and Compliance:** Current AI regulations, future regulatory trends. **Corporate Responsibility and AI:** How companies should address AI ethics and governance. Ethical dilemma case study: Analyze the ethical challenges in a real-world AI deployment scenario.

Module 3: AI and the Future of Business: AI and the Future of Work: Automation, reskilling, and the evolving role of managers. **AI in Emerging Markets:** The role of AI in developing economies. **AI and Digital Transformation:** How AI drives digital business models and innovation. **Future Trends:** Quantum computing and its potential to revolutionize AI, Generative AI (e.g., GPT models), AI in IoT. **AI Governance:** Corporate governance frameworks for AI.

Recommended Books & Resources:

1. Prediction Machines: The Simple Economics of Artificial Intelligence by Ajay Agrawal, Joshua Gans, and Avi Goldfarb.
2. Artificial Intelligence: A Guide for Thinking Humans by Melanie Mitchell.
3. Weapons of Math Destruction by Cathy O'Neil.
4. Selected journal articles from Harvard Business Review and MIT Sloan Management Review.

Title: Enterprise Resource Planning (ERP)

Course Code : PG61T308	Credit Points : 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To equip students with a practical understanding of how ERP.	
Pedagogy: Lecture, Assignments, Simulation, Case Studies, Project, etc.	

Module 1: Enterprise Resource Planning –Introduction: Need of ERP, Advantages of ERP, Growth of ERP; Benefits and Limitations of ERP; Current Trends: Cloud-based ERP, ERP for SMEs, Mobile ERP.**ERP and Related Technologies:** Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM) Customer Relationship Management (CRM); Integration with Digital Transformation Technologies; Artificial Intelligence (AI) and Machine Learning in ERP; Internet of Things (IoT) in ERP; Blockchain and ERP Integration; Advanced Analytics and Business Intelligence in ERP; Integration with Big Data and Predictive Analytics; Cybersecurity and Data Privacy in ERP Systems.

Module 2: ERP modules & Vendors: Finance and Accounting, Production Planning and Control, Sales and Distribution, Human Resource Management (HRM), Inventory and Supply Chain Management, Quality Management. Inventory Control System, ERP Market; Healthcare, Retail and E-commerce, Manufacturing, Service Industry. Major ERP Vendors: SAP, Oracle, Microsoft Dynamics, Infor, NetSuite.

Module 3: ERP Implementation Life Cycles : Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance; ERP Implementation Methodologies: Agile, Waterfall, Hybrid; ERP Selection Criteria and Vendor Evaluation; Implementation Life Cycle: Project Planning and Management, System Configuration and Customization, Change Management and User Training, Go-Live and Post Implementation Support; Best Practices for Successful ERP Implementation. **ERP Case Studies:** Post implementation review of ERP Packages in Manufacturing, Services, and other Organizations

Books Recommended:-

- ☐ Enterprise Resource Planning - Alexis Leon
- ☐ ERP Ware: ERP Implementation Framework–
- ☐ V.K. Garg & N.K. Venkitakrishnan
- ☐ ERP: By Leon, ERP Concepts and Planning - Garg & Venkitakrishnan

Title: E-Business Management

Course Code : PG61T309	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To understand the practices and technology to start an online business and too know how to build and manage an e-business	
Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars	

Module 1:IntroductionToE-Business: e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce; Technology Infrastructure; Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

Module 2: Business Applications: Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e- governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals; **e-Business Payments And Security:** E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

Module 3: Legal And Privacy Issues

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, Contacts and warranties, Taxation and encryption policies.

Text Books:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson,2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia,2010.

Reference Books:

- Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 2012.

- Hentry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
- Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, . Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.

Title: Entrepreneurship Development

Course Code : PG61T310	Credit Points: 03
Work load : 3 hours per week	Contact Hours: 45 Hours
Continuous Internal Assessment – 25	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 entrepreneurship, entrepreneurs 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.

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: Sales Management

Course Code : PG61T311	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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: Digital Marketing

Course Code : PG61T312	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To provide students with a comprehensive understanding of digital marketing concepts, tools, techniques, and strategies. To equip students with practical skills for creating, executing, and analyzing digital marketing campaigns. To understand the role of digital channels in modern business and marketing strategies. To Develop digital marketing objectives and campaigns for a business on multi-channels and social media marketing.	
Pedagogy: Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars	

Module 1: Introduction to Digital Marketing

Evolution of Digital Marketing; Traditional Marketing vs. Digital Marketing; Digital Marketing Environment; Key Digital Marketing Concepts: Owned, Paid, and Earned Media; Digital Marketing Landscape in India and Globally; Current trends in digital marketing in India; Digital Consumers: Behavior and Analytics; Business Models in Digital Marketing (B2B, B2C, C2C); Challenges in the Digital Environment; **Digital Channels and Marketing Synergy:** Overview of Digital Marketing Channels (SEO, PPC, Email, Display Ads, Social Media); Channel Integration in the Marketing Mix; Digital Customer Journey and Touch points; Creating Synergy between Digital Channels and Traditional Channels; Marketing Automation Tools; **Lab:** Practical demonstration of channel integration using tools (HubSpot & Google Analytics).

Module 2: Social Media Marketing (SMM)

Social Media Platforms (Facebook, Instagram, LinkedIn, Twitter, etc.); Creating Engaging Content for Social Media; Social Media Strategy and Planning; Social Media Ads & Influencer Marketing; Tools for Social Media Management (Hootsuite, Buffer); Metrics and Analytics for Social Media; **Lab:** Creating Social Media Ad Campaigns; **Assessment:** Case Study on a Social Media Marketing Campaign. **Search Engine Optimization (SEO);** Introduction to SEO; On-page vs. Off-page SEO techniques; Keyword Research and Analysis; SEO tools (Google Analytics, SEMrush, Moz, etc.); SEO Content Strategy; **Lab:** Hands-on SEO practice; Using tools like Google Search Console, Moz for keyword analysis; Optimizing a webpage for search engines; **Assessment:** SEO assignment and Case let assessment.

Module 3: Search Engine Marketing and Pay-Per-Click Advertising

Understanding SEM & PPC; Google Ads & Keyword Bidding; Ad Creation: Text, Image, and Video Ads Campaign Tracking and ROI Measurement; Remarketing and Retargeting; **Digital Marketing Objectives and Strategy Development;** Setting SMART Objectives

for Digital Campaigns; Building Strategies for SEO, SEM, and Social Media Marketing; Tools for Digital Display Advertising, Video Marketing, and Mobile Marketing; Case Studies on Effective Digital Marketing Objectives; **Lab:** Hands-on session on creating and optimizing an SEO strategy using Google Search Console and other SEO tools. **Assessment:** Case study analysis; **Crafting a Digital Marketing Campaign;** Digital Market Research: Analyzing Trends and Audience Segmentation; Campaign Planning: Defining Goals, Objectives, and Target Audiences; Creative Development for Digital Display Ads, Video, and Mobile Campaigns; Ad Copywriting, Design Considerations, and Landing Page Optimization; Legal, Ethical, and Privacy Considerations in Digital Marketing; **Lab:** Students will design a digital marketing campaign using various tools (Google Ads and Meta Business Suite); **Assessment:** Group project to craft a comprehensive marketing campaign for a real or hypothetical business.

Module 4: Email Marketing

Email Marketing; Building an Email List; Designing Effective Email Campaigns; Personalization and Segmentation; A/B Testing in Email Marketing; Legal Aspects: GDPR and Indian Regulations; **Lab:** Designing an Email Campaign using MailChimp (1 hour); **Assessment:** Email Marketing Campaign Analysis - A case study on digital marketing campaigns (Nargundkar Cases) followed by a presentation of the project; **Affiliate and Influencer Marketing** Overview of Affiliate Marketing; Affiliate Networks and Programs; Role of Influencers in Digital Marketing; Choosing the Right Affiliate and Influencer Partners; Measuring Success in Affiliate and Influencer Marketing; **Software and tools:** Google Analytics; HubSpot; SEMrush; Google Ads; Meta Business Suite (Facebook/Instagram Ads).

References:

1. Digital Marketing: Strategy, Implementation, and Practice Chaffey, D., & Ellis-Chadwick, F 2020
 2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Ryan, D. 2016
 3. Social Media Marketing. Tuten, T. L., & Solomon, M. R. 2021
 4. SEO 2024: Learn Search Engine Optimization; Adam Clarke, 2024
 5. Contagious: How to Build Word of Mouth in the Digital Age Jonah Berger, 2022
 6. Digital Marketing for Beginners; Seema Gupta, 2020
 7. Be Social: Building Brand YOU Online, Karthik Srinivasan, 2019
 8. Digital Marketing Insights, Pradeep Chopra, Kapil Nakra, 2021
 9. Digital Marketing Insights 2023, Abhishek Das, 2023
 10. Digital Marketing, Arunav Nandialath, Vandana Ahuja, 2022
- **online certifications:** Google Digital Garage, HubSpot Academy, Great Learning, LinkedIn Learning, and SEMrush Academy.

Title: Retail Management

Course Code : PG61T313	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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” McGraw Hill Publications

References:

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

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

Title: Strategic Brand Management

Course Code : PG61T314	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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 valuechain. 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: International Marketing Management

Course Code : PG61T315	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 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, Case Discussion.	

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. **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 III: 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:

1. Philip R. Cateora, Mary C Gilly and John Graham, International marketing, 15th edition, McGrawHill publications.
2. Paul, Ramneek Kapoor, “International Marketing – Text and Cases”, Tata McGrawHill Publications, New Delhi.

References:

- Sak Onkvisit and John Shaw “International Marketing – Analysis and Strategy” Latest edition, Pearson Publications.
- P. Subba Rao, “International Marketing”, Himalaya Publications.

Title: Mergers, Acquisitions and Corporate Restructuring

Course Code : PG61T316	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To provide student's exposure to merger, acquisition and corporate restructuring.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case study.	

Module 1: Mergers and Acquisitions – objectives and emergence of the M&A wave in India. Motives for corporate mergers. Theories of merger- hypothesis concerning M&A. Synergy of merger – Operating synergy & financial synergy. Types and process of mergers. Five stage model due diligence methods of financing mergers – cash offer – share exchange ratio merger as a capital budgeting decision. Negotiating the Merger and closing the deal. **Corporate Restructuring** – Meaning, objectives & methods of restructuring – joint ventures – corporate sell off & spin off – Equity carve out – leveraged buy outs (LBOs) – Management buy outs (MBOs) – difference between LBO and acquisition – Employee Stock Option Plans (ESOPs); Master Limited Partnership (MLP)(Practical).

Module 2: Merger and Acquisition valuation – valuation approach – discounted cash flow valuation. Equity valuation – Relative valuation - Synergy & Value creations – valuating operating & financial synergy – valuing corporate control – valuing of LBO (Practical). Accounting for Amalgamation – Pooling of Interest Method, Purchase Method, Net Assets Method, Net Payment Method & Intrinsic Method- Procedure laid down under Indian Companies Act – Accounting for M&A (Practical).

Module 3: Corporate control mechanism and takeover defenses – coercive offers and defense – anti take over amendments – Crown jewel – Shark Repellents – Poison Pill – Pacman – Green mail – White Knight – Golden Parachute; Legal and Regulatory framework of M&A: Companies Act 1956 /2013, Income Tax Act 1961, SEBI Act, SEBI takeover Code etc. Post merger issues & Integration (Accounting/Systems/HR); Role of Competition Commission of India.

Text Books:

- “Mergers and Acquisitions”- A P Dash, I K International Publishing, NewDelhi
- “Mergers and Acquisitions and Corporate Restructuring” – Prasad R Godbole, 2nd Edition, NewDelhi
- “Mergers and Acquisitions” by Rajinder Aurora, Kavita Shetty, Sharad Kale, Oxford UniversityPress.

Reference Books:

- Merger and Acquisitions (Text and Cases) by B Rajesh Kumar, Tata Mc Graw Hills Publication.
- Merger and Acquisitions by Machiraju, New Age Publications.
- Merger, Acquisitions and Corporate Restructuring (Strategies & Practices) by Rabi Narayan Kav, International Book House Pvt.Ltd.
- “Mergers and Acquisitions and Corporate Restructuring” – Patrick Gaughan, Wiley India., New Delhi.

Title: Personal Finance and Tax Planning

Course Code : PG61T317	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 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, Projects, Practical Exercises and Seminars, Case Discussion.	

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. **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 2: 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 3: Income from Salary, House Property, Capital Gain, and Other sources; 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 HillPublication.
- Focus on Personal Finance - Jack Kapoor; Les Dlabay; Robert J. Hughes, McGraw- Hill/Irwin(2009)
- George Rejda: Principles of Risk Management and Insurance: Pearson, NewDelhi

Title : International Financial Management

Course Code : PG61T318	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objectives: The course aims to equip students with essential knowledge of global financial principles, enabling them to analyze foreign exchange markets, evaluate international investment opportunities, and manage financial risks. Students will learn to develop strategies for multinational financing while understanding the impact of global economic factors on decision-making.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module 1: Introduction to International Financial Management:

Overview of International Financial Management; Differences between Domestic and International Finance; Globalization and Its Impact on Financial Management; The Role of Multinational Corporations.

Module 2: Foreign Exchange Markets and Exchange Rate Determinants:

Structure and Functioning of Foreign Exchange Markets; Spot and Forward Exchange Rate; Determinants of Exchange Rates: Economic Indicators, Interest Rates, and Political Factors; Arbitrage Opportunities in Foreign Exchange Markets

Exchange Rate Determination and Forecasting

Theories of Exchange Rate Determination: Purchasing Power Parity (PPP), Interest Rate Parity (IRP); International Fisher Effect; Currency Forecasting Techniques; **Case Study:** Currency Crises and Their Impact on Financial Management;

Exchange Rate Risk Management

Types of Foreign Exchange Exposure: Transaction, Translation, and Economic Exposure; Hedging Techniques: Forwards, Futures, Options, and Swaps; Risk Management Strategies for Multinational Corporations; **Case Studies** on Effective Risk Management

Module 3: Financing Decisions in International Business.

Global Sources of Finance: Debt and Equity; Capital Structure Decisions in Multinational Firms; The Role of International Financial Institutions (IMF, World Bank)

International Trade and Finance

Relationship between International Trade and Finance; Trade Financing Instruments; Impact of Trade Policies on International Finance; **Case Study:** Analysis of Trade Finance in a Multinational Corporation

International Capital Budgeting

Capital Budgeting in an International Context; Cost of Capital for Multinational Firms; Foreign Direct Investment (FDI) Evaluation Techniques; Political and Economic Risk Analysis in Capital Budgeting.

Module 4: Current Issues in International Financial Management:

Global Economic Challenges and Their Impact on Financial Management; Ethical Issues in International Finance; The Role of Technology in International Financial Transactions; Future Trends in International Financial Management.

Reference Books:

1. **International Financial Management** by P.G. Apte (Tata McGraw Hill)
2. **Multinational Financial Management** by Alan C. Shapiro (Wiley)
3. **International Financial Management** by Jeff Madura (Cengage Learning)
4. **Global Corporate Finance** by Kenneth A. Kim and Suk H. Kim (Wiley)
5. **Multinational Business Finance** by David K. Eiteman, Arthur I. Stonehill, and Michael H. Moffett (Pearson)
6. **International Financial Management** by Eun and Resnick, TMH publications.

Title: Goods and Service Tax

Course Code : PG61T319	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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 - Unauthorized 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. 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. Singhania, 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.
6. Indirect Taxes - Vinod K Singania, Taxmann's Publications, New Delhi
7. Indirect Taxes - H.C Mehrotra, Sahitya Bhavan Publications, New Delhi
8. Illustrated Guide to Goods and Service Tax- C A Rajat Mohan- Bharat Publications
9. Beginner's Guide to GST- Dr Vandana Bangar and Dr Yogendra Bangar- Aadhya Prakashan Banagar.

Title : Derivatives Market and Risk Management

Course Code : PG61T320	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: The main objective of this course is to acquaint the students with basics of derivative market and its workings.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module 1: Derivatives Market

Meaning of Derivatives, Forward contracts, Futures contracts, History of futures markets, Option contracts, History of options markets, Types of traders; Hedgers, Speculators, Arbitrageurs, Exchange-traded markets, Over-the-counter markets, Overview of the Indian derivatives market (Derivatives Trading at NSE, BSE, NCDEX & MCX). **Futures and Forwards Markets** Background, Specification of a futures contract, Convergence of futures price to spot price, The operation of margin accounts, OTC markets, Market quotes, Delivery, Types of traders and types of orders. **Hedging strategies using futures:** Basic principles, Arguments for and against hedging, Basis risk, Cross hedging, Stock index futures, Stack and roll. **Determination of forward and futures prices:** Investment assets vs. consumption assets, Short selling, Assumptions and notation; Forward price for an investment asset, Known income, Known yield, Valuing forward contracts, Are forward prices and futures prices equal?, prices of stock indices, Forward and futures contracts on currencies, Futures on commodities, The cost of carry, Delivery options, Futures prices and expected future spot prices, Practical exercises.

Module 2: Interest rates Swaps

Interest rates: Types of rates, Reference rates, The risk-free rate, Measuring interest rates, Zero rates, Bond pricing, Determining zero rates, Forward rates, Forward rate agreements, Duration, Convexity, Theories of the term structure of interest rates. **Interest rate futures:** Day count and quotation conventions, Treasury bond futures, Eurodollar and SOFR futures, Duration-based hedging strategies using futures, Hedging portfolios of assets and liabilities. Mechanics of interest rate swaps, Determining risk-free rates, Reasons for trading interest rate swaps, The organization of trading, The comparative-advantage argument, Valuation of interest rate swaps, How the value changes through time, Fixed-for-fixed currency swaps, Valuation of fixed-for-fixed currency swaps, Other currency swaps, Credit risk, Credit default swaps, Other types of swaps, Practical exercises.

Module 3: Options

Mechanics of options markets; Types of options, Option positions, Underlying assets, Specification of stock options, Trading, Trading costs, Margin requirements, The options clearing corporation, Regulation, Taxation, Warrants, employee stock options, and convertibles, Over-the-counter options markets. **Properties of stock options;** Factors

affecting option prices, Assumptions and notation, Upper and lower bounds for option prices, Put–call parity, Calls on a non-dividend-paying stock, Puts on a non-dividend-paying stock, Effect of dividends. **Trading strategies involving options;** Principal-protected notes, Trading an option and the underlying asset, Spreads, Combinations, Other payoffs, Practical exercises; **Binomial trees;** A one-step binomial model and a no-arbitrage argument, Risk-neutral valuation, Two-step binomial trees, A put example, American options, Delta, Matching volatility with u and d , The binomial tree formulas, Increasing the number of steps, Using Deriva Gem, Options on other assets, Practical exercises. **Options on stock indices. and currencies;** Options on stock indices, Currency options, Options on stocks paying known dividend yields, Valuation of European stock index options, Valuation of European currency options, American options, Practical exercises.

Module 4: Models and Other concepts: The Black–Scholes–Merton model

Lognormal property of stock prices, The distribution of the rate of return, The expected return, Volatility, The idea underlying the Black–Scholes–Merton differential equation, Derivation of the Black–Scholes–Merton differential equation, Risk-neutral valuation, Black–Scholes–Merton pricing formulas, Cumulative normal distribution function, Warrants and employee stock options, Implied volatilities, Dividends, Practical exercises. **Futures options and Black’s model:** Nature of futures options, Reasons for the popularity of futures options, European spot and futures options, Put–call parity, Bounds for futures options, Drift of a futures price in a risk-neutral world, Black’s model for valuing futures options, Using Black’s model instead of Black–Scholes–Merton, Valuation of futures options using binomial trees, American futures options vs. American spot options, Futures-style options, Practical exercises.

Text book:

1. Options and Futures & Options Markets by John C Hull, Pearson Publication.

Reference Books:

1. Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.
2. Futures and Options by N. D. Vohra and B. R. Bagri, Tata McGraw Hill Publication.
3. Stock Exchanges, Investments and Derivatives, by V Raghunathan & Prabna Rajib, McGraw Hill Publication.
4. Derivatives: Principles and Practice, by Sundaram Das, McGraw Hill Publication.
5. An Intro to derivatives and risk management by Don M. Chance and Robert Brooks, Cengage Learning India Private Ltd
6. Options, Futures and Other Derivatives, by John C. Hull and Sankarshan Basu, Pearson Publication.

Title: Organization Development & Institution Building

Course Code : PG61T321	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 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, Projects, Practical Exercises and Seminars, Case Discussion.	

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. Interpersonal and Group Process Approach: Process consultation, Individual, group and organization 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, MBO, Work redesign, parallel learning structures etc. Team Building.

Module 3: 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, Contemporary issues.

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

Reference Books :

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

Title: Emotional Intelligence

Course Code : PG61T322	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: 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, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

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, AbilityEI. 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)

Title: Talent Management

Course Code : PG61T323	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: The objective of this course is to understand the importance of talent management in today's competitive world and also can build the retention strategy.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module 1: Introduction to Talent Management: 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: Building Blocks for Talent Management: 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:** 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

Module 3: Talent Planning and Acquisition: Talent Planning, Objectives of Talent Planning, Steps in Strategic 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. **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:** Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager, Contemporary issues

Reference Books:

Talent Management- L.A.Berger

Title: Learning and Development

Course Code : PG61T324	Credit Points : 03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	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 learning, 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 of the paper: Corporate Restructuring – Human Dimensions

Course Code : PG61T325	Credit Points :03
Work load : 3 hours per week	Contact Hours : 45 Hours
Continuous Internal Assessment – 25	Semester End Examination – 50
Objective: To prepare students as organizational Change facilitator.	
Pedagogy: Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.	

Module 1: Structural Design, The functional Structure. The Divisional Structure, The Matrix Structure, The Process Structure, The Customer – Centric Structure and The Network Structure, Downsizing and Restructuring. Corporate Turnarounds, Meaning, Definition, Methods of Turnaround, The Context of Turnarounds, Turnaround Creativity, Turnaround Dynamics

Module 2: Mergers and Acquisitions, Seller's Perspective, Buyers Perspective, Letter of Intent, Due Diligence, Structuring the Deal, Valuation and Pricing of the Sellers Company, Financing the Acquisition, The Acquisition Agreement, Keeping M & A on Track, Post closing Challenge, Alternatives to M & A

Module 3: Organization Change, Sources of Change, Rethinking Organization Change, History of Change, Nature of Change Level of Change, Models of Change, Leading Organization Change, Integration and Future Needs.

References:

- Organization Development and Change, Cengage Learning, 10th Edition, Thomas G Cummings and Christopher G Worley, 2015.
- Innovative Corporate Turnarounds, Sage Publication, Pradip N Khandwalla 1992.
- Mergers and Acquisitions from A to Z, ---- Andrew J Sherman, Milledge A Hart
- The Complete Guide to Mergers and Acquisitions: Process Tools to Support M & A Integration at Every Level by Timothy J Galpin and Mark Herndon John Wiley and Sons.
- Organization Change : Theory and Practice, 3rd Sage South Asia Edition, W Warner Burke

Corporate Restructuring Cases:

**Downsizing In Menlo Park,
California Page No : 362-363.
Honeywell IAc's Total Plant TM
Reengineering Process.**

Note: Cases given in the syllabus is only for examples, not necessarily for examination.

COURSE OUTLINE FOR MBA FOURTH SEM

Paper Code	Title of the Paper	No. of Credits	Viva-Voce	Report/ Dissertation	Total Marks
PG61T401	Industry Based Research Project	10	50	200	250
	Total	10	50	200	250

PG61T401: Industry Based Research Project

Credits: 10

Evaluation: Research Report: 200 marks (8 credits) Viva-voce: 50 marks (2 credits)

1. 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.
2. 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.
3. Assessment will be done by both internal and external evaluators appointed by Karnatak University, Dharwad, Average marks will be allotted.
4. All students' project report will be examined by panel of examiners, constituted by the University for the purpose for a total of 200 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.
5. 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.
6. The contents of the report shall be as under.
 - a. Executive Summery
 - b. Introduction: Industry/Company
 - c. Conceptual framework
 - d. Review of Literature
 - e. Research design
 - f. Research methodology
 - g. Analysis
 - h. Findings, Suggestions and Conclusion
 - i. Bibliography
 - j. Fortnightly reports
7. Report format as below:
8. 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.

9. The report shall be submitted both in one hard (spiral bound) and soft copy to the university for evaluation.
10. Authenticated Similarity (Plagiarism check) Index Certificate should be enclosed, similarity should not be more than 50%.
11. The reports shall contain project completion certificate duly signed by internal guide and head of the institution.
12. 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.
13. 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.