

SDM College of Engineering & Technology, Dharwad.

It is certified that the scheme and syllabus for III & IV semester Master of Business Administration is recommended by Board of Studies of MBA and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabi will be in force from the academic year 2016-17 till further revision.

Principal

Chairman BoS & HoD

SDM College of Engineering & Technology, Dharwad  
**Department of Management Studies**

### **College Vision and Mission**

#### **VISION:**

To be a School of **Dynamic Mindset** focusing on Research, Innovation and Development and emerge as **Central hub** of Engineering Talents.

#### **MISSION:**

- Committed towards continuous improvement in teaching & learning, Research in engineering and technology.
- Encouraging intellectual, quality, ethical and creative pursuits amongst teaching and students fraternity.
- Striving to be an enabler for reaching the unreached..

#### **QUALITY POLICY:**

In its quest to be a role model institution, committed to meet or exceed the utmost interest of all the stake holders.

**CORE VALUES:** Competency Commitment Equity Team work and Trust

### **Department Vision and Mission**

#### **Vision**

- To achieve excellence and leadership position in management education and to become a major learning resource centre to nurture tomorrow's business leaders.

#### **Mission**

- The Institute seeks to inculcate a spirit of lifelong learning. It aspires to strengthen the capabilities of integrating concepts with applications and values. It aims to contribute towards the development of communities of dependable, capable, caring and fair-minded people.

- To promote interactive teaching practices in rejoicing learning ambience with state of the art technological resources and capabilities to provide an excellent learning opportunity for all.
- To imbibe research into teaching and make it an enabler to impart value based holistic and integrated management education of the highest quality.
- To pursue intensification of employability skills and reach out towards perfect personality through unique student centric activities.
- To enhance the decision-making skills and the administrative competence of practicing managers and assist organizations to solve their managerial problems by providing them with consulting services based on actual requirements.
- To promote knowledge through research, applied and conceptual, relevant to management, and to disseminate such knowledge through publications.

**Programme Educational Objectives (PEO's):**

1. To equip students with necessary knowledge and managerial skills to occupy positions of management and administration in business, industry, public system, and the government.
2. To inculcate appropriate ethical values and attitudes among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to functions effectively in various domains of management.

**Programme Outcomes (POS):**

1. Understand business management concepts and their applications to domestic and global business setting.
2. Familiarize themselves with financial concepts, analysis and reporting systems.
3. Identify customer needs and to participate in the process of developing products and services to meet their requirements.

4. Realize production models, distribution systems, and their role in the value creation process.
5. Understand the political, environmental, legal and regulatory settings of the organizations.
6. Appreciate the importance of multicultural, ethnic, ethical and gender issues in the organization.
7. Acquire leadership skills, understand group and individual dynamics, and be able to work in teams.
8. Enhance oral and written business communication skills.
9. Develop comprehensive problem solving and decision making skills.
10. Appreciate the interrelationships among functional areas of management.

### III Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/ Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
16PMBAC300	Strategic Management	4-0-0	4	50	100	3	-	-
16PMBAL301	Managerial Competence Building - II	0-0-3	2	50	-	-	-	-
16PMBAEXXX	Elective - I	4-0-0	4	50	100	3	-	-
16PMBAEXXX	Elective - II	4-0-0	4	50	100	3	-	-
16PMBAEXXX	Elective - III	4-0-0	4	50	100	3	-	-
16PMBAEXXX	Elective - IV	4-0-0	4	50	100	3	-	-
16PMBAL302	** Internship	4 Weeks	2	50	-	-	-	-
<b>Total</b>		<b>20-0-3</b>	<b>24</b>	<b>350</b>	<b>500</b>			

**CIE:** Continuous Internal Evaluation Examination

**SEE:** Semester End

**L:** Lecture

**T:** Tutorials

**P:** Practical

\*SEE for theory courses is conducted for 100 marks and reduced to 50 marks.

\*\*Internship: The students are required to obtain permission for internship from an organization before the end of semester – II. Duration of the internship will be for a period of for 4 weeks after semester – II and before the beginning of semester – III. During the internship the students are required to obtain jobs/work assignments in the functional or general areas of management and complete such job/work assignments within the stipulated period and submit a report on the same.

Internship will be evaluated on the basis of the report by an internal faculty for 25 marks and a presentation for 25 marks by a panel of two internal faculties. Internship is evaluated for a total of 50 marks and has a weightage of 2 credits

## Core Specializations

Marketing Electives		Finance Electives		HR Electives	
16PMBAE301	Consumer Behavior	16PMBAE305	Banking & Financial Services	16PMBAE309	Industrial Relations & Legislations
16PMBAE302	Retailing Management	16PMBAE306	Investment Management	16PMBAE310	Organization Development & Change
16PMBAE303	Services Marketing	16PMBAE307	Strategic Financial Management	16PMBAE311	Recruitment, Selection & Compensation Management
16PMBAE304	Strategic Brand Management	16PMBAE308	Cost Management	16PMBAE312	Learning & Development

## Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
16PMBAE301	Consumer Behavior	16PMBAE305	Banking & Financial Services	16PMBAE309	Industrial Relations & Legislations
16PMBAE302	Retailing Management	16PMBAE306	Investment Management	16PMBAE310	Organization Development & Change
16PMBAE305	Banking & Financial Services	16PMBAE309	Industrial Relations & Legislations	16PMBAE301	Consumer Behavior
16PMBAE306	Investment Management	16PMBAE310	Organization Development & Change	16PMBAE302	Retailing Management

## IV Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
16PMBAC400	Operations Management	3-0-0	3	50	100	3	-	-
16PMBAC401	Supply Chain Management	3-0-0	3	50	100	3	-	-
16PMBAEXXX	Elective - I	3-0-0	3	50	100	3	-	-
16PMBAEXXX	Elective - II	3-0-0	3	50	100	3	-	-
16PMBAEXXX	Elective - III	3-0-0	3	50	100	3	-	-
16PMBAEXXX	Elective - IV	3-0-0	3	50	100	3	-	-
16PMBAL402	** Project	8 Weeks	8	50	-	-	100	-
<b>Total</b>		<b>18-0-0</b>	<b>26</b>	<b>350</b>	<b>600</b>		<b>100</b>	

**CIE:** Continuous Internal Evaluation      **SEE:** Semester End Examination

**L:** Lecture      **T:** Tutorials      **P:** Practical      **S:** Self-study

\*SEE for theory courses is conducted for 100 marks and reduced to 50 marks.

\*\* Project: The project is for the period of 8 weeks. The students are expected to identify a problem area in an organization and conduct a research during this period of 8 weeks and submit a report in Semester IV and undergo a Viva Voce.

Continuous Internal Evaluation (CIE) will be carried out by an internal faculty guide for 50 marks. Report will be evaluated by External Faculty/Expert for 50 marks.

Viva voce will be conducted by a panel of two faculty members, one internal and one external for 50 Marks. Total marks will be 150.

## Core Specializations

Marketing Electives		Finance Electives		HR Electives	
16PMBAE401	E - Marketing	16PMBAE405	International Financial Management	16PMBAE409	Public Relation
16PMBAE402	Integrated Marketing Communication	16PMBAE406	Risk Management & Insurance	16PMBAE410	International Human Resource Management
16PMBAE403	Business Marketing	16PMBAE407	Tax Management	16PMBAE411	Performance management
16PMBAE404	Sales Force Management	16PMBAE408	Financial Derivatives	16PMBAE412	Personal Growth for Professional Development

## Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
16PMBAE401	E - Marketing	16PMBAE405	International Financial Management	16PMBAE409	Public Relation
16PMBAE402	Integrated Marketing Communication	16PMBAE406	Risk Management & Insurance	16PMBAE410	International Human Resource Management
16PMBAE405	International Financial Management	16PMBAE409	Public Relation	16PMBAE401	E - Marketing
16PMBAE406	Risk Management & Insurance	16PMBAE410	International Human Resource Management	16PMBAE402	Integrated Marketing Communication



### III Semester

<b>16PMBAC300</b>	<b>Strategic Management</b>	<b>(4-0-0) 4</b>
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**Contact Hours: 52**

**Course Learning Objectives:**

- To provide students with insights into the core concepts of strategic management.
- To enable students to evaluate various business strategies in dynamic market environments.
- Students will gain insights into various strategic management models.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1, 10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
<b>CO-1</b>	Formulate a strategic plan that operationalizes the goals and objectives of the firm.	9	1,6	
<b>CO-2</b>	Use management concepts to analyze complex business situations	1,5		6
<b>CO-3</b>	Associate with various Strategic Management models for Business situations		4,7,10	5
<b>CO-4</b>	Ability to evaluate and critique theories and models in corporate environment.			7, 10

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	2.5			2	2	1.5	1.5		3	1.5

## **Contents**

### **Unit-1: (8 Hours)**

Meaning and Nature of Strategic Management, its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Companies' Strategy and its Business Model.

### **Unit-2: (8 Hours)**

Strategy Formulation, Developing Strategic Vision and Mission for a Company, Setting Objectives, Strategic Objectives and Financial Objectives, Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

### **Unit-3: (8 Hours)**

Analyzing a Company's External Environment, The Strategically relevant components of a Company's External Environment, Industry Analysis, Porter's dominant economic features Competitive Environment Analysis Porter's Five Forces model Industry driving forces Key Success Factors concept and implementation.

### **Unit-4: (8 Hours)**

Analyzing a company's resources and competitive position , Analysis of a Company's present strategies , SWOT analysis , Value Chain Analysis , Benchmarking Generic Competitive Strategies , Low cost provider Strategy , Differentiation Strategy , Best cost provider Strategy , Focused Strategy ,Strategic Alliances and Collaborative Partnerships , Mergers and Acquisition Strategies , Outsourcing Strategies –International Business level Strategies.

### **Unit-5: (10 Hours)**

Business Planning in different environments, Entrepreneurial Level Business planning , Planning for large and diversified companies , brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix, McKinsey 7S Framework.

### Unit-6: (12 Hours)

Strategy Implementation, Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise Policies. Institutionalizing the strategy. Strategy, Leadership and Culture .Ethical Process and Corporate Social Responsibility. Strategic Control, guiding and evaluating strategies. Establishing Strategic Controls. Operational Control Systems.

### Reference Books:

1. Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, Crafting and Executing Strategy, 19/e, Tata McGraw Hill, 2017.
2. Nag A, Strategic Management - Analysis, Implementation, Control, 1/e, Vikas, 2017.
3. Charles W. L. Hill, Gareth R. Jones, Strategic Management - An Integrated Approach, Cengage Learning.

## 16PMBAL301 Managerial Competence Building - II (0-0-3) 2

Contact Hours: 40

### Course Learning Objectives:

- To enhance the student's professional skills to work in competitive environment and get a suitable job in an organization.
- To help students in growth and development professionally and personally
- The industry is always on the lookout for students who are vibrant, energetic individuals and ready to accept challenges, attentive, a good academic background, fast learners, open to learning even at work and more importantly, good communication skills.

### Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO 1	Ready keeping in view the industry requirements; the training curriculum is designed for preparing the students in the area of Communication Skills &	7,8, 9		

	Vocabulary, Resume Preparation, Group Discussion, Interview Skills, and Aptitude Training.			
<b>CO 2</b>	To occupy positions of management and administration in business, industry, public system and the government.	7,8		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>							3	3	3	

### **Contents:**

#### **Unit -1: (24 Hours)**

Averages, percentages, profit and loss, ratio and proportion, data interpretation, time and work, permutation and combination, time and distance, number series, blood relation test, letter series, syllogism.

#### **Unit -2: (8 Hours)**

Meaning of Group Discussion, The Importance of the Group Discussion, Group Discussion differ from a Debate, four major areas of evaluation: subject knowledge, oral communication skills, leadership skills and team management, Advantages of a GD, Roles in a Structured GD, Expectations of the Panel, Phases in a GD, Dos and Don'ts in Group Discussion

#### **Unit -3: (8 Hours)**

Job interview meaning, constructs, Person-environment fit, Process, Types and Specialized formats, Technology in interviews, Interviewee strategies and behaviors, Factors impacting on effectiveness, Validity and predictive power, interview structure issues, Interviewer rating reliability, Applicant reactions, Interview design, Additional factors, Implications for applicants, Implications for organizations, Types of questions.

**Reference Books:** Notes will be provided by the course faculty

**Course Learning Objectives:**

- To introduce the students to the concept of consumer behavior, decision making by consumers, behavioral variables and its influences on consumer behavior.
- To orient the students with the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- To provide the students with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain the background and concepts vital for understanding Consumer Behavior.	3,9	1	
<b>CO-2</b>	Identify the role of variables that determines Consumer Behavior in Social & cultural domain.	5	3	
<b>CO-3</b>	Identifying the psychological and behavioral practices adopted by organizations to enhance the Consumer Behavior.	9		3
<b>CO-4</b>	Identify the role of external influences on consumer purchase, usage and evaluation process			

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	2		2		3				3	

## **Contents:**

### **Unit-1: (4 Hours)**

**Introduction to the study of Consumer Behavior:** Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

### **Unit-2: (10 Hours)**

#### **Role of Research in understanding consumer behavior:**

Consumer Research: Consumer Research Paradigms, Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

#### **Levels of Consumer Decision Making:**

Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behavior, Four views of consumer decision making.

#### **Situational Influences:**

Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

### **Unit-3: (10 Hours)**

#### **Individual Influences on Consumer Behavior:**

##### **Motivation:**

Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

##### **Personality:**

Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and

understanding consumer diversity(Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

**Perception:**

Basics of Perception & Marketing implications, Elements of Perception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization ,perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk?

**Unit-4: (10 Hours)**

**Individual Influences on Consumer Behavior:**

**Learning:**

Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning.

**Attitude:**

Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models), Elaboration Likelihood Model, Cognitive dissonance and Resolving conflicting attitudes.

**Unit-5: (10 Hours)**

**External Influences on Consumer Behavior:**

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making. The expanding role of children in family decision making. The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,

**Reference Groups:**

Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship

groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.

### **Unit-6: (08 Hours)**

#### **Consumer Influence and Post purchase Process:**

##### **Opinion Leadership:**

Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.

##### **Post Purchase Processes:**

Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

##### **Case studies in Indian context.**

#### **Practical Components:**

- Students need to visit a place of selling. Students need to record the behavior exhibited by customers of different demographic segments while buying different category of goods. Come back to class and present the recorded behavior followed by a class discussion.
- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

#### **Reference Books:**

1. Leon Schiff man, Lesslie Kanuk, Consumer Behavior -, 10/e, Pearson, 2010.
2. Del I. Hawkins, & Others, Consumer Behavior: Building Marketing Strategy –, 11/e TMH,
3. Suja Nair , Consumer Behavior in Indian Perspective –, Himalaya Publications



**Course Learning Objectives:**

- To acquaint the students with basic concepts of retailing management.
- To expose the students with marketing strategies of organized retailers.
- To enable students and apply and analyze the concepts & strategies through case studies and field assignments.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Define the basic concepts of retailing management		1	4,5
<b>CO-2</b>	Describe, discuss & explain the marketing strategies of organized retailers	3	9	4,5
<b>CO-3</b>	Demonstrate & examine the retailing strategies	9	3	1

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1.5		2.5	1	1				2.5	

**Contents:**

**Unit- 1: (8 Hours)**

**World of Retailing**

**Introduction:** Retailing, opportunities in retailing, the retail management decision process, elements in the retail mix, the Indian retailscape. **Types of retailers,** the Indian retailscape. **Customer buying behaviour:** the buying process, social factors influencing the buying process, culture, market segmentation, the Indian retailscape.

## **Unit- 2: (8 hours)**

### **Retailing Strategy**

**Retail market strategy:** Target market and retail format, building a sustainable competitive advantage, growth strategies, global growth opportunities, the Indian retailscape. **Customer relationship management:** The CRM process, collecting customer data, analyzing customer data and identifying target customers, developing CRM programs, implementing CRM programs, the Indian retailscape.

## **Unit-3: (8 Hours)**

### **Elements in the Retail Mix: Part – I**

**Retail Locations:** Types of locations, location and retail strategy, the Indian retailscape. **Retail site location:** Evaluating specific areas for locations, number of stores in an area, evaluating a site for locating a retail store, the Indian retailscape.

## **Unit-4: (8 hours)**

### **Elements in the Retail Mix: Part – II**

**Managing the merchandise planning process:** Merchandise management overview, merchandise management process, staple merchandise and fashion merchandise, developing an assortment plan, control system for managing inventory: open-to-buy system, the Indian retailscape. **Buying merchandise:** Brand alternatives, negotiating with vendors, the Indian retailscape.

## **Unit-5: (12 Hours)**

### **Elements in the Retail Mix: Part – III**

**Retail pricing:** Pricing strategies, considerations in setting retail prices, markdowns, pricing techniques for increasing sales and profits, the Indian retailscape. **Retail communication mix:** Using communication programs to develop brand images and build customer loyalty: value of brand image, building brand equity, methods of communicating with customers, the Indian retailscape. **Customer service:** Services offered by retailers, the GAPS model for improving retail customer service quality, the Indian retailscape.

## Unit-6: (8 Hours)

**Elements in the Retail Mix: Part – IV: Managing the store:** Store management responsibilities, managing store employees, controlling costs, managing merchandise, the Indian retailscape. **Store layout, design and visual merchandising:** Store design objectives, store design elements: layouts, visual merchandising: fixtures, presentation techniques, creating an appealing store atmosphere, the Indian retailscape.

### Reference Books:

1. Levy, Weitz & Pandit, “Retailing Management”, 8/e, Tata McGraw Hill Education, 2012
2. Swapna Pradhan, “Retailing Management”, 4/e, Tata McGraw Hill, 2012
3. Dravid & Gilbert, “Retail Marketing Management”, 2/e Pearson Education, 2012

**16PMBAE303      Service Marketing      (4-0-0) 4**

**Contact Hours: 52**

### Course Learning Objectives:

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

### Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1, 10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Develop an understanding about the various concepts and importance of Services Marketing	1,3	10,	

<b>CO-2</b>	Enhance knowledge about emerging issues and trends in the service sector		3,4,6	1
<b>CO-3</b>	Learn to implement service strategies to meet new challenges			6,10

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	2		2.5	2		1.5				1.5

### **Contents:**

#### **Unit-1: (6 hours)**

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

#### **Unit-2: (6 hours)**

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

#### **Unit- 3: (6 hours)**

**Understanding customer expectation through market research:** Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.

#### **Unit-4: (10 hours)**

**Customer defined service standards:** “Hard” & “Soft” standards, process for developing customer defined standards. Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing. Service design and positioning-Challenges of service design, new service development types, stages. Service blue printing-Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery.

#### **Unit-5: (8 Hours)**

**Employee role in service designing:** importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

#### **Unit-6 (12 hours)**

Role of marketing communication-Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality – Approaches to pricing services, pricing strategies.

**Physical evidence in services:** Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies.

**Reference books:**

1. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing- 5/e, TMH, 2016
2. Christopher Lovelock Services Marketing, Pearson Education, 20017
3. Kenneth E Clow & David L. Kurtz, Services Marketing: Operation, Management and Strategy. 2/e, Biztantra, 2017

<b>16PMBAE304</b>	<b>Strategic Brand Management</b>	<b>(4-0-0) 4</b>
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**Contact Hours: 52****Course Learning Objectives:**

- To appreciate the students relationship between corporate strategy and Brand Management.
- To students explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management.
- To students develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.

**Course Outcomes:**

<b>Description of the Course Outcome: At the end of the course the student will be able to:</b>		<b>Mapping to POs(1, 10 )</b>		
		<b>Substantial Level (3)</b>	<b>Moderate Level (2)</b>	<b>Slight Level (1)</b>
<b>CO-1</b>	Compare and contrast the elements of product and brand management	1	4	
<b>CO-2</b>	Develop skills for managing brands strategically	10	1	2,6
<b>CO-3</b>	Assess growth-opportunities for brands, e.g., brand extension strategies Critique the different measures of brand equity		9,10	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5	1		1		1			2	2.5

## **Contents:**

### **Unit-1: (8 Hours)**

Introduction to the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding-Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands

### **Unit-2: (8 Hours)**

Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker’s Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,

### **Unit-3: (10 Hours)**

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.

**Unit-4: (10 Hours)**

Brand Value chain- Designing Brand tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.

**Unit-5: (8 Hours)**

Designing and sustaining branding strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

**Unit-6: (8 Hours)**

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, International luxury markets: historical leaders and emerging countries.

**Reference books:**

1. Kevin Lane Keller, Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education
2. Y L R Moorthi, Brand Management -The Indian Context — Vikas Publication.
3. Jean, Noel, Kapferer –Strategic Brand Management –Kogan Page India.



**Course Learning Objectives:**

- To orient the students to the Banking system in India with various acts and regulations governing these banks.
- To enable the students with the need and process of Asset Liability Management in banks.
- To enable the students about international banking system and technology as a lever for banking sector.
- Students will be well equipped with the functional aspects of the various types of financial products and services available in our country.

**Course Outcomes:**

<b>Description of the Course Outcome: At the end of the course the student will be able to:</b>		<b>Mapping to POs(1,10)</b>		
		<b>Substantial Level (3)</b>	<b>Moderate Level (2)</b>	<b>Slight Level(1)</b>
<b>CO-1</b>	Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking and financial services.	1,2		
<b>CO-2</b>	Discuss Banking system in India with various acts and regulations governing these banks.	2		
<b>CO-3</b>	Assess the need of Asset Liability Management in banks			5
<b>CO-4</b>	Explain international banking system and technology as a lever for banking sector.		1	
<b>CO-5</b>	A capacity to integrate technical and conceptual knowledge to work		3	10

effectively within the Industry equipping with various types of financial products and services available in our country.			
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POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5	3	2		1					1

## **Contents:**

### **Unit -1:(8 Hours)**

Banking: Meaning and Definition, Evolution of Indian Banks. Types of banks -Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds. Bank Clearing House: Clearing Procedure.

### **Unit-2: (10 Hours)**

Bank and Customer: Relationship between the Banker and the Customer. Types of accounts and Deposits, Forms of lending. Bank's obligation to customers. Documents & Procedure for loan. Asset Liability Management in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives.

Negotiable instruments: Promissory notes, bill of exchange, cheque, parties to negotiable instruments, dishonor of cheque, collection of cheque and other instruments

### **Unit- 3:(8 Hours)**

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

**Unit-4:(8 Hours)**

Bodies governing banks RBI & Banking regulation act, Technology in banking- Hi-tech Banking: Modern technology in Banking, Core banking, E Banking, ATM, EFTS, RTGS, Internet Banking, Mobile Banking.

**Unit -5:(10 Hours)**

Housing Finance: Housing Finance: Types, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and dis-advantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing. Banks and Hire Purchase. Reverse mortgage.

**Unit-6: (8 Hours)**

Credit rating: Credit rating: Definition and meaning, Process of credit rating of financial instruments, rating methodology, rating agencies, rating symbols of different companies. Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in securitization. Factoring: Meaning, Definition, Functions, Types, and Cost of Factoring. Forfeiting.

**Reference Books:**

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. K.C. Shekhar and Lekshmy Shekhar, "Banking Theory and Practice", Vikas Publishing House, 2011.
3. Muraleedharan D, "Modern Banking: Theory and Practice", PHI, 2013.
4. Sharma, Mukund, "Banking and Financial services", 1st edition, Himalaya Publishing House, Mumbai.
5. Financial Services By M. Y. Khan, Tata Mcgraw hill Education



## **Course Contents:**

### **Unit-1 (6 Hours)**

#### **Introduction to Investments**

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives, Mutual Funds

### **Unit-2 (6 Hours)**

#### **Securities Markets:**

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

### **Unit-3 (10 Hours)**

#### **Risk and Return concept**

Concept of Risk, Types of Risk, Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return

### **Unit-4 (10 Hours)**

#### **Valuation of Securities**

Bond- Bond features, Types of Bonds, Bond Risk, Bond Valuation, Bond Management Strategies, Equity shares- Concept, Valuation, Dividend Valuation models.  
Preference Shares- Concept, Valuation

### **Unit-5 (10 Hours)**

#### **Macroeconomic and Industry Analysis**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

Company Analysis: Financial Statement Analysis, Ratio Analysis.

Technical Analysis: Concept, Theories- Dow Theory, Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators.

### **Unit-6 (10 Hours)**

Portfolio Analysis

Portfolio Construction: Approaches, Determination of Objectives, Selection

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

Portfolio Evaluation: Measures of portfolio performance. Sharpe's, Treynor's and Jensen's measures.

Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

### **Practical Components:**

Students should study the trading in online stock market and functioning of stock exchange.

Students can do:-

Macro Economic Analysis for the Indian economy.

Industry Analysis for Specific Sectors.

Company Analysis for select companies.

Practice Technical Analysis.

Students can study the mutual funds schemes available in the market and do their Performance evaluation.

### **Reference books:**

1. Punithavathy Pandian, Security Analysis & Portfolio Management –2/e, Vikas, 2005.

2. Prasanna Chandra, Investment Analysis and Portfolio Management- TMH, 3/e

**16PMBAE307 Strategic Financial Management (4 - 0 - 0) 4**

**Contact Hours: 52**

### **Course Learning Objectives:**

- To acclimatize the students with management of working capital.

- To enable students with the techniques of cash, inventory and receivables management.
- Students will be enabled to comprehend the capital structure
- To enable students to assess the dividend policy of the firm

### Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Use the management of working capital & techniques of cash, inventory and receivables management	1		
<b>CO-2</b>	To assess the capital structure	2	9	
<b>CO-3</b>	To assess the dividend policy of the firm	2	9	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	3							2	

### Contents:

#### Unit-1: (8 Hours)

##### Working Capital Management:

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

#### Unit-2: (8 Hours)

##### Cash Management

Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.

### **Unit-3: (8 Hours)**

#### **Receivables Management**

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

### **Unit-4: (8 Hours)**

#### **Inventory Management**

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

### **Unit-5: (10 Hours)**

#### **Capital Structure Decisions**

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy

### **Unit-6: (10 Hours)**

#### **Dividend Policy**

Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.

#### **Practical Components:**

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



**Reference books:**

1. M.Y. Khan & P.K. Jain, Financial Management - 6/e, TMH, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing, 10/e, 2016

<b>16PMBAE308</b>	<b>Cost Management</b>	<b>(4 - 0 - 0) 4</b>
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**Contact Hours:52****Course Learning Objectives:**

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

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Use the cost concepts, cost behaviours, and cost accounting techniques	2		
<b>CO-2</b>	Get an insight into the use of cost information in support of different strategies	2		
<b>CO-3</b>	Apply costing methods and techniques appropriate to variety of businesses	1	9	
<b>CO-4</b>	Prepare and interpret budgets and operating results through variance analysis		2	8

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	2.5						1	2	

## Contents:

### Unit-1: (8 Hours)

#### Introduction to Cost Management-

Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet.

### Unit-2:(10 Hours)

#### Overheads

Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead)

### Unit-3:(10 Hours)

#### Marginal Costing

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

### Unit-4:(10 Hours)

#### Budgetary Control

Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets.

Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labor variances only .

### Unit-5:(6 Hours)

#### Activity Based Costing

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC ( Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC)

**Unit-6:(8 Hours)**

**Cost Audit and Reporting to Management**

Objectives and advantages of Cost Audit, Cost Audit report .Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose.

**Reference books:**

1. Khan M. Y and Jain P. K, Cost Accounting –TMH.
2. Bhattacharya, Principles and Practice of cost accounting- 3/e, PHI publications

**16PMBAE309 Industrial Relations & Legislations (4 - 0 - 0) 4**

**Contact Hours: 52**

**Course Learning Objectives:**

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

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Identify the actors and their roles in maintenance of industrial relations. Explain the concepts of IR practices in the industry.	5,6		

<b>CO-2</b>	Describe the changing characteristics and the reasons behind the change.		1	9
<b>CO-3</b>	Define the principles underlying trade unionism	7		
<b>CO-4</b>	Identify reasons for industrial conflict and techniques for resolution of conflicts.	5,7		
<b>CO-5</b>	Demonstrate awareness towards various legislations related to Industrial Relations.	5		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	2				3	3	3		1	

## **Contents:**

### **Unit-: (6 Hours)**

#### **Industrial Relations: Evolution and Growth**

The evolution of Industrial relations, Definitions of Industrial relations, Scope of Industrial relations, Objectives of Industrial relations, Essential features of Industrial relations, Participants of Industrial Relations Ecosystems and Dynamics of their Participation, Industrial Relations: Perspective and Approach.

### **Unit-2: (8 Hours)**

#### **Industrial Relations in India**

The system of Industrial Relations in India, Trends in Industrial Relations Management.

The Changing Characteristics of Industry and Workforce in India, The Changing Characteristics of the Industrial Workforce, The Demand for Labor, The Challenges to Industrial Relations.

### **Unit-3: (8 Hours)**

**The Concept of Trade Unionism-** Politics and Trade Unions, Rights of Trade Unions, Roles, Functions and Objectives of Trade Unions, Features of an Effective trade Union, The Classification of Trade Unions, Strategies for Achievement of Trade Union Objectives.

**Trade Unions in India-** Phases in Growth, The Structure of Trade Unions, Union Security, Political Affiliations of Trade Unions, and The Problems of trade Unions in India-The Recognition of Unions-the Rights of Recognized Unions, Unfair Labor Practices with regards to Trade Unions.

**Unit-4: (8 Hours)**

**Industrial Conflict:** Industrial dispute concept, Forms of Industrial action, Types of Dispute, Severity of Effect, Causes for industrial dispute, Measures to improve Industrial Relations, Machinery to deal with Industrial Disputes.

**Industrial Conflict:** Settlement Machinery, An overview, Conciliation, Arbitration, Adjudication.

**Unit-5 :( 8 Hours)**

**Negotiation Essential for Employee Relations**

Conflict and Negotiations, Negotiations, Employee Relations and Negotiations, Integrative and Distributive Negotiation Strategies, the Basic Negotiation Process, Essential Skills.

**Unit 6: (14 Hours)**

**Legislations and Administration.**

1. The Factories Act,1948.
2. The Industrial Disputes Act,1947.
3. The Contract Labor Act,1970.
4. The Employee State Insurance Act,1948.
5. The Workmen's Compensation Act,1923.
6. The Payment of Gratuity Act,1972.
7. Employers Provident Funds and Miscellaneous Provisions Act,1952.
8. The Payment of Wages act,1936.
9. The Minimum Wages Act,1948.
10. The Payment of Bonus Act, 1965.

**Reference Books:**

1. P.N. Singh, Neeraj Kumar, Employee Relations Management, Pearson Publications.
2. B.D. Singh, Industrial Relations-Emerging Paradigms, 2/e, Excel Publications.
3. B.D. Singh, Labor Laws for Managers, 1/e, Excel Publications.

**16PMBAE310 Organization Development & Change (4-0-0) 4****Contact Hours: 52****Course Learning Objectives:**

- The students should know the concepts of change management and acquire the skills required to manage any change effectively.
- The students should be able to describe the various components and constraints involved in Change management.
- The students should learn the use of various tools & techniques for Organization Development
- The students should be able to assess various OD interventions and its effectiveness.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Gain insights of change management components, process and its functions	1, 4, 5,7,10	2, 6	3
<b>CO-2</b>	Use various OD diagnosing models	6, 7, 9, 10	2	1, 8
<b>CO-3</b>	Design and implement various OD interventions.	7	1, 8, 10	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2	2	1	3	3	2.5	3	1.5	3	2.67

## **Contents:**

### **Unit-1:(8 Hours)**

#### **Overview of Organizational Development**

**Introduction to organizational development-** Definition, growth and relevance, history and evolution of OD.

**The nature of planned change-** theories, general model, types and critique of planned change.

**The OD practitioner-** meaning, competencies of an effective OD practitioner, professional ethics

### **Unit-2:(12 Hours)**

#### **The process of Organizational development**

**Entering and contracting-** entering into an OD relationship, developing a contract

**Diagnosing-** need for diagnostic model, open system models- organization level, group level, individual level. Collecting, analyzing and feeding back diagnostic information- the diagnostic relationship, collecting data, sampling, analyzing data, feeding back data, survey feedback.

**Designing interventions-** Overview of interventions, effective interventions.

### **Unit-3:(6 Hours)**

#### **The process of Organizational development**

**Managing Change-** Overview of change activities, motivating change, creating a vision, developing political support, managing the transition, sustaining momentum.

#### **Evaluating and institutionalizing OD interventions**

### **Unit-4:(10 Hours)**

**Human process Interventions-** Interpersonal and group process approaches, organization process approaches

**Techno structural interventions-** restructuring organizations, employee involvement and work design.

### **Unit-5:(10 Hours)**

**Human resource interventions-** performance management, talent management, workforce diversity and wellness.

**Strategic change intervention-** Transformational change, Continuous change, Tran organizational change

### **Unit-6 (6 Hours)**

#### **Special applications of OD**

**OD in non-industrial settings-** Healthcare, Family owned business, school system, public sector, Future directions in OD.

#### **Reference books:**

1. Thomas G Cummings & Christopher G. Worley, “Theory of Organization Development and Change“, 10<sup>th</sup> edition, Cengage Learning.
2. Richard L Draft, “Understanding the theory and design of organization”, Cengage Learning.
3. Wendell French, Cecil H.Bell, Veena, Jr, “Organization Development, behavioral science interventions for Organization Improvement“, Pearson, PHI.
- 4.

<b>16PMBAE311</b>	<b>Recruitment, Selection &amp; Compensation Management</b>	<b>(4-0-0) 4</b>
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**Contact Hours: 52**

#### **Course Learning Objectives:**

- To introduce the students to the policies and procedures of recruitment and their application.
- To provide students with a conceptual framework of Selection Procedure in the Industry.
- To introduce students to the new concepts and techniques of recruitment and Selection in the corporate organization.



## Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO-1	Explain the various recruitment policies and procedures.		1	
CO-2	Specify with conceptual framework the selection procedures.	1		
CO-3	Apply the latest concepts and techniques used in recruitment and selection.		1	
CO-4	Explain various conceptual aspects of Compensation and Benefits.	1		
CO-5	Identify the Legal & administrative Issues in Global Compensation.	5		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5				5					

## Contents:

### Unit-1: (5 Hours)

**Job Analysis:** Meaning, definition and purpose. Data Collection Methods for job analysis.

### Human resource Planning

**Hiring Process,** Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing.

**Job advertisement:** drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

## **Unit-2: (8 Hours)**

**Hiring internally:** Meaning and definition of internal recruitment, Advantages and disadvantages of sources of internal recruitment.

**External Hiring:** Meaning and definition of external recruitment. Advantages and disadvantages Sources of recruitment.

## **Unit-3: (6 Hours)**

**Screening the candidates: Screening of Application Forms:** bio-data / resume / curriculum vitae and weighted application blanks. Studying the CV.

**Testing:** Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test.

Interviewing: Planning the interview, Interview process -

**Reference checking:** meaning, definition and purpose. Verification of character, criminal

antecedents, previous work behavior and education qualifications.

Verification of community

Certificates in public sector companies.

**Appointment orders:** Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).

## **Unit-4: (9 Hours)**

**Introduction to Compensation:** Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

## **Unit-5: (8 Hours)**

**Internal Alignment:** Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

## **Unit-6: (16 Hours)**

**Determining External Competitiveness and Benefits Management:**

**Competitiveness:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades.

**Benefits:** Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

**Reference Books:**

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

**16PMBAE312      Learning & Development      (4-0-0)4**

**Contact Hours: 52**

**Course Learning Objectives:**

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

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain and discuss the concepts of learning and development and its role.			7
<b>CO-2</b>	Learn various contemporary methods of learning and development.		7	
<b>CO-3</b>	Gain insights of various training evaluation methods and career planning.		9	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>							1.5		2	

## **Contents:**

### **Unit-1: (10 Hours)**

**Introduction to training and development:** Meaning and significance, theories of adult learning, pedagogy and andragogy, classification of learning capabilities, Bloom's taxonomy, Learning enhancement factors, facilitation theory, nine events of instruction, different approaches to adult learning

**Training Needs Analysis:** Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation.

### **Unit-2: (5 Hours)**

**Training Design and Development:** Meaning and significance, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, follow up activities and lesson plan

### **Unit-3: (5 Hours)**

**Training implementation:** Meaning and significance of implementation, making or buying decision, selecting the training provider, implementation of in-house programme, blocking the dates, mobilizing the resources, logistic requirements, boarding and lodging facilities, identification of trainers, managing contingences, accommodating the changes.

### **Unit-4: (6 Hours)**

**Training Evaluation:** Meaning and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, data collection for training evaluation, designs of training evaluation.

### **Unit- 5: (8 Hours)**

**Teaching and facilitation skills:** Competencies for trainers, personal conduct, social practices and subject expertise, handling questions, feedback skills, motivating the trainees, managing time, maintaining decorum, drawing attention, handling post lunch session, frames of reference, communication skills, eye contact, facial expression, gestures, distance zones, presentation and facilitation skills.

### **Unit-6: (8 Hours)**

**On the job methods:** Meaning and significance of on the job training(OJT), Allen's four step model, Kane's seven step model, five needs of supervisors, advantages and limitations of OJT, skills of OJT trainers, OJT process, OJT methods and OJT effectiveness.

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

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

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

#### **Scope for Self-Learning activities:**

- Students can prepare skill matrix for few selected jobs and identify the types of training needed to impart those skills
- Students can be given case studies/ role plays to understand how these methodologies can be effectively used for training
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Individual students to play a role for about 15 minutes to show their teaching and facilitation skills as trainers.

#### **Reference books:**

1. Pandu Naik G, "Training and Development", Excel Books, 2007.

2. Noe A. Raymond”, Employee Training & Development “ McGraw Hill, 2008.
3. Janakiram B, “Training and Development” Biztantra, 2007.
4. Blanchard “Effective training Systems, strategies and practices”, 2/e, Pearson education.
5. Rolf Lynton & Udai Pareek, “Training for development”, Sage Publications, 2011.
6. Ratan Reddy, “Effective HR Training Development Strategy”, HPH, 2005.
7. Goldstein “Training in organizations”, 4/e, Cengage learning.

<b>16PMBAL302</b>	<b>Internship</b>	<b>(0-0-25) 2</b>
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**Contact Hours: 25**

**Course Learning Objectives:**

- To enable students to obtain hands-on job experience in an organization in different functional areas.
- To provide an opportunity for students to apply knowledge and skills acquired in the classroom to the activities of an organization.
- To assist the student's development of employer-valued skills such as teamwork, communications and attention to detail.
- To develop critical-thinking and problem solving skills among students.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Adapt to the culture of teamwork, and be able to work in teams.	7		
<b>CO-2</b>	Exhibit effective oral and written communication skills.	8		
<b>CO-3</b>	Demonstrate critical-thinking and problem solving skills	9		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>							3	3	3	

### **Description:**

The students are required to obtain permission for internship from an organization before the end of semester – II. Duration of the internship will be for a period of for 4 weeks after semester – II and before the beginning of semester – III. During the internship the students are required to obtain jobs/work assignments in the functional or general areas of management and complete such job/work assignments within the stipulated period and submit a report on the same.

Internship – I will be evaluated on the basis of the report by an internal faculty for 25 marks and a presentation for 25 marks by a panel of two internal faculties. Internship – I is evaluated for a total of 50 marks and has a weightage of 2 credits.

### **Suggested Contents of the Report**

1. Cover page
2. Certificate from the organization
3. Acknowledgement
4. Table of contents
5. Executive summary
- Part–1:** About the organization: Nature of business, products/services, financial information (revenue, net profit for latest year), competitors, area of operation, awards/achievements, future plans.
- Part – 2:** Details of reporting authority
- Part – 3:** Nature of work assigned/job responsibilities
- Part – 4:** Relevance/importance of job to the organization
- Part – 5:** Strategy/method adapted to do the job
- Part – 6:** Performance/achievement
- Part – 7:** Learning experience
- Annexure:** Internship offer letter (if received)  
Certificate/Appreciation letter (if any)  
Details of incentives or stipend received (if any)

## IV Semester

**16PMBAC400                      Operations Management                      (3-0-0)3**

**Contact Hours: 40**

### Course Learning Objectives:

- The students gain exposure towards the various concepts of operations management.
- The students have to obtain an overview of various functions and activities carried out under operations management.
- The students should be able to demonstrate the decision making skills.
- The students gain the ability to design the activities in an organization.

### Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Predict the demand for a given product in future	1,4		
CO-2	Identify suitable facility location using facility location models and demonstrate the ability to design various types of plant layout	9,4	2	
CO-3	Design the work system	4	10	7,8
CO-4	Recognize and relate the activities under materials management	4	2	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	2		3			1	1	3	2

### Contents:

#### Unit-1:(8 Hours)

#### Introduction to Operations Management & Forecasting

**Introduction to operations management:** Production system concept, Transformation process, difference between products and



services, operations as service, current issues in operations management.

**Forecasting:** Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, qualitative forecasting techniques, quantitative forecasting models – Linear regression, Moving average, Weighted moving average, Exponential smoothing, Monitoring and Controlling forecasting models.

(Problems on forecasting techniques)

### **Unit-2:(8 Hours)**

#### **Facility location Selection & Facility layout planning**

**Facilities location decisions:** factors affecting facility location decisions, Facility location models: factor rating method, point rating method, break-even analysis, Qualitative factor analysis.

**Facility layout planning:** Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

(Problems on facility location decisions)

### **Unit-3:(5 Hours)**

#### **Design of work systems:**

**Work study:** definition, objectives, benefits, relationship of time and motion study to work study, work study procedure.

Method study: Objectives, method study procedure, motion study

**Work measurement:** objectives, time study, steps involved in time study, work sampling study

Productivity: meaning, measuring productivity, labor productivity, factors affecting productivity.

### **Unit-4:(5 Hours)**

**Capacity Planning:** Aggregate planning, Capacity requirement planning, Master production schedule, Material requirement planning (MRP-I), Manufacturing resource planning (MRP-II), Managerial importance of aggregate plans, alternatives for managing demand and supply, capacity augmentation strategies. Matching demand and capacity, demand chase aggregate planning, level production aggregate planning.

### **Unit-5:(9 Hours)**

#### **Materials Management**

Role of Materials Management- materials and profitability,.

**Purchase management:** Procurement procedures including bid systems, Vendor selection and development, Vendor rating, Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

**Inventory Management:** Concepts of inventory, types, Classification, selective inventory management, ABC VED, and FSN analysis, Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts.

**Stores:** types, functions, roles responsibilities, Inventory records, (Problems on vendor rating, Inventory Models)

### **Unit-6:(5 Hours)**

#### **Quality Management**

Quality: definition, dimensions of product quality, Impact of quality on costs, quality costs, Quality control.

Quality management: Juran's quality trilogy, Demings 14 principles, Quality improvement and cost reduction – 7QC tools and 7 new QC tools, PDCA cycle, Quality circles, Quality Function Deployment and its benefits. ISO 9000 – 2008.

#### **Reference Book:**

1. K. Aswanthappa, K. Shridhara Bhat, "Production and Operations Management", Himalaya Publishing House, 2nd Edition.
2. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
3. Operations Management - Richard B. Chase, 11/e, TMH.
4. Operations Management-Terry Hill, Second edition, Palgrave Macmilan
5. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.

**Course Learning Objectives:**

- To enable students in with basic concepts, processes and key elements of a supply chain and also the role of logistics and supply chain in competitive business environment.
- The students know the basic flow of material in the supply chain and role of forecasting demand, aggregate planning and network design in the process.
- To teach students to use these tools to analyze strategic, tactical, and operational decisions including facility location, vehicle routing, and inventory management;
- To engage students in case studies based on real world logistics and supply chain decisions.

**Course Outcomes:**

<b>Description of the Course Outcome:</b> <b>At the end of the course the student will be able to:</b>		<b>Mapping to POs (1,10)</b>		
		<b>Substantial Level (3)</b>	<b>Moderate Level (2)</b>	<b>Slight Level(1)</b>
<b>CO-1</b>	Describe the structure of supply chains and the different ways through which supply chains can become competitive in the market	4		
<b>CO-2</b>	Explain how to use the levers of the logistics strategy to redefine the points necessary to make this harmonization	4		5
<b>CO-3</b>	Analyze the importance of the term “value creation” and to propose actions in the field of management of logistics costs towards the creation of value	4		2



supply chain, Characteristics of forecasts, components of forecast.  
**Sales and operations planning:** Planning supply and demand in a supply chain: Responding to predictable variability in the supply chain, managing supply.

**Coordination in a supply chain:** lack of supply chain coordination and bull whip effect, effect on performance of lack of coordination, obstacles in coordination, and managerial levers for coordination, continuous replenishment and vendor managed inventories, CPFR

#### **Unit-4 :( 6 Hours)**

**Transportation in a supply chain:** Role of transportation in a supply chain, modes of transportation and their performance characteristics, transportation infrastructure and policies, design options for a transportation network, trade-offs in transportation design.

#### **Unit-5:(6 Hours)**

**Sourcing decisions in a supply chain :** The role of sourcing in a supply chain, in-house or outsource, third and fourth party logistics providers, using total cost to score and assess suppliers, supplier selection- auctions and negotiations, contracts, risk sharing and supply chain performance, design collaboration, the procurement process, designing a sourcing portfolio, making sourcing decisions in practice.

#### **Unit-6: (4 Hours)**

**Pricing and revenue management in a supply chain:** Role of pricing and revenue management in a supply chain, pricing and revenue management for multiple customer segments, multiple customer segments, perishable assets, seasonal demand, spot contracts, using pricing and revenue management in practice.

**Information technology in a supply chain:** Role of IT in supply chain, the supply chain IT framework, CRM, Internal Supply chain management, Supplier relationship management.

#### **Useful Links:**

- SCM glossary of terms from [thesupplychain.com](http://thesupplychain.com)
- Supply Chain Management Review

- Journal of Supply Chain Management
- <http://www.supplychainnetwork.com/>
- <http://www.scmr.com/>
- <http://www.supplychains.in/>
- <http://www.wipro.in/Knowledge%5FCentre/White%5FPaper/>

**Reference Books:**

1. Sunil Chopra and Peter Meindl, D.V Kalra “Supply Chain Management: Strategy, Planning, and Operation”, 5<sup>th</sup> edition, Pearson Education India
2. Janat Shah , “Supply Chain Management: Text and Cases”, Pearson Education India
3. D K Agarwal, “Textbook of Logistics and Supply Chain Management” Macmillan publishers

**16PMBAE401                      E-Marketing                      (3 - 0 - 0) 3**

**Contact Hours:40**

**Course Learning Objectives:**

- To introduce the students to important concepts related to e-marketing to students.
- To orient the students to use of different electronic media for designing marketing activities.
- To acquaint the students with the latest techniques of e-marketing.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,11)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the benefits and challenges due to advances in internet and information technology consumers; increasing buyer control is changing the market.			10
CO-2	Explain the importance of strategic planning, e-business and e-marketing strategy, Identify the main e-business models and discusses the use	4		

	of performance metrics and the Balanced Scorecard to measure performance.			
<b>CO-3</b>	Discuss overall trends in internet access, usage, and purchasing around the world.		4	
<b>CO-4</b>	Define emerging economies and explain the vital role of information technology in economic development.		1,3	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	1		3	2.5						1

### Contents:

#### Unit-1: (8 Hours)

**Introduction to E-Marketing:** Landscape, Past, Today, Future, Internet Marketing Paradigm, Internet Infrastructure Stack  
**Business Models & Strategies:** Strategic Planning, Strategy to Electronic Planning, Strategic Drivers of the Internet Economy, Business Models to E-Business Models, E-Business Models, Performance Metrics, The Balanced Scorecard

#### Unit-2: (8 Hours)

**E-Marketing Plan:** Overview of the E-Marketing Planning Process, Creating an E-Marketing Plan – A Seven-Step E-Marketing Plan  
**The E-Marketing Environment:** Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, Technological Readiness Influences Marketing, Wireless Internet Access.

#### Unit-3: (6 Hours)

**E-Marketing Research:** Data Drive Strategy, Marketing Knowledge Management, Monitoring Social Media, Technology-Enabled Approaches, Real-Space Approaches, Marketing Databases and Data Warehouses, Data Analysis and Distribution, Knowledge

Management Metrics - Consumer Behavior Online, Segmentation, Targeting, Differentiation, Positioning Strategies

**Unit-4: (8 Hours)**

**E-Marketing Management:** Product, Products on Internet, Creating Customer Value Online, Product Benefits, E-Marketing Enhanced Product Development, Price, Change in Pricing Strategies, Buyer and Seller Perspectives, Payment Options, Pricing Strategies, Distribution, Online Channel Intermediaries, Distribution Channel Length and Functions, Channel Management and Power, Distribution Channel Metrics.

**Unit-5: (6 Hours)**

**Integrated Marketing Communication (IMC)** – Internet Advertising, Marketing Public Relations, Sales Promotion Offers, Direct Marketing, Personal Selling, IMC Metrics.

**Unit-6: (5 Hours)**

**Customer Relationship Management:** Building Customer Relationships, Relationship Marketing, Stakeholders, Three Pillars of Relationship Marketing, Customer Relationship Management (CRM), CRM Building Blocks, Ten rules for CRM Success

**Reference Books:**

1. Judy Strauss and Raymond Frost, E-Marketing, 6th Edition , Prentice Hall, 2013
2. P. T. Joseph, E-Commerce: An Indian Perspective, 4th Edition, Prentice Hall, 2013
3. Munesh Chandra Trivedi, Electronic Commerce: A Simplified Approach, Jaico Publishing House, 2011.

**16PMBAE402 Integrated Marketing Communication (3-0-0) 3**

**Contact Hours: 40**

**Course Learning Objectives:**

- To students build a comprehensive framework for integrated marketing communications.



- To the students study the advertising, publicity, personal selling, direct marketing and sales promotion.
- To enhance knowledge of emerging trends in integrated marketing communications of the students.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10 )		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics	1,9		
CO-2	Ability to create an integrated marketing communications plan which includes promotional strategies	9	5	1
CO-3	Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies		9	5

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO- 8	PO-9	PO- 10
Mapping Level	2				1.5				2.7	

**Contents:**

**Unit-1: (8 Hours)**

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

**Unit-2: (8 Hours)**

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

**Unit-3: (5 Hours)**

Media planning: Developing Media plan, Problems encountered, Media Evaluation Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

**Unit-4: (8 Hours)**

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

**Unit-5: (6 Hours)**

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

**Unit-6: (5 Hours)**

International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

**Reference books:**

1. Belch and Belch “Advertising and Promotions IMC Perspectives”, 9/e, Tata McGraw Hill, 2012.
2. O’Guinn, Allen, Semenik “Advertising & Integrated Brand Promotion”-, Cengage Learning.

3. Clow, Baack “Integrated Advertising, Promotion, and Marketing Communications”, 3/e, Pearson Education, 2017.
4. Chynawalla & Sethia, “ Foundations of Advertising” HPH, 2007
5. Rajeev Batra, John G Myers & Aaker, “Advertising management” 5/e, PHI, 2017.
6. Sanjaya Singh “Event marketing and management” Vikas Publication, 2016.
7. Vilanilam, Varghese “ Advertising Basics” Response BOOKS, 2017
8. Sangeeta Sharma &Raghuvir Singh, “Advertising ” PHI, 2006.
- 9.

<b>16PMBAE403</b>	<b>Business Marketing</b>	<b>(3-0-0) 3</b>
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**Contact Hours: 40**

**Course Learning Objectives:**

- To familiarize the students with basic concepts of business marketing.
- To expose the students with B2B marketing strategies.
- To enable students to apply business marketing concepts into real-life situations through project assignments.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Define the basic concepts of Business Marketing		4, 5	1
<b>CO-2</b>	Describe, discuss & explain the marketing strategies of Business Marketers	3		9
<b>CO-3</b>	Demonstrate & examine the Marketing concepts & strategies of Business Marketers	3,	9	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	1		3	2	2				1.5	

## **Contents:**

### **Unit-1: (4 Hours)**

#### **Environment of Business Marketing:**

**Business Marketing perspective:** Business marketing, business marketing management, business market customers, business markets versus consumer-goods markets, characteristics of business markets, commercial enterprises as customers, classifying goods for business market, business marketing strategy.

### **Unit-2: (7 Hours)**

#### **Organizational buyer and buying behavior:**

**Organizational buyer:** Commercial enterprises: unique characteristics, governments: unique characteristics, institutional market: unique characteristics.

**Organizational Buying Behavior:** Organizational buying process, the search process, buying situations, forces shaping organizational buying behavior,

### **Unit -3: (7 Hours)**

#### **Formulating Business Marketing Strategy:**

**Segmenting the Business Market:** Business market segmentation requirements and benefits, bases for segmenting business markets, a model for segmenting the organizational market, implementing a segmentation strategy.

**Business Marketing Planning:** Marketing's strategic role, marketing's cross-functional, the components of a business model, the balanced scorecard.

### **Unit-4: (8 Hours)**

#### **Managing Products and Channels for Business Markets**

**Managing Products for Business Markets:** Core competencies, product quality, product policy, planning industrial product strategy, building a strong brand, the technology adoption life cycle.

**Managing Business Marketing Channels:** The business marketing channel, participants in the business marketing channel, channel design.

### **Unit-5: (7 Hours)**

#### **E-Commerce and Pricing Strategies for Business Markets**

**E-Commerce Strategies for Business Markets:** Defining E-Commerce, key elements supporting E-Commerce, the strategic role of E-Commerce, crafting an E-Commerce strategy, internet strategy implementation.

**Pricing Strategies for Business Markets:** Meaning of value in business markets, the pricing process, pricing across the product life cycle, responding to price attacks by competitors, competitive bidding.

### **Unit-6 (7 Hours)**

#### **Business Marketing Communications**

**Advertising:** The role of advertising, managing business to business advertising, managing trade show strategy.

**Managing Personal Selling:** Foundations of personal selling, managing the sales force and isolating the account management process.

#### **Reference Books:**

1. Hutt and Speh, “Business Marketing Management: B2B”, 9/e, Cengage Learning, 2010
2. Reeder, Brierty and Reeder, “Industrial Marketing: Analysis, Planning and Control”, Prentice Hall India, 2010

**16PMBAE404    Sales Force Management    (3-0-0) 3**

**Contact Hours: 40**

#### **Course Learning Objectives:**

- To enable the students realize how organizations manage their sales force.
- To enable the students to appreciate the process of personal selling.
- To enable the students to know how sales territories are designed.
- To enable the students to appreciate interrelationship between marketing and other functional areas.

## Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)								
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)						
CO-1	Explain the organizational approach towards sales force management		7	1, 6						
CO-2	Demonstrate personal selling	9								
CO-3	Examine the process of designing sales territories	9								
CO-4	Analyze the interrelationship between marketing & other functional areas	10								
POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	1					1	2		3	3

## Contents:

### Unit-1: (07 Hours)

#### Introduction to Sales Force Management:

**The field of sales forces management:** The nature of personal selling, the nature of sales management, importance of personal selling and sales management, sales force management challenges.

**The personal selling process:** Prospecting, pre-approach, the approach, need assessment, the presentation, meeting objections, gaining commitment, follow-up.

### Unit-2: (9 Hours)

#### Organizing and staffing a Sales Force:

**Sales force organization:** Nature of sales organizations, characteristics of a good organization, and basic types of organizations.

**Recruiting sales people:** Sales force staffing process, establishing responsibility for recruiting, selection and assimilation, determining the number of people needed, developing a profile of the type of people needed, and sources of recruiting.

**Selecting sales people:** Application blanks, personal interviews, psychological testing, references, the job offer decision, the hiring phase, socialization and assimilation.

### **Unit-3: (7 Hours)**

#### **Training and Motivating a sales force:**

**Training sales force:** Training assessment, program design, reinforcement, training evaluation.

**Motivating a sales force:** Motivation, importance of motivation, behavioral concepts in motivation, selecting effective combinations of motivational tools, financial and non-financial rewards.

### **Unit-4: (07 Hours)**

#### **Directing Sales Force Operations:**

**Sales force compensation:** Objectives of a compensation plan, designing a sales compensation plan, establishing the level of compensation, developing the method of compensation, indirect monetary compensation.

**Leadership of a sales force:** Leadership characteristics and skills, leadership style, situational leadership, tools and techniques of leadership, problems encountered in leadership.

### **Unit-5: (04 Hours)**

#### **Sales Planning:**

**Sales territories:** Nature and benefits of territories, designing territories, assigning sales people to territories, revising sales territories, territorial coverage plan.

### **Unit-6: (06 Hours)**

#### **Evaluating Sales Performance:**

**Analysis of sales volume:** Introduction, bases of analyzing sales volume

**Evaluating a salesperson's performance:** Nature and importance of performance evaluation, program for evaluating performance.

**Reference Books:**

1. Spiro, Stanton and Rich, "Management of a Sales Force", 11/e, TATA McGraw Hill, 2007
2. Panda and Sahadev, "Sales and Distribution Management", 2/e Oxford University Press, 2015

**16PMBAE405 International Financial Management (3 - 0 - 0) 3****Contact Hours: 40****Course Learning Objectives:**

- To orient the students with the international economic and financial environment.
- Provide students a comprehensive understanding of the foreign exchange rate determination, including the foreign exchange and derivatives markets.
- Enable students giving foreign exchange exposure measurement and management.
- To acclimatize students with the financial management aspects of the MNC.
- Orient students with the functioning of world financial markets and institutions.

**Course Outcomes:**

<b>Description of the Course Outcome: At the end of the course the student will be able to:</b>		<b>Mapping to POs (1,10)</b>		
		<b>Substantial Level (3)</b>	<b>Moderate Level (2)</b>	<b>Slight Level (1)</b>
<b>CO-1</b>	Be aware of international economic and financial environment & understand foreign exchange rate determination.	1	2	
<b>CO-2</b>	Undertake foreign exchange exposure measurement and management	2	9	
<b>CO-3</b>	Comprehend the financial management aspects of the MNC.		1	



<b>CO-4</b>	Know the functioning of world financial markets and institutions.	1		
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POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	2.5	2.5							2	

## **Contents:**

### **Unit-1:(5 Hours)**

#### **International Financial Environment-**

International Business and its modes, Multinational corporations-the key participant in international financial functions, Nature and scope of IFM,

Factors leading to fast strides in international financial functions. IFM and domestic financial management.

### **Unit-2:(5 Hours)**

#### **International flow of funds and International Monetary system:-**

International Flow of Funds: Balance of Payments (BoP), Structure of Balance of Payments,

International Monetary System: Specie commodity standard, Gold Standard, Bretton Woods system, modern exchange rate regime, International Monetary Fund

### **Unit- 3:(6 Hours)**

#### **Foreign Exchange Market:**

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior Cross Rates.

### **Unit-4:(6 Hours)**

#### **International Financial Markets and Instruments: -**

Foreign Portfolio Investment, International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares.

International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets

**Unit-5:(8 Hours)**

**International Parity Relationships & Forecasting Foreign**

**Exchange rate:** Measuring exchange rate movements, Exchange rate equilibrium, Factors affecting foreign exchange rate

Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International

Fisher effect. Covered Interest Arbitrage

**Unit-6:(10 Hours)**

**Foreign Exchange exposure:**

Management of Transaction exposure, Management of Translation exposure, Management of Economic exposure

Foreign exchange risk Management: Hedging against foreign exchange exposure, forward

Market, Futures Market, Options Market, Currency Swaps, Interest Rate Swap, Hedging through currency of invoicing, Hedging through mixed currency invoicing

**Practical Components:**

- Students can study the Balance of Payment statistics of India for the last five years
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

**Reference books:**

1. Vyuptakesh Sharan, International Financial Management, 6/e, PHI, 2011
2. Apte P. G , International Financial Management, 6/e, TMH, 2011

3. Madhu Vij “International Financial Management”, Excel BOOKS, 2010.

**16PMBAE406**

**Risk Management & Insurance**

**(3-0-0) 3**

**Contact Hours: 40**

**Course Learning Objectives:**

- To provide in detail about of different types of risk to students.
- To know the students about the risk identification and measurement.
- To give an overview of role of Insurance in risk management to the students.
- To comprehend insurance contracts such as Life Insurance, general insurance and marine insurance for the students.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs( 1, 10 )		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Be acquainted with the process of identifying the risk and Insurance companies.	1		
<b>CO-2</b>	Recognize the complexities involved in risk identification and measurement	2,9	3,5	
<b>CO-3</b>	Be acquainted with the function of Insurance in risk management		2,9	
<b>CO-4</b>	Be aware of various types of insurance contracts			3,10

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>	3	2.5	1.5		2				2.5	1

## **Contents:**

### **Unit -1: (8 Hours)**

Introduction to Risk Management and Risk Identification: Risk-Risk and Uncertainty, Types of Risk-Burden of Risk, Sources of Risk, Methods of handling Risk, Degree of Risk Management of Risk Management, Risk Management Process, Identification Loss exposures Analyzing Loss exposures, Objectives of Risk Management, Select the Appropriate Risk Management Technique Implement and Monitor the Risk Management Program, Risk Management by Individuals and Corporations, Risk Management objectives-Need for a Rationale for Risk Management in Organizations, Understanding the cost of Risk, Individual Risk Management and the Cost of Risk, Risk Management and Societal Welfare. Risk Identification, Business Risk Exposures, Individual Exposures, Exposures of Physical Assets, Exposures of Financial Assets, Exposures of Human Assets, Exposures to Legal Liability, Exposure to Work, Related Injury, basic concepts form probability and Statistics.

### **Unit -2: (6 Hours)**

Risk Measurement-Evaluating the Frequency and Severity of Losses, Risk Control, Risk Financing Techniques, Risk Management Decision Methods, Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management, Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management, Decision Making other Risk Management Tools.

### **Unit- 3: (8 Hours)**

Introduction to Insurance : Risk and Insurance, Definition and Basic Characteristics of Insurance, Requirements of an Insurable Risk, Adverse Selection and Insurance, Insurance vs. Gambling Insurance vs. Hedging Types of Insurance, Essentials of Insurance Contracts. Indian Insurance Industry, Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of

Insurance Markets, Major players of Insurance. Regulation of Insurance- Insurance Act 1938, eligibility, Registration and Capital requirement Investment of assets-Approved investments, Licensing of insurance agents, IRDA, duties and powers of IRDA, IRDA Act 1999, IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

#### **Unit-4: (6 Hours)**

Life Insurance Basics of Life Insurance, Growth of Actuarial Science, Features of Life Insurance, Life Insurance Contract, Life Insurance Documents, Insurance Premium Calculations. Life Insurance Classification, Classification on the Basis, Duration, Premium Payment Participation in Profit-Number of Persons Assured, Payment of Policy Amount, Money Back Policies, Unit Linked Plans. Annuities, Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.

#### **Unit -5: (6 Hours)**

General Insurance, Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation(GIC), Performance Private and Public General insurance companies. Health Insurance-Individual Medical Expense Insurance, Long Term Care Coverage, Disability Income Insurance, Medi-claim Policy, Group Medi-claim Policy, Personal Accident Policy, Child Welfare Policy-Employee Group Insurance, Features of Group Health Insurance, Group Availability Plan.

Fire Insurance, Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance, Types of Marine Insurance, Marine Insurance principles Important Clauses in Marine Insurance, Marine Insurance Policies, Marine Risks, Clauses in Marine Policy. Motor Vehicles Insurance, Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.

## **Unit-6: (6 Hours)**

Management of Insurance Companies Functions and Organization of Insurers, Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting, Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management, Claim Settlement in General Insurance, Claim Settlement in Life Insurance. Insurance Pricing, Insurance Cost and Fair Premiums, Expected Claim Costs, Investment.

Income and the timing of claims Payments, Administrative Costs, Profit Loading, Capital Shocks and Underwriting Cycles, Price Regulation. Insurance Marketing: Marketing of Insurance Products, Critical Success factors for Insurance Players, Marketing Strategies in India.

### **Reference Books:**

1. Scott E Harrington, Gregory R Niehaus “Risk Management and Insurance”, McGraw Hill Publication Company 2017 e.
2. Dorfman, Mark S., “Introduction to Risk Management and Insurance” 14<sup>th</sup> Edition Prentice Hall India – Delhi,
3. George E Rejda, “Principals of Risk Management and Insurance” 14<sup>th</sup> Edition Person New Delhi.
4. PK Gupta “Insurance and Risk Management” Second edition Himalaya Publishing, Bombay.

**16PMBAE407**

**Tax Management**

**(3-0-0)3**

**Contact Hours: 40**

### **Course Learning Objectives:**

- Provide the students with a comprehensive understanding of residential status in tax laws
- Acclimatize the students with process of computing tax liability of Individuals
- Make students to study the corporate taxation system in the country
- Acquaint students about deductions and exemptions available in the tax laws
- Provide insight to students on GST

## Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain and discuss the process of computing residential status.			2
CO-2	Realize the complexities involved in tax liability of Individuals		5	
CO-3	Know the corporate tax system.	5		
CO-4	Be aware of deductions and exemptions of taxes		2	
CO-5	Get an insight into working of GST system in the country			5

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level		1.5			2.5					

Contents:

### Unit- 1: (7 Hours)

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

### Unit- 2: (10 Hours)

Explanation under various heads of income. Income from salary (Basic problems)

### Unit-3: (8 Hours)

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

Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

**Unit-4: (8 Hours)**

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

**Unit- 5: (4 Hours)**

Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses.

**Unit- 6: (3 Hours)**

Introduction to GST, Levy and exemption, Time and value of supply, Administration of GST.

**Reference Books:**

1. Vinod Singhania and Kapil Singhania, “Direct Taxes Law and practice”, Taxman Publications
2. Lal & Vashisht, “Direct Tax” — Pearson Ed. 28E.
3. Vinod Singhania and Kapil Singhania “Students Guide to Income Tax”, – Taxman Publications
4. V S Datey – “Indirect Taxes “– Taxman Publications.
5. Mehrotra, “Direct Tax” – Sahitya Bhavan
6. T N Manoharan- Students Guide to Income Tax – Snow White

**16PMBAE408      Financial Derivatives      (3 - 0 - 0) 3**

**Contact Hours:40**

**Course Learning Objectives:**

- To familiarize students with the features of financial derivatives.
- To enable students to hedge risk and practice risk management using derivatives.
- To explain the use of options and futures contracts for tactical portfolio strategies purpose
- Acquaint students of pricing financial derivatives, including familiarity with some



Central techniques like the binomial model, and the Black-Scholes model

- To acclimatize students with the fundamentals of credit risk management and Value at Risk

### Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Know the features of financial derivatives.	2		
CO-2	Define the risk management process using derivatives.	2	1	
CO-3	Realize use of options and futures contracts		1	
CO-4	Know the pricing of financial derivatives.	2		
CO-5	Be aware of fundamentals of credit risk management and Value at Risk		1	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2	3								

### Contents:

#### Unit-1:(6 Hours)

#### Introduction to Financial Derivatives

Introduction, economic benefits of derivatives, Types of financial derivatives, Features of derivatives market, Factors contributing to the growth of derivatives, functions of derivative markets, Exchange traded versus OTC derivatives, traders in derivatives markets, Derivatives market in India

## **Unit-2:(8 Hours)**

### **Futures and Forwards**

Futures and forwards, differences, valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures, specification of futures, Commodity futures, Index futures, interest rate futures, arbitrage opportunities. Interest rate markets, Type of rates, Forward rate agreements (FRA), Interest rate derivatives.

## **Unit-3:(6 Hours)**

### **Financial Swaps**

Financial Swaps, features and uses of swaps, Mechanics of interest rate swaps, valuation of interest rate swaps, currency swaps, valuation of currency swaps.

## **Unit-4:(8 Hours)**

### **Options**

Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks put-call parity, mechanics of options, stock options, options on stock index, options on futures, interest rate options. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

## **Unit-5:(6 Hours)**

### **Commodity Derivatives**

Commodity futures market, exchanges for commodity futures in India, Forward Market Commissions and regulation, commodities traded, trading and settlements, physical delivery of commodities.

## **Unit-6:(6 Hours)**

### **Risk management strategies**

Credit risk, Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Basics of Interest rate risk and risk

management strategies. Value at Risk (VAR), Measure, Monte Carlo simulation.

**Practical Components:**

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

**Reference books:**

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. S.L. Gupta , Financial Derivatives, PHI publication

<b>16PMBAE409</b>	<b>Public Relation</b>	<b>(3-0-0) 3</b>
		<b>Contact Hours: 40</b>

**Course Learning Objectives:**

- To acclimatize the students with role of the public relations professional in the corporate environment
- To develop subject knowledge and critical reflection about basic concepts, recent trends, theories and research to students in the field of public relation.
- Students will be able to develop relationships with stakeholders i.e media, community and employees.
- To produce graduates who will be able to take up positions in public relations in private, public, profit and non-profit organizations.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to Pos (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Describe the strategies, tactics, and techniques of public relations programs		10	

<b>CO-2</b>	Develop an understanding of the various writing tasks for specific audiences and purposes.	8	3	
<b>CO-3</b>	Develop a communications plan and Produce effective, accessible, and timely print, digital and multimedia communications, to manage specific stakeholder relations.	8, 9		
<b>CO-4</b>	Assess various issues in crisis and manage the situation.	9		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>			2					3	3	2

## **Contents:**

### **Unit-1: (6 Hours)**

**Public Relation:** Meaning, Concepts of PR, Proactive and Reactive Approaches, Public Relations Process, Behavioral Public Relations Model, Persuasion Model, Two way symmetrical Communications Model, 20 great truths about Public Relations

### **Unit-2: (8 Hours)**

**Theoretical basis for Public Relations:** Theories of Relationships, Systems Theory, situational Theory, Theories of Persuasion and Social Influence, Social Exchange Theory, Diffusion Theory, Social Learning Theory, Elaborated Likelihood Theory, Theories of Mass communication, Uses and Gratification Theory, Agenda Setting Theory

### **Unit-3:(6 Hours)**

**Employee communication:** Role of employee communication, concept of Organizational culture, Establishing Communication Policy, Organizational change, Importance of employee communication, Special employee Communication Situations, Media of Employee communications, Objectives of Internal media, Starting internal media, controlling internal media, Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators

### **Unit-4: (5 Hours)**

**Community Relations:** Importance of Public Relations, Community Relations Process, Guidelines for Effective Relations Programs, Specific Functions of Public Relations, Criteria for Community relations Activities, Corporate Social Responsibility & Philanthropy, Emerging Challenge of Community Activism.

### **Unit-5: (6 Hours)**

**Media Relations:** Media Relations, Role of Media in Public Relations, Social Media, working with the media, Media Relations Program Elements, Role of Technology in Public Relations.

### **Unit-6: (9 Hours)**

**Issues in Public Relations/Crisis Management:** Public relations challenges, Types of Issues, target audiences, Public Service as Preventive Public Relations, Special Interests, Importance of Compromise, Issue Anticipation, Scenario Technique.

**Crisis Management:** Understanding how people typically react to issues, Human Nature, Role of communications, Types of crises, News media influence, Fundamental guidelines

### **Reference Books**

1. Lattimore, Laskin, Heiman & Toth, “Public Relations – The Profession and Practice” 3 Edition, Tata McGraw Hill, 2012 (LLHT)

2. Center, Jackson, Smith and Stansbury, “Public Relations Practices – Managerial Case Studies and Problems” 7<sup>th</sup> Edition, Prentice Hall of India, 2008 (CJSS).
3. Laurence J. O’ Toole Jr, Kenneth J Meier, “Public Management – Organizations, Governance and Performance”, 1st edition, Cambridge Publications, 2011

**16PMBAE410 International Human Resource Management (3-0-0)3**

**Contact Hours: 40**

**Course Learning Objectives:**

- Explain students about the impact of contemporary issues and global imperatives on Human Resource concepts
- Explain students about the policies and practices in multinational organizations
- Compare, contrast and explain to students on variety of strategic approaches to the management of human resources in multinational organizations.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Apply the concepts and knowledge about the range of Human Resource functions.	7		6
<b>CO-2</b>	Deploy the expatriate employees and expatriate failures on international assignments.	6	7	
<b>CO-3</b>	Evaluate the effects of different Human Resource and International Industrial Relations		6	7

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
<b>Mapping Level</b>						2	2			

## **Contents:**

### **Unit-1: (10 Hours)**

**Introduction to IHRM** Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

### **Unit-2: (6 Hours)**

**Strategies for International Growth:** Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization.

### **Unit-3: (6 Hours)**

**International Workforce planning and staffing:** International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

**Unit-4: (7 Hours)**

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

**Unit-5: (7 Hours)**

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

**Unit-6: (4 Hours)**

**International Compensation:** International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management.

**Reference Books:**

1. Peter J. Dowling, Mavin Festing, Allen D Englesr, “International Human Resource Management” Cengage Learning.
2. Monir H. Tayeb, “International Human Resource Management”, Oxford University Press, 2005.
3. J. Perkins, Susan M. Shortland “Strategic International Human Resource Management: Choices and Consequences in Multinational People Management” Stephen– Kogan Page Publishers, 2006.
4. Schuler, Strategic Human Resource Management”, 2/e, Wiley”.



**Course Learning Objectives:**

- The students should be able to describe the process of performance management.
- The students should be to appraise the link between performance management and other functions of HRM.
- The enable students plan and execute performance management process.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Identify the activities in the performance management system		1,9	
CO-2	Demonstrate the skill of designing the performance management process.	9		5
CO-3	Design the performance appraisal system		8	6,7
CO-4	Appraise the linkage between performance management system and other HR functions.	1,10		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	2.5				1	1	1	2	2.5	3

**Contents:**

**Unit-1:(8 Hours)**

Introduction to Performance Management: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, Performance Management Process and performance management and strategic planning.

**Unit-2: (7 Hours)**

Defining Performance and Choosing a Measurement Approach: Defining performance, Determinants of performance, Performance dimensions, Approaches to measuring performance, Measuring results and behaviors.

**Unit-3:(5 Hours)**

Gathering performance information: Appraisal forms, determining overall rating, Appraisal period and number of meetings, provide performance information, a model of rater motivation, preventing rating distortion rater training programs.

**Unit-4: (5 Hours)**

Implementing a performance Management System: Preparation, communication plan, appeals process, and training programs for the acquisition of required skills, ongoing monitoring and evaluation, online implementation.

**Unit-5:(8 Hours)**

Competency based performance management system: Managerial skills and competencies developing competencies for effective performance management, types of competencies, competency characteristics, competency identification and assessment process, developing competency models, competency based performance management systems.

**Unit-6:(7 Hours)**

Performance based compensation, career planning, career development, succession planning, team performance management, Performance measurements through balanced and HR scorecards, Performance management and mentoring, ethical and legal issues of performance management.

**Reference Books:**

1. Herman Aguinis, "Performance Management", 3<sup>rd</sup> edition, Pearson Education.

2. Dipak Kumar Bhattacharyya, “Performance Management systems and strategies“, Pearson Education.
3. Appraising & Developing Managerial Performance- Rao T. V, Excel Books.

<b>16PMBAE412</b>	<b>Personal Growth for Professional Development</b>	<b>(3-0-0) 3</b>
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**Contact Hours: 40**

**Course Learning Objectives:**

- To develop a positive concept of self in students
- Make students to acquire appropriate social and emotional skills, inter personal skills to become effective goal oriented team player
- Develop students with professionals with idealistic, practical and moral values
- Re-engineer attitude of students and make them to understand its influence on behavior
- Bring positive changes in personality the personality of students

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Discuss the components of personal growth			9
<b>CO-2</b>	Gain insights in the aspects of interpersonal growth and handling conflicts, managing time, self analysis to name a few.		7	
<b>CO-3</b>	Bring about positive changes in personality	7	9	

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level							2.5		1.5	

## **Contents:**

### **Unit-1: (6 Hours)**

Personal growth - Meaning, Nature and scope of personal growth, Process of Personal Growth and Development, tips for developing a personal growth mindset, Self-awareness and self-esteem

### **Unit-2: (7 Hours)**

Feeling, thinking and behaviors: Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, and Emotional intelligence.

### **Unit- 3: (8 Hours)**

Pedagogy and Andragogy: Meaning, Pedagogy Vs Andragogy, Characteristics of adult learners, Principles of adult learning, Adult Learning Process; learning styles and its relatedness to personality development

### **Unit-4: (7 Hours)**

Basic functions of mind- Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking.

### **Unit-5: (5 Hours)**

Neuro Linguistic Programming

### **Unit-6: (7 Hours)**

Interpersonal Behavior: Interpersonal Behavior, Johari Window, Transactional Analysis –ego states, types of transactions, life positions, applications of T.A.

### **Reference Books:**

1. John.W. Newstrom and Keith Davis ,”Organizational Behaviour - Human Behavior at work”, Tata McGraw Hill
2. Robert N. Lussier ,”Human Relations in organizations”, 6th edition, Mc-Graw Hill Education Whetten & Cameron, ”Development Management Skills”, 7th Ed. Pearson, PHI.
3. Udai Parek, “Understanding OB”, Oxford University Press.
4. Calvin S Hall Et Al, ,”Theories of Personality”, Wiley Publication

5. Stephen Robbins ,”Training in Interpersonal Skills – tips for managing People at work” Et al, Pearson, PHI.

**16PMBAL402 Project (0-0-25) 8**

**Contact Hours: 100**

**Course Learning Objectives:**

- Gain an exposure to industry and understand current and contemporary management practices
- Gain an understanding of the company’s history, details of its founders or shareholders, the nature of business, organizational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers
- Use thinking skills and knowledge of business theory and practice to make effective decisions.
- Exercise effective written and oral communication skills.
- Demonstrate competence in the core curriculum’s shared areas of business knowledge - lean management, business intelligence, and globalization.

**Course Outcomes:**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,10)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
<b>CO-1</b>	Gain exposure to the industry and company and Acclimatize with various management practices	1,10	2	3,4,5,6
<b>CO-2</b>	Outline, analyze, and synthesize relevant data and Information in order to identify problems and solve them by arriving at appropriate decisions.	9	10	
<b>CO-3</b>	Employ quantitative analysis methods to identify salient information and trends in data.	9		

CO-4	Prepare and deliver an effective business document.	8		
CO-5	Prepare and deliver an effective business presentation.	8		
CO-6	Demonstrate leadership skills appropriate for a variety of business contexts.	7		
CO-7	Analyze the impact of organizational decisions.	1,10		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10
Mapping Level	3	2	1	1	1	1	1	3	3	2.67

### Contents:

The primary objective of Internship-II is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 8 weeks in a company during the break between 3<sup>rd</sup> and 4<sup>th</sup> Semester.

Students are required to identify a company for their Internship, in consultation with and approval of their faculty guides. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their Internship.

Students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organizational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel.

Students should collect and gather as much as possible of written materials, published data, and related matter. In the process of carrying out their Internship, students are required to identify an issue or problem or an opportunity in the company that they can work on during the Internship. This should be discussed with their faculty guide before completing the Internship. At the end of the Internship, students are expected to submit a report to the company a copy of which will be submitted to the College. The report should clearly indicate the sources from which information was obtained.

**Prerequisites:** Permission from the company to carry out project.

**Contents of the report:**

**Chapter 1: Introduction**

Introduction, Industry profile and company profile: Promoters, Vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement

**Chapter 2: Conceptual background and Literature review**

Theoretical background of the study, Literature review with research gap(with minimum 20 literature reviews).

**Chapter 3: Research Design**

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

**Chapter 4: Analysis and Interpretation**

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

**Chapter 5: Findings, Conclusion and Suggestions**

Summary of findings, Conclusion and Suggestions / Recommendations

**Bibliography**

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