

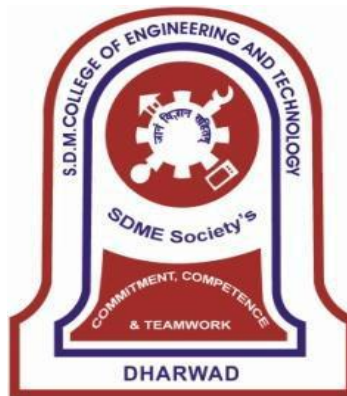
# **Academic Program: PG**

**Academic Year 2020-21**

**Department of Management Studies**

## **I & II Semester M.B.A**

**Syllabus**



**SHRI DHARMASTHALA MANJUNATHESHWARA COLLEGE OF ENGINEERING &  
TECHNOLOGY,**

**DHARWAD – 580 002**

**(An Autonomous Institution Approved by AICTE & Affiliated to VTU, Belagavi)**

**Ph: 0836-2447465 Fax: 0836-2464638**

**Web: [www.sdmcet.ac.in](http://www.sdmcet.ac.in)**

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

**College Vision and Mission**

**Vision:**

To develop competent professionals with human values.

**Mission:**

1. To have contextually relevant Curricula.
2. To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
3. To enhance Research Culture.
4. To involve Industrial Expertise for connecting classroom content to real life situations.
5. To inculcate Ethics and impart soft-skills leading to overall Personality Development.

**SDMCET- Quality Policy**

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

**SDMCET- Core Values**

- Competency
- Commitment
- Equity
- Team work and
- Trust

**Department Vision and Mission**

**Vision**

To develop competent management professionals with human values.

**Mission**

- To provide quality education in management with contextually relevant curricula.
- To promote management education, adopting contemporary practices for effective teaching and learning.
- To foster research culture.
- To involve industrial expertise for connecting classroom content to relevant business.
- To inculcate ethics, soft skills and entrepreneurial culture for all-round personality development.

**SDM College of Engineering & Technology, Dharwad**

It is certified that the scheme and syllabus for I & II semester M.B.A is recommended by the Board of Studies of Department of Management studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabus will be in force from the academic year 2020-21 till further revision.

**Chairman BoS & HoD**

**Principal**

**Program Educational Objectives:**

- To build managerial competence by providing necessary background and foundations in business management domain so that students are acceptable globally to industry, government, academia, research and entrepreneurial pursuit.
- To develop analytical and critical thinking ability by enhancing research culture to solve business problems.
- To prepare students to be committed citizens with social concern.
- To prepare students to be ethical and value based competent business leaders and good team players.
- To encourage students towards continuous learning.

**Program Outcomes:**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
4. Ability to develop value based leadership.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**Program specific outcomes:**

6. Demonstrate the knowledge of business management to provide effective solutions across finance, human resource and marketing domains in a given organization context.
7. Assess business opportunities and develop effective business solutions to establish new entities.
8. Develop effective oral and written communication especially in business applications, with the use of technology

**Scheme of Teaching and Examination**

**I 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
20PMBAC10 1	Management & Organizational Behavior	3-0-2	4	50	100	3	-	-
20PMBAC10 2	Managerial Economics	3-0-2	4	50	100	3	-	-
20PMBAC10 3	Business Statistics and Analytics for Decision making	3-0-2	4	50	100	3	-	-
20PMBAC10 4	Marketing Management	3-0-2	4	50	100	3		
20PMBAC10 5	Financial Reporting, Statements and Analysis	3-0-2	4	50	100	3	-	-
20PMBAC10 6	Business Communication	3-0-2	4	50	100	3	-	-
<b>Total</b>		<b>18-0-12</b>	<b>24</b>	<b>300</b>	<b>600</b>			

**CIE:** Continuous Internal Evaluation

**SEE:** Semester End Examination

**L:** Lecture

**T:** Tutorials

**\*P:** Practical

\*P- Practical /Field Work / Assignment are a part of contact hours for the faculty and must be considered in the workload.



## II 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
20PMBAC201	Strategic Management	3-0-2	4	50	100	3	-	-
20PMBAC202	Business Research Methods	3-0-2	4	50	100	3	-	-
20PMBAC203	Corporate Finance	3-0-2	4	50	100	3	-	-
20PMBAC204	Human Resource Management	3-0-2	4	50	100	3	-	-
20PMBAC205	Corporate Governance & Business Law	3-0-2	4	50	100	3	-	-
20PMBAC206	Entrepreneurship Development	3-0-2	4	50	100	3	-	-
<b>Total</b>		<b>18-0-12</b>	<b>24</b>	<b>300</b>	<b>600</b>			

**CIE:** Continuous Internal Evaluation Examination

**SEE:** Semester End

**L:** Lecture

**T:** Tutorials

**\*P:** Practical

\*P- Practical /Field Work / Assignment are a part of contact hours for the faculty and must be considered in the workload.





<b>20PMBAC101</b>	<b>Management &amp; Organizational Behavior</b>	<b>(3-0-2) 4</b>
		<b>Contact Hours: 52</b>

**Course Learning Objectives (CLOs):**

- To understand fundamental concepts and principals of management, including the basic roles, skills, and functions of management.
- To knowledgeable of historical development, theoretical aspects and practice application of managerial process.
- To understand the basic concepts and theories underlying individual behavior besides developing better insight into one's own self.
- To be aware of individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.	<b>1</b>	<b>6</b>	<b>3</b>
<b>CO-2</b>	Comprehend the overview of management, theory of management and practical applications of the same	<b>3</b>	<b>1</b>	<b>4</b>
<b>CO-3</b>	Effectively use their skills for self grooming, working in groups and to achieve organizational goals	<b>1</b>	<b>8</b>	<b>4</b>
<b>CO-4</b>	Demonstrate their acumen in applying managerial and behavioral concept in real world/situation	<b>1</b>	<b>2,5</b>	<b>3</b>
<b>CO-5</b>	Demonstrate their exposure on recent trends in management.	<b>5</b>		<b>3,7</b>

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
<b>Mapping Level</b>	<b>2.75</b>	<b>1</b>	<b>1.6</b>	<b>1</b>	<b>2.5</b>	<b>2</b>	<b>1</b>	<b>2</b>

**Contents:****Part - A- Principles of Management**

- 1) Management : Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers evolution of management thought, Fayol's fourteen principles of management and recent trends in management. **5L+1P=06 Hrs.**
- 2) Nature of planning, planning process, objectives, MOB, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions techniques in decision making. **7L+3P=10 Hrs.**
- 3) Organizing: Organization structure, formal and informal organizations principles of organization- chain of command, span of control, delegation, decentralization and empowerment. Functional, divisional, geographical, customer based and matrix organization, team based structures, virtual organizations, boundary less organizations. Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness. **3L+1P= 04 Hrs.**

**Reference books:**

- 1) Koontz, "Essentials of Management", 12/e McGraw Hill.
- 2) VSP Rao, "Management: Text and Cases", Excel Books.
- 3) Chandan J. S, "Management Theory & practice", Vikas Publishing House.

**Part B - Organizational Behavior**

- 4) Introduction: Organizational behavior; introduction definition, historical development, fundamental principles of OB contributing disciplines, challenges and opportunities. **3L+1P= 04 Hrs.**
- 5) Foundations of Individual behavior: Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. Attitude: Formation, components of attitudes, relation between attitude and behavior. Perception: Process of perception, factors influencing perception, link between perception and individual decision making. Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self- management, social awareness, relationship management. **10L+4P=14 Hrs.**
- 6) Motivation and Leadership: Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. Leadership: Meaning, styles of leadership, Leadership theories, trait theory, behavioral theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Group Behavior: Definition, types, formation of groups building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution, Power and politics.

**11L+3P= 14 Hrs.**

**Reference books:**

- 1) Chandrani Singh and Aditi Khatri “Principles & Practices of Management and Organizational Behaviour” Sage publications, New Delhi 2016
- 2) Stephen P Robbins, Timothy A. Judge, Neharika Vohra , “Organizational behavior”, 14th Edition, Pearson, 2012.
- 3) Ashwathappa , “Organization Behaviour”, Himalaya Publication House
- 4) Rao V. S. P, “Organizational Behaviour”, Excel BOOKS, 2009.
- 5) Fred Luthans, “Organizational Behaviour”, 12/e, McGraw Hill International, 2011.

<b>20PMBAC102</b>	<b>Managerial Economics</b>	<b>(3-0-2) 4</b>
-------------------	-----------------------------	------------------

**Contact Hours: 52**

**Course Learning Objectives (CLOs):**

- To introduce the fundamentals, tools and theories of managerial Economics.
- To orient on micro economic techniques as a decision making Process.
- To introduce the students to various industrial policies essential for business Managers.
- To introduce the vital characteristics of different market structures to students.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Apply the theory of demand, theory of production and cost in decision making.	1		
<b>CO-2</b>	Differentiate between various markets structure, functioning and Pricing decisions.	1,6	2	
<b>CO-3</b>	Discuss about the Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.		2,6	
<b>CO-4</b>	Explain the Macroeconomic concepts of the Indian economy.			3

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

**Contents:**

- 1) Managerial Economics:** Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Objectives of business firms.

Alternative hypothesis of the firm- The Baumol's Model, Marris's Theory and Behavioral model of Cyert and March. **3L+1P=04 Hrs.**

- 2) Demand Analysis:** Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand: Price elasticity, Income elasticity, Cross elasticity and Advertising Elasticity. Uses of Elasticity of Demand for Decision Making.

**Demand Forecasting:** Meaning and Significance.

**Supply Analysis:** Meaning, Determinants of supply, Law of supply, Elasticity of supply, factors determining elasticity of supply. **08 Hrs.**

- 3) Production Analysis:** Concept of Production analysis, Production Function, Total, Average and Marginal Product, Law of Variable Proportions and Law of Returns to Scale. IsoQuants & IsoCosts, Least cost factor combination.

Economies and Diseconomies of Scale, Technological progress and Production function. **6L+2P= 08 Hrs.**

- 4) Cost Functions:** Cost Concepts, Fixed and variable costs, Total Cost, Average Cost, Marginal Cost and Opportunity Cost. Short-run and Long-run Cost Curves.

**Break Even Analysis:** Meaning, Assumptions, Determination of BEA, Limitations and Uses of Break Even Analysis in Managerial Economics. **6L+2P=08 Hrs.**

- 5) Market Structure:**

Perfect Competition: Features, Determination of Price under Perfect Competition.

Monopoly: Features, Pricing under Monopoly, Price Discrimination.

Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership.

Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product differentiation. **10L+2P=12 Hrs.**

- 6) Indian Economic Environment:**

Overview of Indian Economy, Recent changes in Indian Economy. SWOT Analysis of Indian Economy. Primary, Secondary and Tertiary Sectors and their contribution to the Economy.

Business Cycle: Features, Phases, Economic Indicators.

Inflation: Inflation and its sources, Demand Pull inflation, Cost Push inflation, interrelations.

Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget.

Monetary Policy: Measures of Money Supply, Monetary Policy in India, objectives, tools for Credit Control. **9L+3P=12 Hrs.**

**Reference Books:**

- 1) Dr.D.M Mithani, “Managerial Economics- Theory and Applications”, Himalaya Publications.
- 2) Mishra and Puri, “Indian Economy”, Himalaya Publication.
- 3) D.N Dwivedi, “Managerial Economics”, 8<sup>th</sup> edition, Vikas Publication.
- 4) Geetika, Piyali Ghosh, Purba Roy Choudhury, “Managerial Economics”, 3<sup>rd</sup> edition, McGraw Hill Education.

**20PMBAC103 Business Statistics and Analytics for Decision Making (3-0-2) 4****Contact Hours: 52****Course Learning Objectives (CLOs):**

- The students will study business analytics as a tool for business decision making
- Students will use bivariate/multivariate statistical methods to explain or predict the business parameters
- Students will learn to use prescriptive analytics tools to enable optimal managerial decisions
- Students will study and use project management techniques used in managing complex projects

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of business analytics.		1	
CO-2	Apply the analytics concepts of descriptive statistics to analyze data related to management decision making.	2	1	3, 8
CO-3	Apply the concepts of predictive analytics to analyze data related to management decision making.		1	
CO-4	Develop work breakdown structures and networks related to project management.		2	1
CO-5	Develop optimal solutions of linear programming problems using transportation, assignment problems algorithms.		2	1

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	1.6	2.33	1	-	-	-	-	1

**Contents:**

- 1) Foundations of Analytics & Descriptive Statistics:** Introduction, Evolution, Scope, Data for Analytics, Decision models – Descriptive, Predictive, Prescriptive analytics

Introduction to data warehousing, Dashboards and reporting – (only theory)

Descriptive Statistics: Measures of central tendency (mean, median, mode), Measures of dispersion (range, variance, standard deviation)

Activity 1 (1 hour-practical component): MS-Excel to calculate Measures of Central Tendency

Activity 2 (1 hour-practical component): MS-Excel to calculate Measures of Dispersion
- 2) Decision Theory & Probability Distributions:** Introduction, Steps of decision-making process, types of decision-making environments, Decision-making under uncertainty, Decision-making under Risk, Decision tree analysis (only theory).

Probability Distribution: Concept and definition, Rules of probability, Random variables

Concept of probability distribution – Theoretical probability distributions: Normal distribution only **6L+2P=08 Hrs.**
- 3) Predictive Analytics:** Karl Pearson correlation, Spearman's Rank correlation, Regression analysis- simple and multiple regressions (problems on simple regression only)

Activity 3 (1 hour-practical component): MS-Excel Application to calculate Correlation

Activity 4 (1 hour-practical component): MS-Excel Application to calculate Regression coefficients and intercept. **6L+2P= 08 Hrs.**
- 4) Prescriptive Analytics:** Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method. **6L+2P=08 Hrs.**
- 5) Transportation & Assignment Problems:** Transportation Problems: Basic feasible solution using NWCM, LCM and VAM, Optimisation using MODI method.

Assignment Model: Hungarian method, Multiple solution problems, Maximization case, Unbalanced case. **7L+3P=10 Hrs.**
- 6) Project Management:** Introduction: Basic difference between PERT & CPM, Network components and precedence relationships (using AOA) , Critical path analysis using CPM , PERT networks (Calculation of probability of completion of projects). **6L+2P= 08 Hrs.**

**Reference Books:**

- 1) James R. Evans , Business Analytics – Methods, Models and Decisions, 1st edition, Prentice Hall, 2013, ISBN – 978-0-13-295061-9
- 2) N D Vohra , Quantitative Methods, 4th Edition, Tata McGraw Hill, 2010, ISBN 978-0-07-014673-0
- 3) S.C Gupta , Fundamentals of Statistics, 6th edition, Himalaya Publishing House, 2007, ISBN978-81-8318-755-8

**20PMBAC104****Marketing Management****(3-0-2) 4****Contact Hours: 52****Course Learning Objectives (CLOs):**

- To orient the students with basic concepts of marketing management.
- To expose the students to marketing strategies of corporate.
- To enable students to apply marketing concepts into real-life situations through project assignments and case studies.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Define the basic concepts of Marketing Management	1,6	2,7	3
<b>CO-2</b>	Describe, discuss & explain the marketing strategies of corporate	1, 2,6,7	3	5,8
<b>CO-3</b>	Demonstrate & examine the Marketing concepts & strategies	1,2,6,7	4	5,8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
<b>Mapping Level</b>	<b>3</b>	<b>2.7</b>	<b>1.5</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2.7</b>	<b>1</b>

**Contents:****1) Introduction**

Significance of marketing, scope of marketing, core concepts in marketing, marketing in 21<sup>st</sup> century. **Analyzing marketing environment:** Internal records, macro environment: demographic, economic, socio-cultural, natural, technological, political-legal environment.

**8L+2P= 10 Hrs.**

**2) Consumer Behavior**

The model of consumer behavior, factors influencing consumer behavior, cultural, social, personal factors, key psychological processes, motivation, perception, learning, emotions and memory, stages of consumer buying decision process, problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior. **Market segmentation and targeting:** Bases of segmenting, geographic, demographic, psychographic and behavioral segmentation, target market selection patterns, full market coverage, multiple segment specialization, single segment concentration and individual marketing. **6L+2P=08 Hrs.**

**3) Positioning and Brand Equity**

**Positioning:** Developing brand positioning, determining competitive frame of reference, identifying optimal Points-of-Difference and Points-of-Parity, choosing POPs and PODs, brand mantras, and establishing brand positioning. **Brand Equity:** Brand, role of brand, brand equity, branding strategies, branding decisions, brand portfolios, brand extensions. **Product-Life Cycle:** Concept and Marketing strategies in introduction, growth, maturity and decline stages. **Socially Responsible Marketing:** Corporate social responsibility, socially responsible business models, cause-related marketing, social marketing. **8L+2P= 10 Hrs.**

**4) Marketing Mix – Product and Price**

**Product:** Product, product levels, product mix, width, length, depth, consistency, product line analysis, sales and profits, product line length, line stretching, modernization, featuring and pruning, packaging, labelling, warranties and guarantees. **Price:** Forms of pricing, consumer psychology and pricing, steps in setting price, objectives, determining demand, estimating costs, analyzing competitor's costs, prices, offers, selecting a pricing method, selecting the final price, price adaptation strategies, geographical pricing, discounts & allowances, promotional pricing, differentiated pricing, initiating and responding to price changes, initiating price cuts, price increases, responding to competitor's price changes. **7L+2P=09 Hrs.**

**5) Marketing Mix – Promotion**

**Promotion:** Role of marketing communications, marketing communications mix, deciding on the marketing communications mix. **Mass Communications: Advertising:** Developing advertising program (5 Ms), setting objectives, advertising budget, developing advertising campaign (message generation & execution), deciding on media, and measuring effectiveness. **Sales Promotions:** Objectives, major consumer and trade promotion tools. **Public Relations:** Functions of public relations, marketing public relations. **Personal Communications: Direct marketing:** Benefits of direct marketing, direct mail and telemarketing, interactive marketing, advantages and disadvantages, options, websites, email, mobile marketing. **Word-of-mouth and Social Media:** online communities, blogs and social networks. **Personal Selling:** Types of personal selling, the six steps in personal selling. **8L+2P=10 Hrs.**

**6) Marketing Mix – Place**



**Place:** Consumer distribution channels/marketing channels, role of marketing channels, channel design decisions, analyzing customer needs & wants, establishing objectives & constraints, identifying major channel alternatives, evaluating major channel alternatives, conflict management in channels, types of conflicts, horizontal, vertical, multichannel, managing channel conflicts, super ordinate goals, employee exchange, diplomacy, mediation, arbitration, e-commerce marketing practices, m-commerce marketing practices. **4L+1P=05 Hrs.**

### Reference books:

- 1) Kotler & Keller, "Marketing Management 15/e, Pearson Education, 2016
- 2) Grewal/Levy, "Marketing", McGraw Hill Education
- 3) Ramaswamy V. S. & Namakumari, "Marketing Management", 4/e, Tata McGraw Hill, 2014
- 4) Etzel M.J BJ Walker & William J. Stanton, "Fundamentals of Marketing Management", 14/e, McGraw Hill, 2012
- 5) Tapan Panda, "Marketing Management", 2/e, Excel Publication

20PMBAC105

Accounting for Managers

(3-0-2) 4

Contact Hours: 52

### Course Learning Objectives (CLOs):

- Provide insights to students on fundamental accounting concepts and conventions, basic accounting vocabulary and different branches of accounting
- Enable students to the use of the accounting equation in basic financial analysis and explain how the business transactions impact on assets, liabilities, capital and earnings position.
- Explain students to about accurate and meaningful manner of preparation of basic financial statements and explain the articulation between the basic statements.
- Make students to learn about analyzing company's financial statements and to draw conclusion about the financial situation of the company.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

### Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Acquire the knowledge about the concepts and fundamental principles of accounting.	1		

**SDMCET: Syllabus**

<b>CO-2</b>	Demonstrate theoretical knowledge and its application in real time accounting.		3	2
<b>CO-3</b>	Capable of preparing financial statement of sole trading concerns and companies.	2	3	
<b>CO-4</b>	Independently undertake financial statement analysis and take decisions.		2,3	6
<b>CO-5</b>	Comprehend emerging trends in accounting and taxation.			1, 6

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

**Contents:**

- 1) Introduction to Accounting:** Need and Types of accounts, Users of accounting, concept and conventions of accounting, Indian GAAP, USGAAP and IFRS, Effect of business transactions on accounting equation. **7L+0P=07 Hrs.**
- 2) Preparation of books of Account:** Journals, Subsidiary books, three column cash book, Ledgers and trial balance, Depreciation – Straight line and written down value methods. **6L+2P=08 Hrs.**
- 3) Preparation of financial Statements:** Preparation of final accounts of sole traders and partnership firms, Trading & Profit and loss account, Balance sheet. **7L+5P=12 Hrs.**
- 4) Analysis of financial Annual Reports:** Understanding of annual report of companies- Contents, Treatment of special items like deferred revenue expenditures, tax liability, depreciation, EPS, Effect of significant events, etc in corporate financial statements, Special purpose reports (Theory only) **5L+2P=07 Hrs.**
- 5) Analysis of Financial Statement:** Ratio analysis, Preparation of financial statements using ratios, Common size statements and trend analysis, Preparation of Cash flow statement as per AS- 03 ( Only indirect method). **8L+4P=12 Hrs.**
- 6) Emerging issues in accounting: Corporate Governance, Human Resource Accounting, Forensic Accounting, Sustainability Reporting, and GST. Income Tax:** Heads of Income, Salary, Profit in lieu of salary, Perquisites, deductions u/s 80C, Income Tax rates – For Individuals only. (Only Theory) **06 Hrs.**

**Reference books:**

- 1) Maheswari S. N, Maheswari Sharad K. Maheswari, "A Text book of Accounting For Management", 2/e, Vikas Publishing house (P) Ltd.**
- 2) Ambrish Gupta, "Financial Accounting for Management: An Analytical Perspective", 4/e, Pearson Education.**
- 3) Ashish K Bhattacharya, "Introduction to Financial Statement Analysis", Elsevier India.**

- 4) Arora M. N, "Accounting For Management", Himalaya Publishing House.  
 5) Bhattacharya, "Essentials of Financial Accounting (Based on IFRS)", 3/e, Prentice Hall India.

**20PMBAC106****Business communication****(3-0-2) 4****Contact Hours: 52****Course Learning Objectives (CLOs):**

- To enable the students to become aware of their verbal and non-verbal communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of written and oral communication.
- To prepare students to develop the art of business communication with emphasis on analyzing business situations.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Describe and develop written and oral communications.	8	3	
<b>CO-2</b>	Independently prepare business letters, memos, reports and other business communications.	8	6	5
<b>CO-3</b>	To demonstrate verbal and non-verbal communication ability through presentations, interviews and negotiations.	8		3,5
<b>CO-4</b>	Exhibit understanding by analyzing any given business situation.	8	6	1,2

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

**Contents:**

- 1) Communication: Defining communication, Role of communication, Importance of communication today, Classification of communication, Purpose of communication, Communication Process – The Linear concept of communication, The Shannon Weaver model, the two way communication process, Elements in communication, The 7 C's for successful communication, Barriers to communication. **7L+2P=09 Hrs.**

**2) Communication Skills:**

Oral communication and its importance, principles and guidelines for effective communication. Conversation Skills, Listening skills. Writing Skills: Art of writing, purpose, principles of effective writing. Non Verbal Skills: Definition, significance, forms of non-verbal communication, elements of non-verbal communication.

**7L+2P=09 Hrs.**

**3) Written communication for Business:**

Business letters: Introduction, types of letters, Writing Memos, Writing E - Mails.

Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings Communicating through Technology- Role of Social media in communication: meaning, characteristics, classification, nature and scope of social media.

**7L+2P=09 Hrs.**

**4) Business Reports:** Meaning, purpose, kinds of reports, writing reports, long format reports. **Oral Presentations:** Role of business presentations, planning the presentation, organizing the presentation, use of visual aids, practicing and delivering presentations.

**6L+2P=08 Hrs.**

**5) Business Etiquette:** Self Introduction, introducing others, handshakes & gestures. Telephone Etiquette, Dining Etiquettes.

**Written analysis of cases:** Meaning, process of a case analysis, requirements of case analysis.

Negotiation & Conflict management.

**3L+2P= 05 Hrs.**

**6) Employment communication:** Preparing your resume, writing cover letters, Preparing for job interview, Group discussion.

**6L+2P=08 Hrs.**

**Reference Books:**

- 1) Chaturvedi P. D & Mukesh Chaturvedi , "Business Communication : Concepts, Cases And Applications", 2<sup>nd</sup> edition, Pearson Education, 2011
- 2) Ober & Newman, "Communicating in business", 8<sup>th</sup> Edition, Cengage
- 3) Mary Ellen Guffey, "Business Communication: Process and Product", 3<sup>rd</sup> edition, Cengage Learning, 2002.
- 4) Lesikar, Flatley, Rentz & Pande "Business Communication", 13<sup>th</sup> edition, McGraw Hill, 2010
- 5) Raman & Singh, "Business Communication", 2<sup>nd</sup> Edition, Oxford University press.
- 6) Duck & McMahan, " The Basics of communication –A relational Perspective", 2<sup>nd</sup> edition, Sage, 2016

**Course Learning Objectives (CLOs):**

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

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		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.	1,3		6
<b>CO-2</b>	Use management concepts to analyze complex business situations	1,4	6	
<b>CO-3</b>	Associate with various Strategic Management models for Business situations		1,5	
<b>CO-4</b>	Ability to evaluate and critique theories and models in corporate environment.	1,4	7,	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
<b>Mapping Level</b>	<b>2.75</b>		<b>3</b>	<b>3</b>	<b>2</b>	<b>1.5</b>	<b>1</b>	

**Contents:**

- 1) 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. **6L+0P=06 Hrs.**
- 2) 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. **6L+2P=08 Hrs.**
- 3) Analyzing a Company's External Environment, The Strategically relevant components of a Company's External Environment, Industry Analysis, Industry Analysis, Porter's dominant economic features, Competitive Environment Analysis, Porter's Five Forces model, Industry driving forces, Key Success Factors, concept and implementation.

**7L+3P=10 Hrs.**

**4) 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

**5) Business Planning in different environments:** Entrepreneurial Level Business planning, Multi stage wealth creation model for entrepreneurs, Planning for large and diversified companies, brief overview of Innovation, integration, Diversification, Turnaround Strategies, GE nine cell planning grid and BCG matrix, McKinsey 7S Framework.

**7L+3P=10 Hrs.**

**6) 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. **7L+3P=10 Hrs.**

**Reference Books:**

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

<b>20PMBAC202</b>	<b>Business Research Methods</b>	<b>(3-0-2) 4</b>
		<b>Contact Hours: 52</b>

**Course Learning Objectives (CLOs):**

- To provide students the required knowledge about Research Methods concept.
- To enable the students opting to work in Research area about the various possible research designs that they would use.
- To provide students adequate knowledge about the Research methods with which they are able to serve their stake holders efficiently.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Identify a business problem/ need, translate it into a research question,	1,2	3	

**SDMCET: Syllabus**

	and design an appropriate way to answer it.			
<b>CO-2</b>	Formulate testable hypotheses and choose the most appropriate tools for testing them.	2		
<b>CO-3</b>	Designs sampling and data collection tools.	2		
<b>CO-4</b>	Analyse data and interpret results.	2	3,6	
<b>CO-5</b>	Communicate research findings and their implications in a clear and well organized way, both orally and in writing.	8		6

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

**Contents:**

**1) Introduction to Business Research Methods:**

Meaning of Research, Objectives of Research, Types of Research, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India, Research applications in business decisions. **7L+2P=09 Hrs.**

**2) Defining the Research Problem:** What is a Research Problem? Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem.

**Research design:** Exploratory, descriptive and causal. **6L+1P= 07 Hrs.**

**3) Data Collection and Preparation:**

Primary and Secondary data:

Primary data collection methods: Observations Survey, Interview and Questionnaire, Qualitative Techniques of data collection. Questionnaire design: Meaning, process of designing questionnaire, Measurement and scaling.

Secondary data: Sources, advantages and disadvantages.

Data Preparation: Editing, Coding, Classification, Tabulation, Validation.

**Selecting a sample:** Sample Design, Determination of sample size, Errors in sampling, Types of Sampling: Probability Sampling & Non Probability Sampling. **9L+3P=12 Hrs.**

**4) Data Analysis: -**

Hypothesis Testing: Meaning, Types, characteristics, Formulation of Hypothesis, Errors in Hypothesis

Parametric tests: T-Test, Z-Test, One- way ANOVA. **09 Hrs.**

**5) Data Analysis- Non Parametric Tests**

Non Parametric Tests: Run test, Sign test, U-Test, K-W Test, Chi-Square test. **09 Hrs.**

**6) Report Writing & Presentation of Results**

Importance of report writing, types of research report, report structure, guidelines for effective documentation. **06 Hrs.**

**Reference books:**

- 1) C R Kothari & Gaurav Garg, “Research Methodology methods & Techniques”, New age international publishers.
- 2) Deepak Chawla and Neena Sondhi, “Research Methodology – concepts and cases” Vikas Publication -2014
- 3) Donald R. Cooper & Pamela. S. Schindler, “Business Research Methods”, 9/e, TMH /2007.
- 4) Uma Sekaran, “Research methods for business” Wiley Publishers, 2008

<b>20PMBAC203</b>	<b>Corporate Finance</b>	<b>(3-0-2) 4</b>
<b>Contact Hours: 52</b>		

**Course Learning Objectives (CLOs):**

- To familiarize the students with basic concepts of financial management.
- To convey the applications of time value of money and cost of capital concepts to the students.
- To enable the students to analyze capital structure, capital budgeting and dividend decisions.
- To enable the students to learn the management of working capital.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Define the basic financial concepts	1,2,6,7	3	4,8
<b>CO-2</b>	Apply the concept of time value of money	1,2,6,7	3	
<b>CO-3</b>	Evaluate the investment decisions	1,2,6,7	5,	4
<b>CO-4</b>	Analyze the capital structure and dividend decisions.	1,2,6,7	5,	4
<b>CO-5</b>	Estimate working capital requirements.	1,2,6,7	3	

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



**Contents:****1) Introduction to financial management**

**Financial Management-An Overview:** Finance and related disciplines, scope of financial management, objectives of financial management

**Time Value of Money:** Rationale, Techniques: 1) Compounding Technique: A) Future Value of a Single Cash flow: i) Annual Compounding ii) Semi-Annual Compounding, iii) Quarterly Compounding B) Compound Sum of an Annuity (Future Value of Annuity) 2) Discounting Technique (Present Value): i) Present Value of a Single Cash flow ii) Present Value of Annuity iii) Present Value of Perpetuity **8L+2P= 10 Hrs.**

**2) Long-term investment decision – capital budgeting**

**Capital Budgeting:** Principles and Techniques: Determination of Relevant Cash flows; Categories of Capital Projects: 1) Single Proposal 2) Replacement Situation 3) Mutually Exclusive. Evaluation Techniques, 1) Traditional Techniques: i) Average Rate of Return ii) Pay-back Period 2) Time Adjusted (Discounted Cash flow): i) Net Present Value ii) Internal Rate of Return iii) Profitability Index **9L+3P=12 Hrs.**

**3) Long-term investment decision – measurement of cost of capital**

**Concept and Measurement of Cost of Capital:** Importance and concept, Measurement of Specific Costs: i) cost of debt ii) cost of preference shares iii) cost of equity capital: Dividend Approach and Capital Asset Pricing Model iv) cost of retained earnings. Computation of Overall Cost of Capital **7L+3P=10 Hrs.**

**4) Current assets management**

**Working Capital Management – An overview:** Nature of working capital, Planning of working capital: Need for working capital, Operating Cycle, Determinants of working capital, Computation of working capital **6L+2P=08 Hrs.**

**5) Financing decision**

**Operating, Financial and Combined Leverage:** Operating Leverage, Financial Leverage and Combined Leverage

**Designing Capital Structure:** Factors determining capital structure: Profitability aspect, liquidity aspect, control, leverage ratios for other firms in the industry, nature of industry, consultation with investment bankers and lenders, maintaining maneuverability for commercial strategy, timing of issue, characteristics of the company, tax planning **6L+2P=08 Hrs.**

**6) Dividend decision: Determinants of Dividend Policy:** Factors determining dividend policy: dividend payout ratio, stability of dividends, legal, contractual and internal constraints and restrictions, owner's considerations, capital market considerations and inflation. **04 Hrs.**

**Reference books:**

- 1) Khan M. Y. & Jain P. K, "Financial Management-Text, Problems and Cases", 7/e, McGraw Hill Education, 2014
- 2) Prasanna Chandra, "Financial Management", 8/e, Tata McGraw Hill, 2014

- 3) I M Pandey, "Financial Management" 11/e, Vikas Publishing -2016
- 4) Sheridan Titman, Arthur J. Keown and John D. Martin, "Financial Management Principles And Applications", PEARSON INDIA
- 5) Ross, Westerfield, Jaffe and Jordan, "CORPORATE FINANCE", McGraw Hill

**20PMBAC204 Human Resource Management (3-0-2) 4**
**Contact Hours: 52**
**Course Learning Objectives (CLOs):**

- To make students know the HRM concepts and theory.
- Students will be enabled to demonstrate the knowledge of various HRM functions and practices.
- The students have to interpret various statutory provisions.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Apply HRM functions, human resource planning, Job analysis that facilitates students to design a job description and job specification for various levels of employees	1,6		2
CO-2	Apply the conceptual knowledge of recruitment, selection, placement and induction.	1, 6		
CO-3	Identify the various training methods and design a training program.	1,6		5,4
CO-4	Explain performance appraisal process in an organization.	6	2	3,8
CO-5	Associate regulations governing employee benefits to the real time practices.	6	3	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1.5	1.5	1	1	3		1

**Contents:**

- 1) **Human Resource Management:** Introduction, meaning of HRM & SHRM, nature, scope, objectives, importance of HRM, Evolution of the concept of HRM, Functions of HR Manager, Principles of HRM, Roles of HR Manager. **8L+1P=09 Hrs.**
- 2) **Job Analysis:** Meaning, uses of job analysis, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.  
**Human Resource Planning:** Objectives, Importance and process of Human Resource Planning, Effective HRP. **8L+1P=09 Hrs.**
- 3) **Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.  
**Selection:** Definition, process of Selection.  
**Placement:** Meaning  
**Induction/Orientation:** meaning, objectives  
**Internal Mobility:** meaning, purposes, Types: Transfer, Promotion, Demotion  
**Employee Separation:** Meaning, reasons for employee separation. **7L+2P=09 Hrs.**
- 4) **Training and development:** Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods. **5L+1P=06 Hrs.**
- 5) **Performance Appraisal:** Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.  
**Compensation:** Objectives of Compensation Planning, Job Evaluation, Components of pay structure in India, factors influencing compensation levels, Executive compensation. **7L+2P=09 Hrs.**
- 6) **Employee Welfare:** Introduction, Types of Welfare Facilities and Statutory Provisions.  
**Employee Grievances:** Introduction, Employee Grievance procedure, Grievances Management in Indian Industry.  
**Discipline:** Meaning approaches to discipline, essentials of a good disciplinary system, managing difficult employees.  
**Recent trends in HR:** HR as a business partner, integrating HR strategy with Business strategy. **7L+3P=10 Hrs.**

**Reference books:**

- 1) Rao V. S. P, "Human Resource Management ", Excel Books, 2010
- 2) Denski / Griffin / Sarkar, "Human Resources Management: A South Asian Perspective," Cengage Learning, 2012.
- 3) Lawrence S. Kleeman, "Human Resource Management", Biztantra, 2012.
- 4) Dr. T.P Renuka Murthy, "Human Resource Management", HPH
- 5) Amitabha Sengupta, "Human Resource Management-Concepts, Practices, and New Paradigms," Sage texts

**Course Learning Objectives (CLOs):**

- To provide exposure towards the nature of business environment.
- To enable student to understand the rationale of globalization and its impact on the business environment.
- To sensitize the students about the impact of the cultural, economic and technological environment on businesses.
- To sensitize the students to the role of business and society and the impact they have on each other.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Identify and evaluate the complexities of business environment and their impact on the business.	2	1	6
<b>CO-2</b>	Apply the understanding of complexities of globalization and provide effective business solutions.	7,1	2	
<b>CO-3</b>	Analyze cultural, economical, social and technological impact on business environment.	3		
<b>CO-4</b>	Analyse the relationship between Business and society and their roles in mutual development.	4		

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

**Contents:**

**1. Understanding the nature of Business:**

Nature of Business, Scope of business, Characteristics of contemporary business, Business objectives, Critics of Business

**Environment and Strategic Management:**

Nature and types of environment, Internal and external forces, Knowing the environment, Objectives and uses of study, Limitations of Environmental Analysis, the process of environmental analysis, Linkages among stages, organization for analysis, Inputs for strategic Management, Strategic management process.

**6L+2P=8Hrs**

**2. Meaning and rationale for Globalization:** Nature of Globalization, drivers of globalization, Ripple effects of globalization, players in international business, India's

presence, Goals of MNC's, Fundamental goals of host governments, Criticisms of MNC's, How can MNC's become acceptable, Fading globalization, Challenges of international business.

**Strategies for going Global:** Strategies of globalization

**Foreign Direct Investment:** Nature of FDI, Why FDI, Factors influencing FDI, India's share, attracting foreign capital, Destination India, FDI outflows. **6L+2P=8Hrs**

**3. Technological Environment:** Features of technology, Impact of technology, Management of Technology, Status of technology in India, Science and Technology Policy 2003, Institutional and other facilities to promote Science and Technology, Science, Technology and Innovation policy 2013.

**Economic Environment:** Nature of Economic environment, Economic factors, NITI Ayog, Claims and counter claims, Agenda for future, Make in India.

**6L+2P=8Hrs**

**4. Public Sectors Enterprises:** Definition, objectives, Evolution of the Public sector, Rationale for State owned Enterprises, Growth and Role, Performance, What needs to be done, 1991 industrial policy and Public Sector, Challenges of PSU's, Expert panel Recommendations, Ownership pattern of PSU's, Private sector.

**Privatization:** History, Nature and objectives, Privatization routes, Record to date, Disinvestment in India, Arguments for Privatization, Arguments against privatization, Organization for disinvestment, Present stand of the Government, National Investment Fund, Public Private partnership.

**Micro, Small and Medium Enterprises:** Meaning, Growth, Significance of Small scale enterprises, Facilities, Problems and Remedies, Small Sector industrial Policy, Recommendations of Abid Hussain Committee, Mudra card. **10L+2P=12 Hrs**

**5. Social Responsibility of Business:** Social responsibility models, Forces pressurizing social responsiveness, The CSR debate, Prominence of Social responsibility, Barriers to social responsibility, Social responsibility implementation, Principles of CSR, Limits of CSR, Common characteristics, Indian scenario, Governments Responsibility.

**Cultural environment:** Nature of culture, Cultural dimensions, impact of culture on business. **6L+2P=8Hrs**

**6. Business Ethics:** Nature of ethics, Source of business ethics, why ethics is important, Are businessmen ethical, Ethical dilemmas, Managing Ethics, Improving ethical decision Making.

**Corporate Governance:** Nature of corporate Governance, the context, Factors influencing corporate governance, Mechanisms of Corporate Governance, The present, Towards better governance, the future, Regulatory framework in different countries, Models of Corporate governance. **7L+1P=8Hrs**

#### Reference Book:

- 1) K. Aswanthappa, Essentials of Business Environment, 15<sup>th</sup> edition, Himalaya Publications.
- 2) Justin Paul, Business environment, 4<sup>th</sup> edition, McGraw Hill Publication.

3) Francis Cherunilam, Business Environment Text and cases, 27<sup>th</sup> Edition, Himalaya Publishing.

<b>20PMBAC206</b>	<b>Entrepreneurship Development</b>	<b>(3-0-2) 4</b>
		<b>Contact Hours: 52</b>

**Course Learning Objectives (CLOs):**

- To make students to feel the significance of entrepreneurship and to develop and strengthen entrepreneurial quality in them
- To make them to realize the role of the family in shaping the mind of entrepreneurs.
- To understand the role of Technology and other factors influence on entrepreneurs.
- To understand the role of Social entrepreneurship and Social responsibilities.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Develop and strengthen entrepreneurial quality and motivation.	7	2	5
<b>CO-2</b>	Impart basic entrepreneurial skills and understandings to run a business efficiently and effectively	1	6,8	4
<b>CO-3</b>	Identify entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs	2	1	3
<b>CO-4</b>	Realize the contribution of the entrepreneurs towards Rural, Society and Socio Economic Development of the country	3	4	5
<b>CO-5</b>	Prepare their own business plan and realizing the benefit of becoming an Entrepreneur	1, 5,7	2,8	4

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
<b>Mapping Level</b>	<b>2.67</b>	<b>2.34</b>	<b>2</b>	<b>1.34</b>	<b>1.67</b>	<b>2</b>	<b>3</b>	<b>2</b>

**1) Meaning of entrepreneur;** Introduction, Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- Manager & entrepreneur - an emerging class – Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process, Problems faced by entrepreneurs. New age entrepreneurs. **8L+4P= 12 Hrs.**

**2) Business Planning Process:** Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan -

Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. **6L+2P=08 Hrs.**

- 3) Institutions supporting Entrepreneurs:** Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. **7L+2P=09 Hrs.**
- 4) Family Business:** Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance. **5L+1P= 06 Hrs.**
- 5) International Entrepreneurship Opportunities:** The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting - Direct foreign investment - barriers to international trade. **6L+2P=08 Hrs.**
- 6) Social Entrepreneurship:** Social enterprise-need - types - characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship-need and problems of rural entrepreneurship - challenges and opportunities - Role of government. Make in India, Smart India, Digitalized India. **8L+1P=09Hrs.**

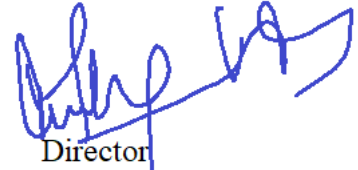
### **PRACTICAL COMPONENTS:**

- Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
- Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impacts of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.
- Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

### **Reference Books:**

- 1) Poornima Charantimath ,”Entrepreneurship Development-Small Business Enterprise”, Pearson Education
- 2) Rober D Hisrich, Michael P Peters ,“Entrepreneurship”, Dean A Shepherd, 6/e, The McGraw-Hill companies,

- 3) Khanka "Entrepreneurship Development" , S Chand Publications
- 4) Vasant Desai , "Entrepreneurship Development and Management", Himalaya Publishing House
- 5) Kurakto , "Entrepreneurship-Principles and Practices", 7/e, Thomson Publication



Director  
Department of Management Studies



**Academic Program: PG**  
**Academic Year 2019-20**  
**Scheme & Syllabus**  
**III & IV Semester MBA**  
**Master of Business Administration**  
**Department of Management Studies**



**SHRI DHARMASTHALA MANJUNATHESHWARA COLLEGE  
OF ENGINEERING & TECHNOLOGY,**

**DHARWAD – 580 002**

**(An Autonomous Institution approved by AICTE & Affiliated to VTU, Belagavi)**

**Ph: 0836-2447465**

**Fax: 0836-2464638**

**Web: [www.sdmcet.ac.in](http://www.sdmcet.ac.in)**

## 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 Department of Management Studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabi will be in force from the academic year 2019-20 till further revision.

Principal

Chairman BoS & Head

## **SDM College of Engineering & Technology, Dharwad**

### **Department of Management Studies**

#### **College Vision and Mission**

##### **Vision:**

To develop competent professionals with human values.

##### **Mission:**

- To have contextually relevant Curricula.
- To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
- To enhance Research Culture.
- To involve Industrial Expertise for connecting classroom content to real life situations.
- To inculcate Ethics and impart soft-skills leading to overall Personality Development.

#### **Department Vision and Mission**

##### **Vision**

- To achieve excellence and leadership position in management education and to become a major learning resource center 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.
- Adopt interactive teaching practices with state of the art technological resources and capabilities to provide an excellent learning opportunity for enhancing the decision-making skills and competence.
- 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.

**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. Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance.
2. Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learnability, developed for being continuously employable.
3. Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness.
4. Students are trained for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment.
5. Students are equipped with self-sustaining entrepreneurship qualities that encourages calculated risk taking.

### 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
18PMBAC300	Operations management	2-0-0	2	50	50	2		
18PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
18PMBAL300	** Internship	4 Weeks	4	50	-	-		-
18PMBAL301	Seminar	8 Weeks	2	50				
<b>Total</b>		<b>20-00-00</b>	<b>26</b>	<b>450</b>	<b>650</b>			

**CIE:** Continuous Internal Evaluation

**SEE:** Semester End Examination

**L:** Lecture

**T:** Tutorials

**P:** Practical

\*\*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 for 50 marks by a panel of two internal faculties. Internship is evaluated for a total of 50 marks with a weightage of 4 credits.

### Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
18PMBAM301	Consumer Behavior	18PMBAF301	Investment Analysis and Portfolio Management	18PMBAH301	Recruitment and Selection
18PMBAM302	Retailing Management	18PMBAF302	Banking and Financial Services	18PMBAH302	Industrial Relations and Legislations
18PMBAM303	Services Marketing	18PMBAF303	Mergers, Acquisitions and Corporate Restructuring	18PMBAH303	Compensation and Benefits Management
18PMBAF301	Investment Analysis and Portfolio Management	18PMBAH301	Recruitment and Selection	18PMBAM301	Consumer Behavior
18PMBAF302	Banking and Financial Services	18PMBAH302	Industrial Relations and Legislations	18PMBAM302	Retailing Management
18PMBAF303	Mergers, Acquisitions and Corporate Restructuring	18PMBAH303	Compensation and Benefits Management	18PMBAM303	Services Marketing

**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
18PMBAC400	Supply Chain Management	2-0-0	2	50	50	2	-	-
18PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
18PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
18PMBAL400	Project	6 Weeks	6	50		-	100	-
<b>Total</b>		<b>20-00-00</b>	<b>26</b>	<b>400</b>	<b>650</b>		<b>100</b>	

**CIE:** Continuous Internal Evaluation

**SEE:** Semester End Examination

**L:** Lecture

**T:** Tutorials

**P:** Practical

**S:** Self-study

### Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
18PMBAM401	Sales Force Management	18PMBAF401	International Financial Management	18PMBAH401	Training and Development
18PMBAM402	International Marketing Management	18PMBAF402	Tax Management	18PMBAH402	Organization Development and Change
18PMBAM403	Integrated Marketing Communications	18PMBAF403	Risk Management & Insurance	18PMBAH403	International Human Resource management
18PMBAF401	International Financial Management	18PMBAH401	Training and Development	18PMBAM401	Sales Force Management
18PMBAF402	Tax Management	18PMBAH402	Organization Development and Change	18PMBAM402	International Marketing Management
18PMBAF403	Risk Management & Insurance	18PMBAH403	International Human Resource management	18PMBAM403	Integrated Marketing Communications



## SEMESTER III

**18PMBAC300**

**Operations Management**

**(2-0-0)2**

**Contact Hours: 26**

### **Course Learning Objectives (CLOs) :**

1. To impart exposure towards the various concepts of operations management.
2. To enable the students to obtain an overview of various functions and activities carried out under operations management.
3. To enable the students to acquire decision making skills and gain the ability to design the activities related to operations management in an organization.

### **Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain the fundamental operations concepts, key principles and relevant analysis approaches.	1		
<b>CO-2</b>	Analyze and evaluate elements of operations and different transformation processes to enhance productivity and competitiveness.	2		
<b>CO-3</b>	Demonstrate the ability to understand a real world unstructured problem, gather necessary information and formulate it into a structured problem.	2	4	
<b>CO-4</b>	Apply qualitative and quantitative analysis techniques to obtain meaningful solutions.	1		2
<b>CO-5</b>	Identify the strengths and weaknesses of alternative solutions and take suitable decision.	3	2	

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	3	2.25	3	2	

## **Contents:**

### **1. Introduction to Operations Management & Forecasting**

Introduction, Concepts, Production systems, Transformation process, difference between products and services, current issues in operations management.

**Forecasting:** Forecasting as a planning tool, short and long range forecasting, Techniques of Forecasting. (Problems on forecasting techniques)

**4 Hrs**

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

**Facilities location decisions:** factors affecting facility location decisions, Facility location models.

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

**4 Hrs**

### **3. Product Process and Capacity Design:**

Types of processes, Choosing the service processes, capacity planning, line balancing, Job shop scheduling, sequencing and applications.

**5 Hrs**

### **4. Quality Management:**

Quality Management: Quality control concept, quality circles & the emerging concepts of total quality control. Control charts X and R charts. P control charts, control charts. Importance in cost reduction-basic concepts and procedures.

**5 Hrs**

### **5. Materials Requirement Planning**

**Materials Requirement Planning:** Dependent inventory models, MRP structure, benefits of MRP. Maintenance Management: Maintenance concept, preventive maintenance, maintaining system reliability

**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.

(Problems on vendor rating, Inventory Models)

**5 Hrs**

### **6. Total Quality Management**

**Total Quality Management:** Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)

**3 Hrs**

## **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 Macmillan
- 5) Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.
- 6) Production and Operations Management – Kaniska Bedi. McGraw Hill, 2012

<b>18PMBAM301</b>	<b>Consumer Behavior</b>	<b>(3 - 0 - 0) 3</b>
-------------------	--------------------------	----------------------

**Contact Hours: 39**

**Course Learning Objectives (CLOs) :**

1. To introduce the students to the concept of consumer behavior, decision making by consumers, behavioral variables and its influences on consumer behavior.
2. To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
3. To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

**Course Outcomes (COs):**

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

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
------------	-------------	-------------	-------------	-------------	-------------

<b>Mapping Level</b>	<b>3</b>	<b>2</b>			
----------------------	----------	----------	--	--	--

**Contents:**

**1. Introduction to the study of Consumer Behavior**

Meaning & Definition of CB, the Marketing concept, The Marketing Concept, The Marketing Mix, Socially responsible marketing, Technology, Consumers and Marketers, Customer Value, Satisfaction and Retention. **3 Hrs**

**2. Role of Research in understanding consumer behavior:**

Consumer Research: Consumer Research Paradigms, The Research Process, Qualitative research and Quantitative research. Scope of Qualitative and Quantitative research methods.

**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.)

**6 Hrs**

**3. 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, Marketing Applications of Maslow's hierarchy.

**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).

**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? **9 Hrs**

#### **4. 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. **9 Hrs**

#### **5. 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. **6 Hrs**

#### **6. 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.**

**6 Hrs**

#### **Practical Components:**

- Students need to analyse corporate cases and present their solutions to the class for further deliberation and discussion.





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

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		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	5,	
CO-2	Enhance knowledge about emerging issues and trends in the service sector		3,4,	2
CO-3	Learn to implement service strategies to meet new challenges			5

POs	PO-1	PO-2	PO-3	PO-4	PO-5
Mapping Level	3	1	2.5	2	1.5

**Contents:**

1. **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. **5 Hrs**
2. **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. **5 Hrs**
3. **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. **5 Hrs**

**4. 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. **8 Hrs**

**5. 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. **7 Hrs**

**6. 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 behaviour-Guidance for physical evidence strategies. **9 Hrs**

#### **Reference Books:**

- 1) Valarie A Zeithmal & Mary Jo Bitner, Services Marketing- 5/e, TMH, 2018
- 2) Christopher Lovelock, Services Marketing- Pearson Education, 20018
- 3) Kenneth E Clow & DavidL. Kurtz, Services Marketing: 2/e, Biztantra, 2018
- 4) Ravi Shankar, Services Marketing - Excel BOOKS, 2018

**18PMBAF301 Investment Analysis & Portfolio Management (3-0-0)3**

**Contact Hours: 39**

#### **Course Learning Objectives (CLOs) :**

1. To enable the students to have a thorough understanding of the process of investments.

2. To acquaint the students with the functioning of stock markets.
3. To enable the students to undertake valuation of securities
4. To provide students with insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
5. To orient the students with the analysis tools like fundamental and technical analysis of investment avenues.
6. To acclimatize the students with theories of Portfolio management and also the tools and techniques for efficient portfolio management.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Define the process and avenues of investments.	1		
<b>CO-2</b>	Get an insight into functioning of stock markets	1	4	
<b>CO-3</b>	Analyze the investments with respect to risk and return.		3	
<b>CO-4</b>	Analyze the stock market securities using fundamental and technical analysis	1		
<b>CO-5</b>	Evaluate & manage portfolio efficiently using Portfolio management tools and techniques.		1	

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	<b>2.75</b>		<b>2</b>	<b>2</b>	

**Contents:**

**1. Introduction to Investments**

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. **7 Hrs**

**2. Securities Markets:**

Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Stock Markets, Secondary Market- Major Players in the secondary market, Leading Stock Exchanges in India. Stock Market

Indicators, Types of stock market Indices, and Indices of Indian Stock Exchanges. **6 Hrs**

### **3. 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 **6 Hrs**

### **4. Valuation of Securities**

Bond- Bond features, Types of Bonds, Bond Risk, Bond Valuation, Bond Management Strategies, Equity shares- Concept, Valuation. Preference Shares- Concept, Valuation **6 Hrs**

### **5. Macroeconomic and Industry Analysis**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Industry Analysis., Company Analysis: Technical Analysis: Concept, Theories- Dow Theory, Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI. **8 Hrs**

### **6. Portfolio Management**

Capital Asset pricing model: Basic Assumptions, Security Market line, 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. **6 Hrs**

### **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

3) Ranganatham- Security Analysis and Portfolio Management- Pearson Publications, 2/e

**18PMBAF302 Banking and Financial Services (3-0-0)3**

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. To orient the students to the Indian financial system in India with discipline of banking and financial services.
2. To enable the students with the knowledge of regulatory board governing and controlling the Indian financial system.
3. To enable the students about international banking system and technology as a lever for banking sector.
4. Students will be well equipped with the functional aspects of the various types of financial products and services available in our country.

**Course Outcomes (COs):**

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

POs	PO-1	PO-2	PO-3	PO-4	PO-5
Mapping Level	3		2	2	

**Contents:**

1. **An overview of Indian financial system:** Introduction to Financial System Major Components of the Financial System, An Overview of Financial Markets, classification of Financial Markets, Banking Institutions, Overview of Financial Services, Reforms in Indian Financial System . **6 Hrs**
2. **Commercial banking:** Introduction to Banking in India, Evolution of Banking Sector Reforms and its Post Liberalization Era, Commercial Banking in India, Functions of Commercial Banks, Primary Functions, Secondary Functions, General Utility Services. Structure of Commercial Banks, Banker–Customer Relationship, Rights and Obligations of the Banker, credit creation, Clearing Procedure, Regulatory and legal environment- Banking Ombudsman committee **8 Hrs**
3. **International Banking :** Exchange rates and FOREX Business, Correspondent banking and NRI Accounts, Letters of Credit, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank **5 Hrs**
4. **Recent Trends in Banking :** Banking and technology, Importance of Technology in Banking Industry, Core Banking Solution, Cheque Truncation System, ATM, Electronic Fund Transfer, NEFT, RTGS, IMPS, Mobile Banking, Internet Banking, Credit Card, Debit Card, Universal Banking, Retail Banking. **5 Hrs**
5. **Financial Services:** Housing Finance, Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Advantages and dis-advantages of Leasing, Hire Purchasing: Concepts and features, Comparison of Hire Purchase with Credit sale, Installment sale. Factoring: Meaning, Definition, Functions, Types, Forfeiting **9 Hrs**
6. **Securitization of debt:** Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, **Credit rating:** Credit rating: Definition and meaning, Process of credit rating of financial instruments, rating methodology, rating agencies, rating symbols of different companies. **6 Hrs**

#### **Reference Books:**

- 1) Sharma, Mukund, “Banking and Financial services”, 1st edition, Himalaya Publishing House, Mumbai.
- 2) S. Natarajan, Dr. R. Parameswaran, “Indian banking”, 1st Edition, S. Chand and Company Ltd.
- 3) Muraleedharan D, “Modern Banking: Theory and Practice”, PHI,2013.
- 4) K.C. Shekhar and Lekshmy Shekhar, “Banking Theory and Practice”, Vikas Publishing House, 2011.

**18PMBAF303 Mergers, Acquisitions and Corporate Restructuring (3-0-0) 3**

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. To facilitate understanding of corporate merger and acquisition activity and restructurings
2. To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.
3. To compare and contrast the various forms of corporate restructuring.
4. To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Understanding of corporate merger and acquisition activity and restructurings.	1,2		
<b>CO-2</b>	The role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.		3,4	
<b>CO-3</b>	The student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition	4		3,5

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	3	3	1.5	2.5	1

**Contents:**

1. **Mergers-** types of merger – theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and

conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. **6 Hrs**

**2. Merger & Acquisition** – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s five forces model. **5 Hrs**

**3. Corporate restructuring** – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP- De merger- strategic alliance- buyback of shares-employee stock ownership plans (ESOP) **7 Hrs**

**4. Merger Process:** Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence – Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A. **6 Hrs**

**5. Methods of financing mergers** – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy 88 **Accounting for amalgamation** –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956. **8 Hrs**

**6. Takeovers**, types, takeover strategies, - Takeover defenses – financial defensive measures - methods of resistance – anti-takeover amendments – poison pills

Merger/Amalgamation-essential features of the scheme of amalgamation- Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers - Listing agreement-The SEBI. **7 Hrs**

### **Reference Books:**

- 1) Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 6/e
- 2) Aswath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons 2018
- 3) Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 6/e, 2003

- 4) Shukla & Grewal- Advanced Accounts Vol. 4 – S.Chand & Sons,2018
- 5) Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2018

<b>18PMBAH301</b>	<b>Recruitment and Selection</b>	<b>(3-0-0)3</b>
-------------------	----------------------------------	-----------------

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. To acquaint the students with and apply the principles of recruitment and Selection trends in the industry.
2. To provide a conceptual and Application of Selection Procedure in the Industry.
3. To give an understanding of the components and meaning of latest Selection Tools in the corporate sector.
4. To Enable students with testing, reference checking and appointment orders in job recruitment and selection

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain the concepts of recruitment and selection and its relevance in the organizations.	1		
<b>CO-2</b>	Contribute to the development of recruitment and selection plans and processes.	3	2	
<b>CO-3</b>	Apply the measures used in recruitment and selection and evaluate the applicants fairly.		3	
<b>CO-4</b>	Develop and participate in an interview process.		5	

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	3	2	2.5		2

**Contents:**



1. **Human Resource planning, Job Analysis:** Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique **6 Hrs**
2. **Hiring process & hiring decision:** Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created, Need analysis, cost analysis and job analysis. **8 Hrs**
3. **Hiring Internally:** Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements **5 Hrs**
4. **Hiring Externally:** Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. **5 Hrs**
5. **Screening the candidates:** Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people. **6 Hrs**
6. **Testing, Reference Check & Appointment orders:** Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test  
Reference Check: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications  
Appointment orders Meaning, definition, and purpose. Contents of appointment letter.  
Recent trends in hiring- Outsourcing, head hunting, inbound recruiting, social media recruitment, recruitment automation tools **9 Hrs**

### Reference Books:

- 1) Robert D. Gatewood and Hubert S. I, "Human Resource Selection", South western Cengage Learning
- 2) Herbert G. Heneman III, Timothy A. Judge, "Staffing Organization", McGraw Hill International
- 3) Carrie A. Picardi, "Recruitment and Selection- Strategies for Workforce Planning & Assessment", Sage Publication

<b>18PMBAH302</b>	<b>Industrial Relations and Legislations</b>	<b>(3-0-0)3</b>
-------------------	----------------------------------------------	-----------------

**Contact Hours: 39**

**Course Learning Objectives (CLOs) :**

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

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Identify the actors and their roles in maintenance of industrial relations in India.	1		
<b>CO-2</b>	Identify the changing characteristics of the Indian workforce and the reason for change.	1	2	
<b>CO-3</b>	Identify the principles underlying trade Unions and Unionism in India.	1		
<b>CO-4</b>	Identify reasons for industrial conflict and techniques for resolution of conflicts.	1		4
<b>CO-5</b>	Demonstrate awareness towards various legislations related to Industrial Relations.	1		

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
------------	-------------	-------------	-------------	-------------	-------------

<b>Mapping Level</b>	<b>3</b>	<b>2</b>	<b>1</b>	
----------------------	----------	----------	----------	--

**Contents:**

**1. 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. **6 Hrs**

**2. 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 Labour- The Challenges to Industrial Relations. **6 Hrs**

**3. 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. **6 Hrs**

**4. Trade Unions in India:**

Trade Unions in India-The Problems of trade Unions in India-The Recognition of Unions- The Rights of Recognised Unions- Unfair Labour Practices with regards to Trade Unions.

**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.

Institutional Framework and Preventive Measures-A framework for Preventive Measures-Code of Discipline-Managing Discipline. **6 Hrs**

**5. Negotiation Essential for Employee Relations**

Conflict and Negotiations-Negotiations-Employee Relations and Negotiations- Integrative and Distributive Negotiation Strategies- The Basic Negotiation Process-Essential Skills. **5 Hrs**

**6. Legislations and Administration.**

1. The Factories Act,1948.
2. The Industrial Disputes Act,1947.

3. The Employee State Insurance Act, 1948.
4. The Payment of Gratuity Act, 1972.
5. Employers Provident Funds and Miscellaneous Provisions Act, 1952.

**10 Hrs**

**Practical Components:**

- Students are required to analyze different industries that are established in the vicinity and have a firsthand practical understanding of the working of the industry on a daily basis.
- Students need to understand labor legislations in form of laws enacted and take up teaching assignments to fellow students.

**Reference Books:**

- 1) P.N.Singh, Neeraj Kumar, Employee Relations Management, Pearson Publications.
- 2) B.D.Singh, Labour Laws for Managers, 1/e, Excel Publications.

**18PMBAH303 Compensation and Benefits Management (3-0-0)3**

**Contact Hours:39**

**Course Learning Objectives (CLOs):**

1. Know the theoretical and practical developments in the compensation and benefits.
2. Key issues in managing employee reward systems
3. Develop appropriate reward and compensation policies
4. Establish factors to consider when developing a compensation structure.
5. Identify links between compensation objectives and business strategy

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Learn basic compensation concepts and the context of compensation practice	1		
<b>CO-2</b>	Illustrate different ways to strengthen the pay-for-performance link.	1		
<b>CO-3</b>	Understand the Legally required employee benefits.	1	3	
<b>CO-4</b>	Identify the internal and external environmental factors that have an impact on the pay structure of		3	1

an organization			
-----------------	--	--	--

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	<b>2.5</b>		<b>2</b>		

**Contents:**

1. **Introduction to Compensation:** Definition of Compensation, Basic components of Compensation(wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options. **7 Hrs**
2. **Internal Alignment:** Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best? **4 Hrs**
3. **Determining External Competitiveness and Benefits Management:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits **8 Hrs**
4. **Performance Based Compensation System:** Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups **8 Hrs**
5. **Legal & Administrative Issues in Compensation:** Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration **7 Hrs**
6. **Global Compensation:** Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay **5 Hrs**

**Reference Books:**

- 1) Milkovich & Newman, Compensation, , 9th edition, 2017, Irwin/McGraw-Hill.
- 2) B D Singh Compensation & Reward Management, 2nd edition, Excel books, 2016.
- 3) Bashker D. Biswas, Compensation and Benefit Design, FT Press, 2014.
- 4) Steven Balsam, An Introduction to Executive Compensation, Academic Press, 2012.

5) Soni Shyam Singh, Compensation Management, Excel Books.

**18PMBAL300 Internship (0-0-25) 2**

**Contact Hours: 25/Week**

**Course Learning Objectives (CLOs) :**

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

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,5)		
		Substantia I 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.		1	
<b>CO-2</b>	Exhibit effective oral and written communication skills.	2		
<b>CO-3</b>	Demonstrate critical-thinking and problem solving skills	1	3	

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	<b>2.5</b>	<b>3</b>	<b>2</b>		

**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 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.

## 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)

<b>18PMBAL301</b>	<b>Seminar</b>	<b>(0-0-3) 2</b>
-------------------	----------------	------------------

**Contact Hours: 3 Hours/ Week**

### Course Learning Objectives (CLOs) :

The objective of the seminar is to inculcate students with self-learning, face audience confidently, enhance communication skill, involve in group discussion and present and exchange ideas and information about various industries.

### Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to Pos (1,5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Gain light on the economic health of the industry	4		1
<b>CO-2</b>	Inculcate self-learning, face audience confidently,.	2	3	
<b>CO-3</b>	Face and interact with students and panel by presenting and exchanging ideas and information	2		

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
------------	-------------	-------------	-------------	-------------	-------------

<b>Mapping Level</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>	
----------------------	----------	----------	----------	----------	--

**Contents:**

- The student will study the industry/ Company/ article/ Area of interest/ recent trends in industry in detail.
- The students have to prepare the report and present the seminar topic orally through power point slides. Answer the queries and involve in debate/discussion.
- Student should submit one copy of the typed report with a list of references.
- The Internal Assessment marks for the seminar shall be awarded by the committee constituted for the purpose by the Head of the Department. The committee shall consist of two faculties from the department. Report and presentation will be evaluated for 50 marks giving equal weight age to both.



## SEMESTER IV

**18PMBAC400**

**Supply Chain Management**

**(2-0-0)2**

**Contact Hours: 26**

### **Course Learning Objectives (CLOs):**

1. To acquaint the students with basic concepts of supply chain management.
2. To expose the students to the process of designing supply chain network.
3. To apprise the students with the practices of planning and coordinating demand and supply in a supply chain
4. To enable students to apply and analyze the concepts and strategies through case studies and field assignments

### **Course Outcomes (COs):**

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

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	3	2		1	1

### **Contents:**

1. **Building a strategic framework - Understanding the supply chain**  
Understanding supply chain, objective and importance of supply chain, decision phases, and process views of a supply chain, competitive and supply chain strategies, supply chain responsiveness (responsive supply chain) and supply chain efficiency (efficient supply chain) **5 Hrs**

2. **Building a strategic framework - Supply chain drivers and metrics**  
Drivers of supply chain performance, framework for structuring drivers, facilities, inventory, transportation, information, sourcing, pricing **5 Hrs**
  
3. **Designing supply chain network - Designing distribution networks and applications to online sales.**  
Role of distribution in supply chain, factors influencing distribution network, design options for a distribution network, online sales and distribution network **4 Hrs**
  
4. **Designing supply chain network - Network design in the supply Chain**  
Role of network design in supplychain, factors influencing network design decisions, framework for network design decisions, models for facility location and capacity allocation **4 Hrs**
  
5. **Planning and coordinating demand and supply in a supply chain**  
**Demand forecasting in a supply chain:** Role of forecasting in a supply chain, Characteristics of forecasts, components of forecast, forecasting methods  
**Sales and operations planning: Planning supply and demand in a supply chain:** Responding to predictable variability in the supply chain, managing supply, managing capacity, managing inventory, managing demand **3 Hrs**
  
6. **Coordination in a supply chain**  
Lack of supply chain coordination andbull whip effect, effect on performance of lack of coordination, obstacles in coordination, and managerial levers for coordination, continuous replenishment and vendor managed inventories, CPFR **5 Hrs**

**Reference Books:**

- 1) Sunil Chopra, Peter Meindl, D.V Kalra “Supply Chain Management: Strategy, Planning, and Operation”, 6<sup>th</sup> edition, Pearson Education India, 2016
- 2) Donald J Bowersox, Dand J Closs, M Bixby Cooper, John C Bowersox, “Supply Chain Logistics Management”, 4e, McGraw Hill Education, 2018
- 3) John J Coyle, C. John Langley Jr., Robert A Novack, Brian J Gibson, “Managing Supply Chains A Logistics Approach”, 9e, CENGAGE Learning

**Course Learning Objectives (CLOs):**

1. To acquaint the students with basic concepts of management of a sales force
2. To enable the students to appreciate interrelationship between marketing and other functional areas
3. To expose the students to the process of organizing, staffing and training a sales force
4. To acquaint the students with directing sales force operations
5. To enable students to experience the process of personal selling through field assignments

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain the organizational approach towards sales force management	1		
<b>CO-2</b>	Demonstrate personal selling	2, 3	5	
<b>CO-3</b>	Examine the process of organizing, staffing and training a sales force		1	

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	2.5	3	3		2

**Contents:**

**1. Introduction to Sales Force Management**

**The field of sales force 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. **8 Hrs**

**2. Organizing and staffing a Sales Force**

**Sales force organization:** Nature of sales organizations, characteristics of a good organization, 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. **9 Hrs**

### **3. 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. **6 Hrs**

### **4. 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. **6 Hrs**

### **5. Sales Planning**

**Sales territories:** Nature and benefits of territories, designing territories, assigning sales people to territories, revising sales territories, territorial coverage plan. **5 Hrs**

### **6. Evaluating Sales Performance**

Strategic relationship between planning and evaluation, the evaluation process, analysis of sales volume, bases of analyzing sales volume. **5 Hrs**

### **Reference Books:**

- 1) Spiro, Stanton and Rich, "Management of a Sales Force", 12/e, McGraw Hill Education, 2015
- 2) Panda and Sahadev, "Sales and Distribution Management", 2/e Oxford University Press, 2015
- 3) M. Johnston and Greg Marshall, "SALES FORCE MANAGEMENT" 9/e, TATA McGraw Hill, 2017

**18PMBAM402 International Marketing Management (3-0-0)3**

**Contact Hours: 39**

**Course Learning Objectives (CLOs) :**

1. To introduce the students to the international marketing management process, design and theories.
2. To develop skills relating to the design on international marketing strategy.
3. To familiarize the essential ingredients of developing international marketing strategy.
4. To provide basic knowledge about advertising, channels of distribution and pricing strategies in the international markets.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to PO's (1,5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Identify different international marketing management processes, comprehend theories associated with international marketing	1		
<b>CO-2</b>	Demonstrate skills in designing strategies for international marketing	4	2	
<b>CO-3</b>	To identify heterogeneous characteristics of international markets.	1		
<b>CO-4</b>	To comprehend different channels of marketing, pricing and promotional strategies applicable to different kinds of markets.	1		

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	3	2		3	

**Contents:**

**1. Introduction to International Marketing:**

Definition – scope and challenges, Difference between international marketing and domestic marketing, the dynamic environment of international trade, transition from domestic to International markets, orientation of management and companies.

**6 Hrs**

**2. Global e-marketing**

The Death of Distance, communications, Targeting the individual customers. Relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities.

**Developing a global vision through market research:**

Breadth and scope of International Marketing Research, Problems in availability and use of secondary data, Problems in gathering primary data, Multicultural Research, Research on the internet, A new opportunity, Estimating market demand, Problems in analyzing and interpreting research information, Responsibility for conducting marketing research, Communicating with decision makers, Identifying foreign markets, classification based on demand, based on the stage of development, other, bases for division of world markets. **7 Hrs**

**3. Global marketing management:**

Global Perspective, Global Gateways, Global Marketing Management, An old debate and a new view, Benefits of global Marketing, Planning for global markets, Company objectives and Resources, Alternative market entry strategies, organizing for global competition, Locus of decision, Centralized Vs Decentralized organizations. **6 Hrs**

**4. Products and services for Consumers:**

Global Perspective, Physical or Mandatory requirements and adaptation, Green marketing and product development, Innovative products and adaptation, Diffusion of innovations, Production of innovations. Analyzing product Components for adaptation, Marketing consumer services globally. **6 Hrs**

**5. International Marketing Channels:**

Global perspective, Channels of distribution structures, Distribution patterns, Alternative Middleman choices, Factors affecting choice of channels, Costs, Locating, Selecting and motivating channel members, The Internet.

**Integrated Marketing Communications and international Advertising:**

Sales promotion in international markets, International Public Relations, Advertising strategy and goals, Global advertising and the communication process. Media planning and Analysis, Campaign execution and advertising agencies, International control and advertising: Broader issues. **7 Hrs**

**6. Pricing for International Markets:**

The price wars, Pricing policies, Approaches to international pricing, Price escalation, Sample effects of price escalation, Leasing in International Markets, Countertrading as a pricing tool, Transfer Pricing strategy, Price Quotations, Drug pricing in India, Price fixation procedures, Administered pricing, Cartels, Government influenced pricing, Low costs of production.

**Practical Components:**

- Students need to develop a comprehensive international Marketing plan in a group. The group needs to pick a company-product combination of their choice, decide on the country where the combination will be marketed, the country selection will involve making a comparison of the international marketing opportunities in at least two countries of the world where the chosen company does not have operations.
- Students need to select country for international expansion and an appropriate method of entry into that country as per permitted laws of that country.
- Students need to analyze international marketing environment to understand opportunities and threats to a company underlying the behavior of international consumers and business associates.

**Reference Books:**

- 1) International Marketing, Philip Cateora and John Graham, Tata McGraw Hill, New Delhi.
- 2) International Marketing Management – An Indian perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.

<b>18PMBAM403</b>	<b>Integrated Marketing Communications</b>	<b>(3-0-0) 3</b>
-------------------	--------------------------------------------	------------------

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. To make the students to understand the importance of the Integrated Marketing Communication (IMC)
2. To enhance the students' level of understanding of all the components of IMC
3. To make the students to understand the application part of IMC in real world

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Students will realize the significant role played by the Integrated Marketing Communication	<b>1</b>	<b>2</b>	<b>5</b>
<b>CO-2</b>	Students will get to know about concepts, definitions, types, advantages and disadvantages and recent developments with	<b>1</b>	<b>3</b>	

	respect to Advertising, Public Relation, Sales Promotions, Personal Selling and Direct Marketing techniques			
<b>CO-3</b>	Students will learn how to apply the theory into practice. Practical assignments will be given to the students to create their own promotional techniques to the selected products.		<b>5,2</b>	<b>4</b>

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
<b>Mapping Level</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1.5</b>

### **Contents:**

1. **Introduction to IMC**- Concepts, Promotional mix, Role of IMC, IMC planning model, Marketing and promotion process model, Communication process, Steps involved in developing IMC programme, Effectiveness of IMC. **5 Hrs**
2. **Advertising** - Concept, importance, objectives, types, role of advertising, advertising Copy, Ad agencies, working and services, Advertising budget, methods, Media and media selection, scheduling, types of ad appeals, Evaluation of advertising effectiveness. **8 Hrs**
3. **Public relations** - Concepts, objectives, importance of public relations, Methods of public relations, issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity. **5 Hrs**
4. **Sales promotion** - concepts and importance, tools and types, promotion budget, methods and types. Direct marketing, its nature and importance, new developments in promotion, Kiosk marketing, Guerrilla Marketing. **8 Hrs**
5. **Sales Management** - concept and its role in the firm, Sales Planning, Sales forecasting, methods of sales forecasting, sales budgetary procedure, methods of sales forecasting, Sales personnel planning, recruitment, selection and training territory management. Sales compensation, Evaluation of sales force performance, Personal Selling process. **8 Hrs**
6. **Introduction to E-Marketing:** Concepts, Nature, Internet Marketing Paradigm, E-Business Models & Strategies, Role of Internet in Promotions,



Techniques, E-mail, Websites, Social Networks, Audio Video Promotions, Digital Signboards, Cyber-mediaries. **5 Hrs**

**Reference Books:**

- 1) Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices & Cases- Mc Grow-Hill
- 2) U.C.Mathur- Advertising Management - New Age International Publications.
- 3) Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill. 2012
- 4) Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.
- 5) S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House. 2007
- 6) Kenneth.E.Clow, &Donald Baack – Integrated Advertising, Promotion and marketing Communication- Pearson Education.
- 7) Ruchi Gupata - Advertising Principles and Practices, S. Chand & Company Publisher, 2008

**18PMBAF401 International Financial Management (3-0-0)3**  
**Contact Hours: 39**

**Course Learning Objectives(CLOs) :**

1. To orient the students with the international economic and financial environment.
2. To provide students a comprehensive understanding of the foreign exchange rate determination, including the foreign exchange and derivatives markets.
3. Enable students to undertake foreign exchange exposure measurement and management.
4. To acclimatize students with the financial management aspects of the MNC.
5. Orient students with the functioning of world financial markets and institutions.

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1,5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Be aware of international economic and financial environment & understand foreign exchange rate determination.	1		
<b>CO-2</b>	Undertake foreign exchange exposure measurement and management	1	4	
<b>CO-3</b>	Comprehend the financial management aspects of the MNC.		1	4

<b>CO-4</b>	Know the functioning of world financial markets and institutions.	<b>1</b>		
-------------	-------------------------------------------------------------------	----------	--	--

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
<b>Mapping Level</b>	<b>2.75</b>			<b>1.5</b>	

**Contents:**

**1. 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. **5 Hrs**

**2. 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 . **5 Hrs**

**3. 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. **6 Hrs**

**4. 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. **6 Hrs**

**5. 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 **8 Hrs**

**6. 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. **9 Hrs**

**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.

<b>18PMBAF402</b>	<b>Tax Management</b>	<b>(3-0-0)3</b>
-------------------	-----------------------	-----------------

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. Provide the students with a comprehensive understanding of residential status in tax laws
2. Acclimatize the students with process of computing tax liability of individuals
3. Acquaint students about deductions and exemptions available in the tax laws
4. Provide an overview of GST in India
5. Provide an understanding of levy and collection of GST

**Course Outcomes (COs):**

<b>Description of the Course Outcome: At the end of the course the student will be able to:</b>		<b>Mapping to POs(1 to 5)</b>		
		<b>Substantial Level (3)</b>	<b>Moderate Level (2)</b>	<b>Slight Level (1)</b>
<b>CO-1</b>	Explain and discuss the process of computing residential status.	1	3	
<b>CO-2</b>	Realize the complexities involved in tax liability of Individuals	1		

<b>CO-3</b>	Apply deductions and calculation of tax liability of Individuals.	1,3		5
<b>CO-4</b>	Explain about GST system in India.	1,		3,5
<b>CO-5</b>	Apply the concept of levy and collection of GST in India.	1,3		5

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
<b>Mapping Level</b>	3		2.25		1

### Contents:

1. Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). **7 Hrs**
2. Explanation under various heads of income. Income from salary (Basic problems) **10 Hrs**
3. 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 (Problems on computation of income from business/ profession of Individual assessee). **6 Hrs**
4. Income from Other Sources (Theory Only), Permissible deductions under section 80C to 80U. **3 Hrs**
5. Introduction to Goods and Services Tax (GST): Introduction to Goods and Services Tax Act, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST), Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. Registration under GST (Theory). **6 Hrs**
6. Levy and Collection of Tax: Scope of Supply, Composite and Mixed Supplies , Levy and Collection, Composition Levy , Exemptions Person Liable to pay

GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).

Input Tax Credit: Introduction and Eligibility to avail Input Tax Credit (ITC)

**7 Hrs**

**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) K.M Bansal, Taxmanns, GST& Customs Law (University Edition)
- 7) B. Viswanathan UBS Publisher, Goods & Services Tax (GST) in India
- 8) V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns Principles of GST& Customs Law

**18PMBAF403 Risk Management & Insurance (3-0-0) 3**

**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

1. To know the different types of risk and risk identification and measurement
2. To give an overview of role of Insurance in risk management.
3. To comprehend insurance contracts such as Life Insurance, general insurance and marine insurance.
4. To provide an understanding of the management of insurance companies

**Course Outcomes (COs):**

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

POs	PO-1	PO-2	PO-3	PO-4	PO-5
Mapping Level	2.5	3	2	2.5	1

## Contents:

### 1. 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 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. **6 Hrs**

### 2. 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. **5 Hrs**

### 3. 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. **7 Hrs**

### 4. Life Insurance Basics of Life Insurance

Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents, 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. **6 Hrs**

### 5. 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. **8 Hrs**

## **6. 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. **7 Hrs**

### **Reference Books:**

- 1) Scott E Harrington, Gregon R Niehaus “ Risk Management and Insurance “. McGraw Hill Publication Company 2018e.
- 2) Dorfman, Mark s., “ Introduction to Risk Management and Insurance” 15<sup>th</sup> Edition Prentice Hall India- Delhi,
- 3) George E Rejda, “Principals of Risk Management and Insurance” 16<sup>th</sup> Edition Person, Delhi
- 4) PK Gupta “ Insurance and Risk Management “ Second edition Himalaya Publishing, Bombay.

**18PMBAH401**

**Training and Development**

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

**Contact Hours: 39**

### **Course Learning Objectives (CLOs):**

1. Enhance student’s awareness of the field of training and development and its role in optimizing performance
2. Make students to understand the process of analyzing training needs and evaluating training programs
3. Provide the students an overview of the various training and development methods

### Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Know and apply the concepts of training and development	1		
CO-2	Know and apply various contemporary methods of training and development.		1	2,3
CO-3	Acquire insights of various training evaluation methods and career planning	3	2,3	1

POs	PO-1	PO-2	PO-3	PO-4	PO-5
Mapping Level	2	1.5	2		

### Contents:

1. **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.

**7 Hrs**

2. **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

**4 Hrs**

3. **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.

**4 Hrs**

4. **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.

**5 Hrs**



5. **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. **8 Hrs**

6. **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.

**11 hrs**

#### **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) Rolf Lynton & Udai Pareek, Training for development, Sage Publications, 2011.
- 5) Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005

**18PMBAH402      Organization Development and Change      (3-0-0)3**

**Contact Hours: 39**

#### **Course Learning Objectives (CLOs):**

1. To make the students to understand the concepts of Organization Development & Change.
2. To make the students to realize the importance of various components and constraints involved in the Organizational Change
3. To provide the knowledge of using OD interventions resulting in Organization Development.

#### **Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
<b>CO-1</b>	Explain the concepts of Organization Development & Change.	1,2		5
<b>CO-2</b>	Realize the importance of various components and constraints involved in the Organization Change	1	3	4
<b>CO-3</b>	Provide solutions to organizational problems using various Organization development interventions.	3	4	1

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	<b>2.3</b>	<b>3</b>	<b>2.5</b>	<b>1</b>	<b>2</b>

### Contents:

- 1. 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. **6 Hrs**
- 2. Process of Organizational Development –**  
**Entering and contracting-** entering into an OD relationship, developing a contract  
**Diagnosing** - organization level, group level, individual level. **Collecting, analyzing and feeding back** diagnostic information **Designing interventions-** Overview of interventions, effective interventions. **8 Hrs**
- 3. Leading and Managing Change-** Overview of change activities, motivating change, creating a vision, developing political support, managing the transition, sustaining momentum.  
**Evaluating and institutionalizing OD interventions** **4 Hrs**
- 4. Human process Interventions-** Interpersonal and group process approaches, organization process approaches

**Techno structural interventions-** restructuring organizations, employee involvement and work design. **8 Hrs**

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

**Strategic change intervention-** Transformational change, Continuous change, Tran organizational change **8 Hrs**

6. **Special applications of OD** - OD in non-industrial settings- Healthcare, Family owned business, school system, public sector, Future directions in OD. **5 Hrs**

**Reference books:**

- 1) Thomas G Cummings & Christopher G. Worley, “Theory of Organization Development and Change“, 10th 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.

**18PMAH403 International Human Resource Management (3-0-0)3**  
**Contact Hours: 39**

**Course Learning Objectives (CLOs):**

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

**Course Outcomes (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)		
		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.	1	2	
<b>CO-2</b>	Deploy the expatriate employees and expatriate failures on international assignments.	1	2,4	3

<b>CO-3</b>	Evaluate the effects of different Human Resource and International Industrial Relations		<b>1,2</b>	<b>3</b>
-------------	-----------------------------------------------------------------------------------------	--	------------	----------

<b>POs</b>	<b>PO-1</b>	<b>PO-2</b>	<b>PO-3</b>	<b>PO-4</b>	<b>PO-5</b>
<b>Mapping Level</b>	<b>2.6</b>	<b>2</b>	<b>1</b>	<b>2</b>	

**Contents:**

- 1. Introduction to IHRM:** Concepts of IHRM, What is IHRM, issues in IHRM, Barriers to effective IHRM, Expanding the role of HRM in international firms.  
**Organizational structure in MNC and international Dimensions of HRM:** IHRM Approaches, Global statutes, Initial division structure, International division, Global product/Area division, new types of Multinational structures, role of HR, strategies for international organisations, implication for HRM policy, flexible organisation model. **10 Hrs**
- 2. International Staffing:** Nature of IHRM, Net HR requirements, International labour markets, Executive Nationality staffing policies.  
**Compensation and Benefits:** Compensation and benefits, designing compensation programmes, key components of international compensation programme, Approaches to International Compensation, Differentiation between PCN's and TCN's, termination of contract, incentives and corporate commitments, the Japanese Model. **7 Hrs**
- 3. Training and Development:** Reasons for training, Expatriate training, impact of different learning styles on training, types of cross cultural training, cultural assimilators, action learning and the experiential approach, transferability across cultures, the organisation learning.  
**Performance Management in International organisations:** Basis of performance management, performance management and its link with other HR process, Culture and organizational performance, competence approach to HRM, Management competence approach, European and International competences, the cultural regards for managers and their competencies, different degrees of internationalization of companies, problems inherent with the Competences model, Job satisfaction. **7 Hrs**
- 4. Expatriation and Repatriation:** Expatriation, Selecting third country Nationals, Selecting Host country nationals, Expatriation adjustment model, Expatriate failure, the role of the expatriate, the reasons for expatriation, success in expatriate assignment, cultural factors in international career choice, women and Expatriation, other cultural factors in international career

choice, implications for HR manager, repatriation, designing a repatriation program.

**5 Hrs**

**5. Sustaining International Business Operations:** Transferring staff for international business activities, the role of non-expatriates, role of the corporate HR function, international joint venture, implication for the management of JV's.

**Cultural dimensions of HRM:** understanding culture, determinants of culture, importance of cultural sensitivity, cross cultural theories, Cross Cultural Communication, Cross Cultural Negotiation, National Culture and Organizational Culture, Cross Cultural organisation, Transferability across Culture, Potential Cross Cultural problems.

**6 Hrs**

**6. Issues, challenges and Theoretical developments:** IHRM trends and future challenges, mode of operation of IHRM, IHRM (Micro and Macro), Political Risk Assessment, the legal context of HRM, International accord and corporate code of conduct, Implication for the HR function of the MNC firms.

**4 Hrs**

#### **Reference Books:**

- 1) P.L Rao, "International Human Resource Management : Text & Cases" Excel Publications
- 2) Peter J. Dowling, Mavin Festing, Allen D Englesr, "International Human Resource Management" Cengage Learning.
- 3) Monir H. Tayeb, "International Human Resource Management", Oxford University Press, 2005.
- 4) J. Perkins, Susan M. Shortland , "Strategic International Human Resource Management:
- 5) Schuler, Strategic Human Resource Management", 2/e, Wiley".

**18PMBAL400**

**Project**

**(0-0-25)6**

**Contact Hours: 25/week**

#### **Course Learning Objectives (CLOs) :**

- 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 (COs):**

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1,5)		
		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	3	5
<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.	4	1	
<b>CO-3</b>	Employ quantitative analysis methods to identify salient information and trends in data.	4		
<b>CO-4</b>	Prepare and deliver an effective business document and presentation	2		
<b>CO-5</b>	Analyze the impact of organizational decisions.	3		

POs	PO-1	PO-2	PO-3	PO-4	PO-5
<b>Mapping Level</b>	2.5	3	2.5	3	1

**Contents:**

The primary objective of Project is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 6 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

The project work shall be for a period of 6 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes.

- The project work report shall be compulsory for all the students opting for all specializations.
- The college shall receive 2 copies of hard bound project reports and a soft copy of CD prior to the commencement of the 4th semester examination.
- The students have to select the research problem from business organization
- No two students of an institute shall work on the same problem in an organization. However more than one student can undertake their project in the same organization where the students have received offer letters and the company insists for project before joining.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using MS Word with Times New Roman, 12 font size for report content, 14 font for sub headings and 16 for main headings. The spacing between the lines should be 1.5 with justified alignment.
- All the reports shall be printed in the A4 size 1 inch margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted)
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization is compulsory.

Schedule to be followed before commencement of Project:

Activity	Time	Details
----------	------	---------

Identifying the Organization Problem identification	First Week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second Week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

\*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student.

Page 1: Title, Contact Address of student- with details of Internal and External Guide.

Page 2: Short introduction with objectives and summary (300 words). Review of Articles/ Literature about the topic with source of information.

Page 3: Time Activity Chart

### **Contents of the Project Report**

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary



**Chapter 1: 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.

**Evaluation Scheme of Project:**

SI No.	Aspects	Marks Allotted
<b>A</b>	Internal Assessment by the Guide- Based on Presentation by Students	<b>50</b>
<b>B</b>	Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	<b>50</b>
<b>C</b>	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	<b>50</b>
	<b>Total</b>	<b>150</b>

**A. Internal Assessment by the Guide- Based on three Presentations by Students:**

SI No.	Aspects	Marks Allotted
1.	First Presentation (Synopsis)	<b>5</b>
2.	Second Presentation (Introduction, Literature review, Research Design)	<b>5</b>

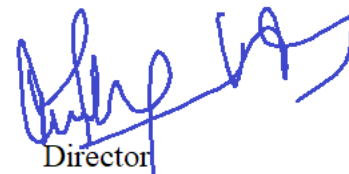
3.	Third Presentation (Data analysis & Interpretation)	5
4.	Introduction and Methodology	10
5.	Industry and Company Profile	5
6.	Theoretical background of study	5
7.	Data analysis and interpretation	10
8.	Summary of findings, suggestions and conclusion	5
	<b>TOTAL MARKS</b>	<b>50</b>

**B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.**

SI No.	Aspects	Marks Allotted
1.	Introduction & Relevance of the project	10
2.	Conceptual background and literature review	10
3.	Research design	10
4.	Analysis and interpretation	10
5.	Summary of findings, suggestions and conclusion	10
	<b>TOTAL MARKS</b>	<b>50</b>

**C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute(Joint Evaluation)**

SI No.	Aspects	Marks Allotted
1.	Presentation skills & Communication skills	10
2.	Subject knowledge	10
3.	Objectives of the study and Methodology	10
4.	Analysis using statistical tools and statistical packages	10
5.	Findings and appropriate suggestions	10
	<b>TOTAL MARKS</b>	<b>50</b>



Director

Department of Management Studies