



Master of Business Administration (MBA)

SYLLABUS 2020

**Kodaikanal
Christian College**



**DEPARTMENT OF
BUSINESS ADMINISTRATION**

COURSE STRUCTURE FOR MBA PROGRAMME

SEMESTER	COURSE NO.	COURSE TITLE	HOURS / WEEK	Credits
Semester I	20MBA 01	Essentials of Management	4	4
	20MBA 02	Organizational Behavior	4	4
	20MBA03	Economics for Managers	4	4
	20MBA 04	Marketing Management	4	4
	20MBA 05	Managerial Accounting	4	4
	20MBA06	IT for Managerial Decisions	4	4
	20MBA 07	Executive Communication	4	4

Semester II	MBA 4402	Operations Management & Information Systems	4	4
	MBA 4404	Management Research Methodology	4	4
	MBA 4406	Business Environment	4	4
	MBA 4508	Corporate Finance	4	4
	MBA 4510	Human Resource Management	4	4
	MBA 4412	Entrepreneurship	4	4
	MBA 4414	Leadership	4	4

Summer	MBA 4500	Summer Internship	--	4
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Semester III	MBA 5401	Strategic Management	4	4
	MBA 5403	E-Commerce	4	4
	MBA 5405	Business Ethics	4	4
		Finance / HR / Marketing/L – Elective I	4	4
		Finance / HR / Marketing /L – Elective II	4	4
		Finance / HR / Marketing /L – Elective III	4	4

Semester IV	MBA 5600	Project Work	--	8
		Finance / HR / Marketing/L – Elective IV	4	4
		Finance / HR / Marketing/L – Elective V	4	4

Total Credits - 100

ELECTIVES

I - FINANCIALMANAGEMENT

ELECTIVES	COURSE NO.	COURSE TITLE
Elective I	MBA 5411	Investment and Portfolio Management
Elective II	MBA 5413	International Financial Management
Elective III	MBA 5415	Strategic Cost Management
Elective IV	MBA 5417	Derivatives management
Elective V	MBA 5412	Project Management and Control

II - HUMAN RESOURCEMANAGEMENT

ELECTIVES	COURSE NO.	COURSE TITLE
Elective I	MBA 5451	Recruitment, Selection, Training and Development
Elective II	MBA 5453	Employee Relations & Emotional Intelligence
Elective III	MBA 5455	Conflict and Negotiation Management
Elective IV	MBA 5457	Organizational Theory, Design and Development
Elective V	MBA 5452	Labour Law Applications

III - MARKETINGMANAGEMENT

ELECTIVES	COURSE NO.	COURSE TITLE
Elective I	MBA 5431	Social Media Marketing
Elective II	MBA 5433	Consumer Behavior
Elective III	MBA 5435	Services Marketing
Elective IV	MBA 5437	Retail and Brand Management
Elective V	MBA 5432	International Strategic Marketing

IV -LEADERSHIP

ELECTIVES	COURSE NO.	COURSE TITLE
Elective I	MBA 5471	Authentic Leadership Development & Decision Making
Elective II	MBA 5473	Marketing Management
Elective III	MBA 5475	Human Resource Management
Elective IV	MBA 5477	Finance Management
Elective V	MBA 5472	Leadership & Change Management

FIRST SEMESTER

Objective:

This course intends to familiarize the students with the theories and practices of management so as to develop basic managerial way of thinking.

UNIT – I

Managers & organization: Definition - Evolution of Management - Management Theories, Approaches and Movements.

UNIT – II

Managerial styles - Modern Management thought - Management functions (Planning, Organizing, Staffing, Leading, Controlling) – Manager: Roles and Responsibilities,

UNIT – III

Traditional versus Modern Management - skills required to be a Manager, Major challenges of Management – **Decision Making**- Meaning- Definition- Characteristics of Decision making-Elements of Decision making- Decision making process- Types of Decisions.

UNIT – IV

Introduction and definition of planning -. Nature of planning, Planning process, Types of planning. Why plan.-Characteristics of planning- Objectives of planning-Nature of planning-importance of planning- Advantages of planning- Steps in planning process-methods of planning- limitations of planning- Essentials of a good planning- Obstacles of planning- **Management by Objectives** – Introduction- Meaning – Features of objectives-Advantages of objectives- Features of MBO- Process of MBO- Benefits of MBO- Problems and Limitations of MBO

UNIT – V

Controlling: Introduction, Why should managers be concerned about control systems? Control process, Types of control, Controls as management tools, controlling techniques-International Management Practices: Cultural and Country Differences- **Recent trends in management.**

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Koontz and Weihrich, Essentials of Management: An International Perspective, 7th edition, TMH
2. Koontz and O'Donnell, Management - A Global Perspective, 10th ed., TMH
3. Drucker, Management Challenges for the 21st Century, 1st ed., Collin

Objective:

To impart conceptual understanding to the students and to expose them to the development in these areas.

Unit I

Organizational behavior – Definition and historical overview of the field – Elton Mayo and the Hawthorne Studies

Unit - II

Individual Behavior – **Personality** – determinants of personality, theories of personality and Measuring Personality. Perception - perceptual process, selective perception and social perception. **Learning** – theories of learning – reinforcement and punishment.

Unit - III

Attitudes – Nature and components of attitudes, functions of attitudes and changing attitudes. **Motivation**- content and process theories of work motivation.

Unit – IV

Group Behavior – Dynamics of group formation – types of groups – reasons for group formation. **Leadership** – Leadership styles – Difference between a leader and manager. **Stress** – definition, causes of stress, managing stress. Emotional Intelligence

Unit – V

Organizational Change – Types of change, process of change, resistance to change and overcoming resistance to change. **Organizational Development** – OD interventions. **Organizational Culture**-Trends in Organizational Behavior-Research in Organizational Behavior

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Fred Luthans, Organization Behavior Mc Graw Hill International Edition, Tenth Edition,2005.
2. Stephen P. Robbins, Organization Behavior (10th Ed) PHI Pvt ltd.,2006.
3. Koith Davis and John w. Newstron (bed) Human Behavior at work, Mc Draw Hill International Edition(2000.)

Objective:

To acquaint the learner with the skill of decision – making with Micro and ‘Macro’ information

UNIT – I

General Foundation of **Managerial Economics** – Economic approach, Circular flow of activity, Nature of the firm, Forms of organizations, Objectives of firms – The process of smart decision making – opportunity cost- Rational choice of consumers and entrepreneurs – economic reasoning – economic strategies – objectives of firm.

UNIT – II

Demand analysis and estimation – Individual, market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand estimation and forecasting – Theory of the firm – Production functions in the short and long run, Cost concepts. Short run and long run costs. **Demand forecasting, elasticity of demand** – economies and diseconomies of scale – cost reduction versus cost control – profit planning – pricing practices, under different market forms.

UNIT – III

Social accounting and national income accounting – functioning of the macro economy: consumption, investment and multiplier – **demand and supply side management** – role of state and market economy – money market and capital market – monetary policy and fiscal policy.

UNIT – IV

Indian economy – process of industrial transition in India – colonialism and modernization – industrialization: role, pattern and development - Corporatization of Indian industries-Capital formation in private enterprises – Role of public enterprises – privatization – role of MNC in developing economy – **Foreign Direct Investment** – MRTP, FERA, FEMA and competition act 2002.

UNIT – V

Economic reforms – Globalization related reforms – second generation reforms and social sector – Banking sector reforms, towards universal banking, WTO accord on financial services – fiscal reforms – trade policy, SEZ- Features of Chinese model and a comparison of Chinese economy with Indian economy.

Case studies will be given for analyzing and interpreting for each units/topics

Reference

1. Christopher Thomas, Charles Maurice, Managerial Economics, Tata McGraw Hill, New Delhi(2006).
2. ManabAdhikany, Business Economics, Excel Books, New Delhi(2006)
3. Mote, Samuel Paul & Gupta, Managerial Economics, Tata McGraw Hill New Delhi(2004).
4. YogeshMahesuari, Managerial Economics, Practice Holl of India, New Delhi(2006).
5. Rajat K. Ray, Industrialization in India – Growth and conflict in the Private Sector 1914-1947, Oxford University Press (1982).
6. Aditya Mukherjee, Imperialism, Nationalism and the making of the India Capitalist Class. 1920 – 1947. Sage Publications (2002).

Course objective:

This course aims at making the students understand the conceptual frame work and the practical intricacies of marketing management

Unit – I

Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations. **The marketing process:** Introduction, **Marketing Mix**-The Traditional 4Ps, The Modern Components of the Mix- the Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control,

Unit – II

Marketing Environment: Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of **Environment Scanning**, Understanding the **Marketing-Information Systems (MIS):** Introduction, Characteristics of MIS, Benefits, Types, Components, Marketing Research.

Unit – III

Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC). **Product Management-Brand and Branding Strategy:** Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development.

Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.

Unit – IV

Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling,

Unit – V

Promotion management –managing non-personal communication channels: introduction integrated marketing communication (IMC).

Case studies will be given for analyzing and interpreting for each units/topics

References:

1. Philip Kotler and Kevin Keller, Marketing Management, Twelfth Edition, PHI, 2005
2. William Stanton and Ajay Pundit, Marketing - Concepts and Cases, Thirteenth Edition, TMH, 2006
3. Ramasamy and Namakumari, Marketing Management – An Indian Perspective, 2nd Edition, Mc Milan India Ltd.

Objective:

This course aims to develop an insight of principles and techniques of accounting and focus on application of financial, cost and management accounting in different managerial situations.

Unit – I

Basics of Understanding **Corporate Financial Statements** - Relevant terms - **Corporate Balance Sheet and Profit and Loss Account** - Notes to the accounts - Schedules - Significance of accounting standards – An overview of **International Financial Reporting System (IFRS)** - Window Dressing.

Unit – II

Analyzing Accounting Information - Quality of Earnings - **Financial Statement Analysis** – Tools and Techniques used - **Ratio analysis** - Statement of Cash Flows and Funds flows - **Management Decisions and Analysis of Report** - Check points when analyzing a Financial Statement.

Unit – III

Cost Concepts and Classification - Methods of Costing - Cost Determination in Manufacturing and Service Organizations – Maintenance of Costing records under cost accounting records and rules - **Short Run Decision Analysis** – Break even analysis its assumptions and limitations

Unit – IV

A General view of Business plan – Preparation of Business plan – Auditing – Financial, Cost and Management Audits

Unit – V

An overview of contemporary areas in Accounting and Costing.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Khan MY & Jain PK: Management Accounting 4th edition McGraw Hill, 2007
2. Singhvi NM & Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2006
3. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition PHI, 2005
4. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
5. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

INFORMATION TECHNOLOGY FOR MANAGERIAL DECISIONS

Objective

To help the students understand the concepts and need, of computer based information system so that they would participate effectively in designing and utilizing such systems for carrying out managerial decisions under various circumstances.

Unit – I

Conceptual Foundation of MIS: Management - Definition - Function - Levels. Information - Concepts - sources - information needs for Managerial function, System Concepts - Characteristics - Organization as a system, MIS – Definition - IS Model - **System Approach to Problem Solving** - MIS Structure.

Unit - II

Information System Needs for Managers: Changing Role of IS. In Organization - Information systems in Organization - classification - Mint berg's managerial roles & supporting I S - Decision Making -Types - Simon's Model - Supporting I S.

Unit - III

Information System in Business and Management: Transaction Processing Systems - Information processing for online/ real time and batch system- MIS for functional areas - Integrated MIS - End user and office automation system. Advanced Concepts: DSS. Definition - characteristics - Types - Structure - levels - of DSS-technology - Development process - EIS. Characteristics - Expert systems - Definition - Characteristics - Structure - Development Process.

Unit – IV

System Analysis and Design :Introduction to different Methodologies and Structured system analysis - Requirement analysis - Feasibility analysis. System Design tools - ER diagram - Dataflow Diagram for business suite development.

Unit V

Data Mining - Data Mining-on Relation Database-Data Warehouses- Classification of Data Mining systems - Introduction to **Data ware house**-features- Data mining concepts in relevant to business applications - approaches - methodology. **Electronic Customer relationship management:** Business process models and CRM - foundations of customer - centric business – customer’s and their Lifecycles – ECRM / web based CRM architecture -goals - Components – parameters for analyzing customers - analysis of successful CRM sites - Critical success factors for CRM through the web.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. James A O'brien, Management Information System (4 ed.) Tata McGrawHill, 2006
2. Gary W Dickson & James C Wetherbe, The Management of information System, McGrawHill,1999.
3. Janakiraman V S & Sarukesi V S. Decision support system (1 ed.) PHI,2001
4. Jorder B Davis, Margret H Olson, Management Information System (2 ed) McGrawHill,2003
5. Senn A James, Analysis and Design of Information Systems (2 ed.) McGrawHill,2001

Objective

To develop written and oral communication skills in students to groom them as effective management professionals.

UNIT I

Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II

Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters , enquiries , customers complaints , collection letters - sales promotion letters.

UNIT III

Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports, technical reports - norms for including exhibits & appendices.

UNIT IV

Non-verbal communication - personal appearance, posture - body language - use of charts , diagrams & tables - audio visual aids for communication - Dyadic Communication: face to face communication - telephonic conversation.

UNIT V

Conducting Meetings: Procedure - preparing Agenda , minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Draftingspeech.

Case studies will be given for analyzing and interpreting for each units/topics

Reference

- Mastering Business Communication Woolcott& Unwin –,Mcmillan
- Busines Communication Raisher: -Aitbs
- Developing Communication Skills Krishna Mohan &MeeraBannerjee, Mcmillan Assignment & Thesis Writing Anderson & Others : Business Communication;Rajendrapal&Korlahalli Business Communication – Lesikar and Flately.

SECOND SEMESTER

Objective

To provide the students with the basic concepts of production and operations in sync with the state-of-the-art information systems and their applicability to different industries.

Unit – I

Introduction – Nature and Scope of productions and Operations Management – Relationship with other Functions – Production Systems.

Unit – II

Locations of plant – techniques – Multi-plant location decisions – Layout - types and methods Group technology.

Unit - III

Material handling – Plant Maintenance – Replacement Material Requirement Planning – inventory Management.

Unit – IV

Operations Planning and Control – sequencing project Management - PERT / CPM.

Unit - V

Quality control – Quality inspection – Statistical Quality Control – Acceptance Sampling and Control Charts – Quality standards – BIS certification – TQM – Contemporary issues in Operation Management.

Unit –VI

Enterprise resource planning: Introduction - definition - growing - benefits - limitations – CSF's - ERP modules.

Unit - VII

ERP implementation lifecycle - implementation team - vendors - consultants - users -ERP market, Contemporary issues.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. PannerSelvam, Production and Operations Management (PHI) ,2005
2. Chunna Walla and Patel, Production and Operations Management (HPH)., 2000
3. Chary S.N., Theory and problems in production fund operation's Management (TMH).,2004
4. Leon, ERP Demystified, TMH, 2000..
5. Sadagopan, ERP, A Managerial perspective, TMH,2000.

Objective: This course aims at imparting working knowledge in carrying out independent scientific inquiry and giving emphasis to report writing and presentation.

Unit – I

Introduction to **Business Research** – Managers as Researchers – Emerging Hierarchy of Information Based Decision makers – Research Process – Research problem identification/Formulation – its Approaches – Research proposal – Writing a research proposal –Requirements of the Sponsor and Funding agencies – Ethics in Research

Unit – II

Research Design – Types of Research Design – Research Design for data acquisition (measurement scales) – Sample Design – Sampling Process – Sampling Methods – Determination of Sample size.

Unit – III

Acquisition of Research data – Sources of secondary data – Primary Data collection methods – Validity and Reliability of data collection procedures - Data Preparation - Data Entry and Preliminary Data Analysis

Unit – IV

Hypothesis Testing – Univariate Analysis - Bivariate Analysis and Hypothesis Testing - Analysis of Experimental Data - Multivariate Analysis of Data: Dependence Analysis - Multivariate Analysis of Data: Interdependence Analysis

Unit – V

Presenting Insights and Findings – Style and Composition of the report – Format of reporting – Pre writing concerns – Oral Presentation - Briefing – Delivery – Audio visuals.

Case studies will be given for analyzing and interpreting for each units/topics

Reference

1. Kothari C.R., Research Methodology, Methods & Techniques, New Age International.,2004
2. Krishnaswamy K.N., Management Research Methodology, Integration of Principles Methods and Technique, Pearson Education,2006
3. Donald Cooper& Pamala Schindler, Business Research Methods McGraw Hill Publication,2004
4. Krishnaswamy O.R., Research Methodology for Social Science Himalaya Publication,1998

BUSINESS ENVIRONMENT

Objective:

- ❖ To encourage students to gain knowledge about, current issues, facts and events in the local national and international businessworld.
- ❖ To develop the concept of the business organization operating within the parameters of the internal and external environment

Unit 1 Introduction and Political Environment:

History of **Indian Business** – Definition of business environment - Internal and external environment – its components - Political stability and risk - Political involvement by businessmen and corporate political strategy

Unit 2 Legal Environment:

Recent amendment and important provisions of The Companies Act, 1956, Factories Act, 1948, Indian Contract Act, 1872, Consumer Protection Act, 1986, Foreign Exchange Management Act, 1999

Unit 3 Socio Cultural Environment:

Family - Joint and Nuclear Family System – Social Stratification – Urbanisation and its impact – Population and Economic Growth - Emerging middle class, rise in consumer spending – Cultural Environment, Attitudes, Practices, Cross Culture. Interactions – Cross Cultural Negotiation

Unit 4 Economic environment:

Economic Systems - Fiscal Monetary, Trade and Credit policies - Economic Indicators: Whole sale price index, SENSEX, NIFTY - Privatization of public sector units – Five Year Plans – Stock market

Unit 5 International Business Environment:

The world of International Business, Internationalization, International Market size and the reasons for growth – why companies go international and Theories of International Business – Structure of International market. Regional Integration EU, NAFTA, Others International Trade Frame Work GATT, WTO- trade disputes and settlement mechanisms

Case studies will be given for analyzing and interpreting for each units/topics

References:

1. Paul Justin, Business Environment, (2 ed) Tata McGraw Hill, 2007
2. Puri and Minstar Economic Environment of Business (5 ed) HPH, 2007
3. Daniels and Radebaugh International Business (8 ed) Pearson, Education 2006.
4. Akhileshwar Pathak Legal Aspects of Business (3 ed) Tata McGraw Hill, 2007

CORPORATE FINANCE

Objective:

This course aims to acquaint the students with the broad framework of financial decision-making in a business organization.

Unit - I

Overview of Financial Management –Finance its interface with other disciplines Planning Environment- Key Decision of Finance management- Emerging Role of Finance manager in India

Unit – II

Analysis of Operating and Financial Leverages – Capital Structure Theories and Planning – Cost of Capital – EBIT and EPS analysis.

Unit – III

Investment Decisions – Capital Budgeting- Capital Rationing – Evaluation Techniques – Working Capital Management (Planning & Financing only) – Sources of financing long term and short term requirements.

Unit – IV

Dividend and Retention policies – Determinants of Dividends – Relevance and Irrelevance of Dividends. Dividend Practices in Manufacturing and IT companies.

Unit – V

Corporate Finance and Companies Act – Borrowing Powers – Inter Corporate Loans – Financial Management during Winding Up – An overview of International Financial Management.

Case studies will be given for analyzing and interpreting for each units/topics

Reference

1. Braily Meyers: Corporate Finance, McGraw Hill,2006
2. Khan MY & Jain PK Financial Management, Text, Problems and Cases McGraw Hill, 2004
3. Khan MY & Jain PK Basic Finance Management, McGraw Hill.,2006
4. Pandy IM Financial Management, Vikas Publishing House.,1999
5. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India,1999

HUMAN RESOURCESMANAGEMENT

Objective: To provide a framework of knowledge relating to the concepts and practices of Human Resources Management in the Indian Context. Relate the role of personnel to overall business goals and to incorporate the recent contributions.

UNIT – I

Nature of HRM, Scope of HRM, Systems Approach to HRM, History of Personnel / Human Resource Management, Evolution of the concept of HRM, Growth in India. HRM in the new millennium. Functions of personnel / Human Resource Management. **Manpower Planning** – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs. **Job Analysis – Job Description. Job Specification.** Human Resource Planning. Recruitment. Selection Induction.

UNIT – II

Training & Executive Development. Method / Techniques. Performance Appraisal – Process. Methods. Problems with performance Appraisal. Essential Characteristics of an Effective Appraisal System, Potential Appraisal System, performance Appraisal Practice In India. Career Planning- How do people choose careers? – The Indian Scenario. Job Evaluation. Methods. Wage and Salary Administration. Components of Pay structure in India. Managerial Compensation.

UNIT – III

Industrial Relations: Concepts. Employee grievances and Discipline. Collective Bargaining, Trade Union. Workers Participation and Empowerment. Industrial Disputes.

UNIT – IV

Job stress, Counseling and Mentoring, personnel Records, Audit and Research. Human Resource Accounting and information system.

UNIT – V

International HRM: Pressures of Globalization. Cultural differences, Economic factors, Recruitment policy, Selection criteria, Training & Development, International Compensation, Repatriation – Recent Trends. Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Edwin Flippo, personnel Management, McGraw Hill,2005.
2. V.S.P Rao, Human Resource Management – Text and cases, excel Books, 2006.
3. Venkatratnam C.S, Srivastava B.K. Personnel Management and Human Resource management, TMH,1998.
4. Malik, Human Resource Accounting, Anmol Publishers,2005.
5. IanBeardWellandLanholder,HumanResourceManagement,Macmillan– India, 2004.

Objective:

To possess a well-grounded understanding of essential entrepreneurial business principles. To identify, appreciate, and assess the knowledge, attitudes, and skills of an entrepreneur. To study and observe entrepreneurial settings and entrepreneurial role models through exposure to actual business settings and experiences. To have an expanded awareness of the resources available for creating a business plan. To establish a level of confidence in creating a business plan as a tool to assess, create, and communicate a business concept.

Unit I

The nature and importance of entrepreneurs – Definition of entrepreneur and entrepreneurship – Role of entrepreneurship in economic development – Entrepreneurship in ancient period, pre independence period, and 1947 onwards. **Future and drawbacks of entrepreneurship.** Advantages and drawbacks of pursuing entrepreneurship as a career

Unit II

Classification and functions of entrepreneur – characteristics and traits of entrepreneur. Male Vs. female entrepreneurship. Rural entrepreneurship – Social entrepreneurship

Unit III

Managerial Vs. Entrepreneurial decision making – Intrapreneurship – Climate for Intrapreneurship – establishing Entrepreneurship in organization

Unit IV

Creating and starting the venture – creativity and business idea – **the business plan** – sources of capital – managing the enterprise – Buying an existing business – Franchising

Unit V

Strategies for growth and managing the implications of growth – Accessing resources for growth from external sources – Going public – **Ending the venture - Financial support by the government**, development banks and public sector banks Global aspects of entrepreneurship Contemporary issues.

Case studies will be given for analyzing and interpreting for each units/topics

References:

1. Hisrich, Peters and Sheperd, Entrepreneurship, Sixth edition, Tata McGraw Hill, 2006
2. Peter Drucker Innovation and Entrepreneurship, Colins (Reprint)2006
3. Zimmerer and Scarborough, Essentials of entrepreneurship and small business management, fourth edition, Prentice Hall of India,2006
4. Charantimath, Entrepreneurship Development, Pearson Education,2006

Leadership

Course Objective:

This course aims to provide students an introduction to basic leadership concepts, a discussion on leadership theories, and analysis of case studies. This course is also intended to help students understand their own leadership style, exhibit team leadership and comprehend problem-solving techniques.

Students will be given opportunities to work in teams and thereby learn team-building skills.

Unit – 1

Introduction to the course

Who is a leader? What is leadership?

Difference between **a manager and a leader**

Video Case: Becoming a leader - First Time Manager
(Chris Tilghman, Director, Inside Track,
Leadership in Focus, Stanford Business)

Leadership Challenges

Unit – 2

Early Leadership Theories

Trait theories Behavioral theories

Activity: The Blake and Mouton Managerial Grid
(Leadership Self Assessment Questionnaire)

Unit – 3

Cutting Edge **Approaches to Leadership**

Leader-Member Exchange Theory

Transformational-Transactional Leadership

Charismatic-Visionary Leadership

Article Review: Discovering Your Authentic Leadership
by Bill George, Peter Sims, Andrew N. McLean, and Diana
Mayer – HBR 10 must reads on leadership

Unit – 4

Team Leadership

Definition of a work team

Types of work teams

Creating effective work teams

Managing Global teams

Unit – 5

Problem Solving Skills – Case Study

SUMMER INTERNSHIP

SUMMER INTERNSHIP

Objective

As a partial requirement for the completion of the course each student has to choose a company with the help of a faculty guide by the end of February. Once the student is placed, a training protocol will be developed in consultation with the person responsible for training. They will work for 30 working days during summer vacation.

The trainee is expected to explore the organization and its activities through observation, interaction, interviewing, focused group discussion and also by performing the tasks assigned by the company. Organization charts, manuals and handbooks can be used as learning sources. The student trainee would use the structural aspects of the organization, the managerial processes and the functional outcomes as framework for observation, analysis and reporting.

Thus a student trainee will study

1. Organisation structure, policies and procedures
2. Various managerial processes as observed in the real context of the organisation.
3. Functions of one or two departments such as Finance, Human Resources, Marketing and Production management (preferably in the functional departments where the student intends to specialise in the second year).
4. The interlinkages between various functional departments.

AN OUTLINE GUIDE FOR STUDY AND REFLECTION

A) Finance Department

- Accounting policies Adopted & Management Accounting Information system in place.
- Business plan and its preparation techniques.
- Costing – Applications – Records maintained – Ascertaining the Cost of product or service
- Investment Decisions, capital structure & cost of capital.
- Dividend policies adopted.

B) Human Resources Department

- Recruitment and selection
- Training and Development
- Wage and salary Administration
- Discipline and Grievance handling
- Employee relations.
- Statutory and non-statutory welfare.

C) Marketing Department

- Products
- Target segment and Positioning Strategies
- Marketing plan
- Distribution functions
- Promotion functions

D) Production department

- Manufacturing process
- Layout and Material handling
- Quality control
- Materials Management
- Maintenance

Reporting

A weekly email report shall be sent by the student to the faculty guide. The weekly report shall be activity report containing details relating to tasks completed, persons / groups met, observations done and general lesson drawn for that week.

The consolidated report is meant for ensuring a comprehensive understanding of the organizational process involved from a chosen perspective. The report should avoid impressionative recording and tend towards higher analytical and conceptual understanding. The student should use his theoretical understanding of management and properly nuances his writing with proper application of relevant concepts. A good report would easily recognize the gap between the theoretical concepts and actual practices of management in an organization.

THIRD SEMESTER

Objective:

The objective of this course is to develop general managers' point of view by integrating the knowledge already acquired from different functional areas. This course also aims at developing the decision making skills of the students with an understanding of Indian and International Business Environment.

Unit - I

Conceptual framework for **Strategic Management – Strategic Management Process – Vision and mission – Objectives and Goals – Corporate Governance and Social Responsibility.**

Unit – II

Environmental Analysis – Industry and competition Analysis – Techniques for Environmental Analysis – Organizational Analysis – Competitive Advantage: Resources, Capabilities and core competencies – Techniques for organizational Analysis.

Unit – III

Strategy Formulation: Situation Analysis Corporate strategies – Business level strategies – Functional Strategies – Strategy in the Global Environment- Evaluation of strategic Alternation – Strategic Choice.

Unit – IV

Strategy Implementation – Structural, Behavioral, Functional and Operational Implementation – Implementation of strategic change – strategic Evaluation and control.

Unit – V

Strategic Issues in Managing Technology and Innovation – Strategic Issues in Entrepreneurial ventures small Businesses and not for Profit Organizations.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Arthur A Thompson Jr. et. al, *Crafting and Executing Strategy: The quest for competitive advantage*, TMH, 14thed.,
2. Pearce II, Robinson, Jr., *Strategic Management: Formulation, Implementation & Control*, TMH, 9th ed.,
3. Charles W. L. Hill & Gareth R. Jones - *Strategic Management Theory: An Integrated approach* - Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 1998.
4. Thomas L. Wheelen, David Hunger - *Strategic Management Addison Wesley Longman Singapore Pvt., Ltd.*, - 6th Edition, 2000.
5. Arnoldo C. Hax, Nicholas S. Majluf - 'The Strategy Concept and Process' - A Pragmatic Approach - Pearson Education Publishing Company, Second Edition, 2005.
6. Azhar Kazmi - *Business Policy, & Strategic Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi - Second Edition 1998.
7. Jeyarathnam, *Business Policy, & Strategic Management*, Himalaya Publishing House, 2nd edition.
8. Lawrence G. Hrebiniak, 'Making strategy work', Pearson publishing company, 2005.
9. Gupta, Gollakota & Srinivasan - 'Business Policy and Strategic Management - Concepts and Application' Prentice Hall of India

Course objective:

This course enables the students to improve their skills so that they can start their own e-business starting from the web hosting to final payment.

Unit – I

Introduction & Definition of keyterms: **Electronic Communications**, e-mail, The Internet, Intranets, Electronic data interchange, e-security, e-payments, e-services

Unit - II

Foundation to e-payment systems Digital Payment Requirements, Digital Token based E-payment Systems, Classification of New Payment Systems, Properties of Electronic Cash (E-cash), Cheque Payment Systems on the Internet, Risk and E-Payment System, Designing E-Payment System, Digital Signature, smart cards - smart cards usage in banking and finance, future perspective Consumer payments, payment on the web.

Unit – III

Issues in trading through the Internet: Human behavior on the Internet, dysfunction behavior, cookies, Spam, Current issues in information instructions and the Internet.

Unit – IV

Security and privacy (technical) issues: Information security, Privacy, Cryptograph – Encryption, decryption, Cipher keys

Unit - V

B2B e-commerce: Introduction, Business-to-Business (B2B), Business-to-Consumer (B2C), Business-to-Government (B2G), Government to Consumer (G2C), Consumer to Business (C2B), E-Business Models - Software Agents - Role of agents in e-commerce.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Ravi Kalakota, Andrew & Whriston, Electronic Commerce, Addison Wesley, 2000.
2. P. T. Joseph S J, E-Commerce an Indian Perspective, PHI, 2005.
3. Kamlesh K Bajaj Debjani Nag, E-Commerce the Cutting Edge of Business, Tata McGraw Hill, 2000.
4. Turban, King, Lee and Viehland, E-Commerce Managerial Perspective. Prentice Hall, 2006

Objective

The course intends to sensitize the students to ethical standards and to help them become more alert in discovering ethical issues that arise in their work environment.

Unit– I An Overview of Ethics and Business Ethics

Definition of Ethics – business Ethics – Relationship between business and ethics. Evolution of Business Ethics as a field of study.

Unit – II Relationship between Ethics and Corporate Excellence

Corporate Mission statement Code of Ethics – Organizational culture – Total Quality Management.

Unit – III Social and Economic Responsibilities of Business

Social responsibility defined – Interaction between business and society – Major social responsibilities of business – Optimum Utilization of scarce national resources –Responsibility not to make losses – Improved quality of life – Responsibility of Employment and Income – Offering quality products at fair price – Environmental protection – Fair trade practices – Fulfilling all National obligations under various Laws – Safeguard the health and wellbeing of Customers – Economic Responsibilities of Business.

Unit – IV Role of Legislation & Other bodies in Enforcing Ethical Business Behavior

Relationship between Law and Ethics – The Role of the Government of India in enforcing ethical behavior – The Indian constitution – Indian Business Laws and their impact on ethical businessbehavior.

Unit – V Business and the Indian Ethos

Indian Ethos for the work life – Holistic Relationship between man and Nature –Cooperation, Self-management, Yoga and meditation – Indian Values for the Workplace – Importance of relationships – Respect for Elders, hierarchy and Status – Simple living and high thinking – Balance and moderation – Rights and duties – Gandhi’s Philosophy of Trusteeship – Gandhi’s 7 greatest Social sins.

Case studies will be given for analyzing and interpreting for each units/topics

Reference

1. Dr.Mrs. Rituparna Raj, *A Study in Business Ethics*, Himalaya Publishing House,1999.
2. S. K. Chakraborty, *Values and Ethics for Organizations*, Oxford,1990.
3. Weiss, *Business Ethics*, International Thomson,1994.

FOURTH SEMESTER

PROJECT WORK

1. AN OUTLINE GUIDE FOR THE DESIGN OF RESEARCH PROBLEM

(Based on Russell L. Ackoff, *The Design of Social Research* (Chicago: University of Chicago, 1953) adapted by Delbert C. Miller in *Handbook of Research Design and Social Measurement*, 3rd Ed. New York: David McKay Company, Inc.1977.)

1. *The Problem*

1. Present, clear, brief statement of the problem with concepts defined where necessary.
2. Show that the problem is limited to bounds amenable to treatment or test.

2. *Describe the significance of the problem with reference to one or more of the following criteria:*

1. It is timely
2. Relates to a practical problem
3. relates to a wide population
4. relates to an influential or critical population
5. fills a research gap
6. permits generalization to broader principles of social interaction or general theory
7. sharpens the definition of an important concept or relationship.
8. has many implications for a wide range of practical problems.
9. may create or improve an instrument for observing and analyzing data
10. provides opportunity for gathering data that is restricted by limited time available for gathering particular data.

11. provides possibility for a fruitful exploration with known techniques.

3. *The Theoretical Framework*

1. Describe the relationship of the problem to a theoretical framework.
2. Demonstrate the relationship of the problem to the previous research
3. Present alternate hypotheses considered feasible within the framework of the theory.

4. *The Hypotheses*

1. Clearly state the hypotheses selected for the test. (null and alternate hypothesis should be stated)
2. Indicate the significance of test hypotheses to the advancement of research and theory.
3. Define concepts or variables (preferably in operational terms)
 - a. Independent and dependent variables should be distinguished from each other.
 - b. The scale upon which variables are to be measured (quantitative, semi-quantitative, or qualitative) should be specified.

5. *Design of experiment or inquiry*

1. Describe ideal design or designs with special attention to the control of interfering variables.
2. describe selected operational design.
 - a. Describe stimuli, subjects, environment, and responses with the objects, events, and properties necessary for their specification.
 - b. Describe how control of interfering variables is achieved.

3. Specify statistical tests including dummy tables for each test.

a. specify level of confidence desired.

6. *Sampling procedures*

1. Describe experimental and control samples

a. Specify the population to which the hypotheses are relevant.

b. Explain determination of size and type of sample

2. Specify method of drawing or selecting sample

a. specify relative importance of Type I error and type II error.

b. Estimate relative costs of the various sizes and types of samples allowed by the theory.

7. *Methods of Gathering data*

1. Describe measures of quantitative variables showing reliability and validity when these are known. Describe means of identifying qualitative variables.

2. include the following in description of questionnaires or schedules, if they are used:

a. Approximate number of questions to be asked of each respondent.

b. Approximate time needed for interview

c. The schedule as it has been constructed to this time.

d. Preliminary testing of interview and results.

3. Include the following in description of interview procedure, if this is used.

a. means of obtaining information i.e., by direct interview, all part by mail, telephone or other means.

- b. Particular characteristics interviewers must have or special training that must be given to them.

4. Describe use to be made of pilot study, pretest, or trial run.

- a. Importance of and means for coping with unavailabilities, refusals, and response error.

8. *Working Guide*

Prepare working guide with time and budget estimates.

- a. planning
- b. pilot study and pretests.
- c. Drawing sample
- d. Preparing observational materials
- e. Selection and training
- f. Trial plan
- g. Revising plans
- h. Collecting data
- i. Processing data
- j. Preparing final report
 - Estimate total work-hours and cost.

9. *Analysis of results*

Specify method of analysis

- a. use of tables, calculator, sorter, computer etc.
- b. use of graphic tables
- c. specify type of tables to be constructed.

10. *Interpretation of results*

- Discuss how conclusions will be fed back into theory.

11. *Publication or reporting plans*

- Write these according to department requirements.

- Select for journal publication in the most significant aspects of the problem in succinct form(probably not in excess of fifteen typewritten pages double spaced). Follow style and format specified by the journal to which article will besubmitted.

2 THE REPORT

The whole exercise culminates with a submission of a report by each student. The dissertation submitted should be a report of the research work carried out by the student, leading to the discovery of new facts or to a establishment of a correlation between facts which are already known. The nature of the research work thus carried out may be analytical, experimental or descriptive or case study or a combination of any the one. It is further expected that the work reported be of such quality and nature and adds value to the existing body of knowledge in the discipline where the student specializes.

FINANCE ELECTIVES

Course Objective

The global investment scenario is very dynamic. This subject focuses in providing a sound knowledge in equity research and security analysis.

Syllabus

Unit - I

Investment - Meaning - Classification - Features - Investment, Speculation and gambling - Factors influencing Investment -Investment Avenues in India. - Tax planning and Investment - Risk and Return - Systematic and unsystematic Risk - measurement of Risk and Return -Return onInvestment.

Unit - II

Valuation of securities - concept of valuation - Going concern value – Bond valuation - Equity valuation - Time Value of Money -Options and futures - Valuation of options - Warrants and Convertibles - Mutual Funds.

Unit - III

Fundamental Analysis - Economic, Industry, and Company analysis– Trading in stock market - Stock Exchanges - Indices - SEBI - Depository System.

Unit - IV

Technical Analysis - Features - Tools for analysis of individual security - Tools for market analysis - Charts - Dow Theory – Efficient market Hypothesis - various forms of market efficiency - Random WalkTheory.

Unit - V

Portfolio Management - Principles - Policies - Diversification – Modern portfolio Theory -An optimum portfolio -portfolio selection The Efficient frontier - leveraged and un-leveraged portfolio - CAPM - Assumptions - Determinants of expected return - Security Market Line - Reward to Risk ratio - Markowitz Model - Share's Portfolio Model - Arbitrage Pricing Theory.

- *Case studies will be given for analyzing and interpreting for each units/topics*

References

1. Sharpe, Alexander and Bailey, Investments, PHI,1999.
2. Kevin S. Portfolio Management PHI2001.
3. Fischer and Jordan, Security Analysis and Portfolio Management ,2004
4. Jack Clark Francis, Investments McGraw H ill International Edition,1991.
5. P. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas,2001.
6. Dr. L. Natarajan, Investment Management, Margham, 2005.

Objective

The syllabus for this elective is designed in such a way that the students are imbued with an introductory knowledge of international trade like Balance of Payments, LC transactions etc., thereby, they are taken to have a glimpse of our economy in the light of exchange rate parity and its appreciation and depreciation, and their consequent impact on the macroeconomic parameters like GDP, Inflation, Liquidity and BOP surplus or deficit.

After learning the fundamentals, they are being taught advanced areas such as risk management in Foreign Exchange by various methods of hedging like Forward Contracts, Swaps, Options and Futures.

Unit – I Foundations of International Financial Management

Balance of Payments-Current account and Capital account-Forex Reserves. Functions and Structure of Forex market-Forex market Participants-Correspondent Banks-Nostro and Vostro accounts. Bid-Ask rates-Spot and Forward Transactions Forward Premium and Discount-Arbitrage-Exchange Rate theories-Purchasing Power Parity, Interest Rate parity-Fisher Effects.

Unit–II International Markets

International Financial Management - an overview. Globalization-Multinational Corporations-Foreign Direct Investment-Methods of raising Funds in International Markets. ADRs and GDRs-International Bond Market and Equity Market-Euro Dollar/Euro currency Market-External Commercial Borrowings (ECB)-Instruments in International Financial Markets-Offshore Banking-Tax-havens.

Unit – III Foreign Exchange Exposure and Management

Management of Transaction Exposure, Translation Exposure and Economic Exposure Methods of hedging the exposures-Overview of Derivatives in hedging the risks-Forward Contracts, Swaps, Options and Futures.

Unit – IV

International Financial System

International Monetary System-Bretton Woods System-Flexible Exchange Rate system Fixed and Floating rate system-World Bank and its affiliates-International Monetary Fund-special drawing Rights.

Unit – V

Financing of International Trade-Indian Perspectives

Incoterms - International methods of Payments and settlements - Letter of Credit - Provisions of UCPDC - Exports and Imports - Exchange control requirements - Pre-shipment and Post Shipment finance - Factoring and Forfeiting services - Role of Exam Bank and ECGC.

Case studies will be given for analyzing and interpreting for each units/topics

References

1. Cheol S. Eun and Bruce G. Resnick- International Financial Management - Tata McGraw Hill Publishing Company Ltd,2005
2. Eun,CheolS.; Rooke,DavidPercy; Resnick,BruceG.; - International financial Management – Irwin/McGraw-Hill,2003
3. Apte.P.G. - International Financial Management - Tata McGraw Hill Publishing Company Ltd,2002

Objective:

The objective is to provide adequate knowledge on Strategic Cost Management techniques to be applied for effective planning and control of operations.

Unit – I

Cost analysis and Management decisions – Concepts of Cost – Cost information – Cost behaviour – Cost structure today – Cost Volume Profit Analysis, its application and limitations – Discussions involving alternative choices – Curvilinear BEP – Cost indifference point.

Unit – II

Strategic Cost Management Tools and Techniques – Activity Based Costing and Activity Based Management – Drawbacks of conventional Manufacturing Costing System – Target Costing - Life Cycle Costing.

Unit – III

Measuring total business unit performance – Financial and non financial – Balanced Score card and its perspectives. Divisional performance and segment performance

Unit – IV

Cost information for pricing and product planning- Factors Involved in deciding pricing - Role of BICP — Role of Product's cost in pricing – Short term and long term pricing decisions – ROI, Cost plus, Marginal cost, Bottom line Pricing - Transfer pricing – International Transfer Pricing - Governments intervention in pricing.

Unit – V

Total Cost management and Value engineering – Cost control and cost reduction – Techniques of cost reduction -- Six sigma and cost manager – Benchmarking

Case studies will be given for analyzing and interpreting for each units/topics

References

1. John K. Shank and Vijay Govindarajan, Strategic Cost Management ,
Vikas Publishing House,2004
2. Robert Kaplan& RobinCooper- Cost and effect, Harvard Business
School.2002
3. Saxena and Vashist – Advanced Management Accounting Problem and
Solution. Sultan chand,2006

MBA 5417 DERIVATIVES MANAGEMENT

OBJECTIVES:

- ❖ To Understand the nuances involved in derivatives
- ❖ To Understand the basic operational mechanisms in derivatives

UNIT I

Introduction: Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets

– Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II

Futures Contract: Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III

Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV

SWAPS: Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V

Derivatives in India: Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for InterestRate Derivatives.

Case studies will be given for analyzing and interpreting for each units/topics

REFERENCE:

1. John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 9th Edition, 2012
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2011.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
4. Varma, Derivatives and Risk Management, 2nd Edition, 2011.
5. David Dufresne – 'Option and Financial Futures – Valuation and Uses, McGraw Hill

6. International Edition.
7. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011.
8. Website of NSE, BSE.

Objectives

To provide adequate knowledge on formulation, appraisal, financing, administration and control projects.

Unit - I

Project Management – An overview – Characteristics of a project – Steps in Project management – participants in project management – Project life cycle Taxonomy of projects.

Unit - II

Project Identification and Formulation -Project opportunities – source of project ideas – initial selection – Strategies for implementing project ideas project feasibility study – Detailed Project Report (DPR).

Unit - III

Project Appraisal – Multidimensional View Technical – Economical – Financial Managerial – Commercial – Non financial Justification of projects – social cost benefit analysis.

Unit - IV

Project Financing – sources and patterns of financing role of financial institutions in project financing – Project income statement and balance sheet

Unit – V

Project Administration – Project Scheduling – Network Techniques PERT / CPM project cost control – Time and Cost Overruns – post evaluation of projects – performance review methodology – post project audit – computer based project management – An Overview.

Case studies will be given for analyzing and interpreting for each units/topics

References:

1. Prasanna Chandra, Project Management and control, TM.
2. Garg, R. K, Project Management and Control, Bharat Law House,2000
3. Vansant Desai, Project Management, Himalaya Publishing Co.,2005

Human Resource Management Electives

RECRUITMENT, SELECTION, TRAINING AND DEVELOPMENT

Objective: This subject will enhance the students in understanding about Recruitment, selection, training and development in detailed manner which will help them in knowing the HR functions well.

UNIT I : INTERNAL RECRUITMENT & EXTERNAL RECRUITMENT

RECRUITMENT: Meaning, Importance. **Internal Recruitment Process and Decisions:** 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; 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

External Recruitment: Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and 6L choosing the best source.

UNIT II: SELECTION & TESTING

Application Forms: bio-data / resume / curriculum vitae, Identifying the ingredients of success: the winning candidate's profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.

Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Interviewing: Planning the interview, **Interview process** - getting started, examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioral gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. **Interview in public sector undertaking, statutory requirements**

UNIT III: TRAINING & NEED ANALYSIS

Overview of Training in Organizations – Strategic planning, training and Organizational Development – Learning Motivation and performance – Need Analysis – Framework for conducting Need Analysis – Designing Training and Development Programs

UNIT IV : TRAINING METHODS

Training Methods – Development and implementation of Training – Evaluation of Training – Key areas of Organizational Training

UNIT V: ORGANISATIONAL DEVELOPMENT AND TEAM INTERVENTION

Organizational Development – Values, assumptions and beliefs in OD – Foundations of OD - Models and theories of planned change – action research and OD,

Team Intervention Structural Interventions – Comprehensive Interventions – Issues in Consultant – Client Relationship – Systems Related Issues

Case studies will be given for analyzing and interpreting for each units/topics

TEXT REFERENCES

❖ M. Sharma "Personnel & HRM", Himalaya Publishing House 2005

❖ B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi

❖ Gary Dessler HRM, Prentice Hall Publication,

Arun Monappa and Mirza Saiyadin, Human Resource Management, Tata Me Graw Hill Publishing Co

EMPLOYEE RELATIONS & EMOTIONAL INTELLIGENCE

Objective: This learning will help the students in understanding Industrial relation in better manner which will be implemented along with emotional intelligence by applying and managing them,

UNIT –I: Introduction of Employee Relations & Collective Bargaining

Employee Relations: Introduction – Industrial Conflict – Concept and determinants of Industrial relations and its position in India. **Collective Bargaining:**Recent trends in Industrial disputes – lay off – termination Retrenchment – closures – VRS – Case Studies

UNIT – II:Trade Unions

Trade Unions-Grievances and Redressed mechanisms -Code of discipline in industries Standing orders- Settlements –Employee Counselling **Managing Foreign nationals in Indian Organizations** –Case Studies

UNIT – III: EmotionalIntelligence: Mind and Emotion

Emotional Intelligence: Introduction, The concept, what exactly is EI Emotional competence. The Marshmallow Experiment, consequences of low and high EI, some myths about EI, between EI and IQ, Cases of emotional “Winners” and “losers”.

Mind and Emotions: Where do emotions come from? Do we operate from two minds? Can emotions be Negative or Positive? Nature of Emotional Intelligence, Can EI is developed?

Unit – IV: Managing and Applying Emotions towards Employees

Managing Emotions: Emotional skills - Recognizing your emotions – Learning to empathize with others – Emotional upsets – coping with anger in Organisation – Measuring EI -

Applying Emotional Intelligence in Organizations: EI and Leadership effectiveness, handling work frustration, EI and stress, management, Levels of EI required for various jobs, EI and credibility of managers, EI and conflict resolution, EI and effective communication – Case Studies

Unit –V:Developing EI in Employer – Employee Relationship

Developing Emotional Intelligence in Organizations – **International Outlook** of labour laws and International bodies such as ILO, Social Audit – Case Studies,

Case studies will be given for analyzing and interpreting for each units/topics

Reference

- ❖ Dalip Singh, Emotional Intelligence at work (1 ed.) Response books, 2006.
- ❖ Daniel Goleman, Working with Emotional Intelligence, Botham books, 1999.

OBJECTIVE:

- ❖ To implement agreements, including verification, dispute resolution, and enforcement mechanisms.
- ❖ To focus on interests, including those that are shared, conflicting or compatible.

UNIT I

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. **Conflict Management Design:** Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

UNIT II

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the CosierSchank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution. **Managing team & organization conflict:** techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

UNIT III

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict. **Negotiations-** Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

UNIT IV

Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.

UNIT V

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Case studies will be given for analyzing and interpreting for each units/topics

REFERENCE

Managing Conflict and Negotiation Kindle Edition by B D Singh

Negotiation & Conflict Management: Essays on theory & practice, I. William

ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

OBJECTIVE:

- ❖ To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.
- ❖ Students will be able to analyze organizations more accurately and deeply by applying organizational theory.

UNIT I

Organization & Its Environment: Meaning of Organization – Need for existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems, Approach and Technical approach - HR implications.

UNIT II

Organizational Design: Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III

Organizational Culture and development: Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers

UNIT IV

Organizational Change: Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process - Organization Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V

Organization Evolution and Sustenance: Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCES

1. Gareth R. Jones, Organizational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2. Richard L. Daft, Understanding the theory & Design of Organizations, Cengage Learning Western, 10th Edition 2012.
3. Robert A Paton, James McCalman, Change Management, A guide to effective implementation, Response Books, 2012.

LABOUR LAW APPLICATIONS

Objective:

This course aims at familiarizing students with labour law applications relating to welfare, recruitment, training, social security measures, wages and bonus, and industrial relations including trade unions and employment conditions.

Unit – I

1. Introduction: Concept of Labour Legislations, Principles of Labour Legislations, Constitutional framework of Labour Legislations in India, Role of ILO in developing Labour legislations. Employment Exchange (Compulsory Notification of vacancies) Act 1959.
2. Contract Labour (Regulation and Abolition) Act 1970
3. Apprentices Act 1961.

Unit - II

1. The Factories Act 1948,
2. The Shops and Commercial Establishment Act.
3. The Workmen's Compensation Act 1923.

Unit - III

1. Payment of Wages Act 1936.
2. The Minimum Wages Act 1948.
3. Payment of Bonus Act 1965.

Unit - IV

1. The Maternity Benefit Act 1961
2. The Employees State Insurance Act 1948.
3. The Provident Fund and Miscellaneous Provisions Act 1952.
4. The Payment of Gratuity Act 1975.

Unit - V

1. The Trade Union Act 1926
2. The Industrial Employment (Standing Order) Act 1946
3. The Industrial Disputes Act 1947

Case studies will be given for analyzing and interpreting for each units/topic

Reference

1. Kapoor N.D. Mercantile Law, Sultan Chand & Sons, 2007.
2. Saravanan & Sumathi, Legal Environment of Law, HPH, 2006.
3. Srivastava S.C, Industrial Relations and Labour Legislations (2 ed.) Oxford and IBH Publishing Company, New Delhi, 1986

Marketing Management Electives

OBJECTIVE:

- ❖ To enhance Competiveness in Social Marketing by ethical values and social media inMarketing.
- ❖ Applying Ethical Principles in Social Marketing through advanced marketing medias

UNIT I

Introduction: Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II

Social Marketing Process And Planning: Introduction - Environment Monitoring - Social Class and self-efficacy - social capital – Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical Considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource. Segmentation - Motives and benefits - Sheth's and Frazier's attitude – behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting – cultural and individual tailoring.

UNIT III

Social Marketing Mix: Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing – Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods. Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vsProgramme - Programme planning models – conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV

Ethical Issues And Challenges: Ethical principles - Codes of behavior - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing-Definition - monitoring - countering competition - competition and principle of differential advantage - Internalcompetition.

UNIT V

Trends In Social Marketing: Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing. Social Media marketing - Importance - Big Brands & Small business - E mail marketing – Social Media Tools –Marketing

with Social network sites, blogging, micro blogging, podcasting with Podomatic

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCES

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5(paperback).
3. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
4. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication,

MBA5433 CONSUMER BEHAVIOUR

Objective:

This course aims at enabling students understand why and how consumers make consumption decisions. This would enable them to make better strategic marketing decisions.

Unit -

I Introduction to Consumer Behavior – Marketing Concept and the discipline of Consumer Behavior – Customer Value, Satisfaction and Retention – Consumer Research Process – Market Segmentation and Positioning.

II Psychological Influences on Consumer Behavior: Consumer Needs, Goals and Motivation – Personality and Consumer Behavior – Consumer Perception-Store choice and shopping behavior – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities. Store choice and shopping behavior – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers’ responsibilities.

Unit - III

Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behavior.

Unit – IV

Sociological Influences on Consumer Behaviour : Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership.

Unit -

V Consumer Decision Making Process : Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organizational Buyer Behavior.

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCES

1. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India,2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.
- 3.Frank R. Kardes, Consumer Behavior and Managerial Decision Making, 2nd Edition.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza,2008.
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
6. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas2012.

OBJECTIVE:

- ❖ To provide an appreciation and understanding of the unique challenges inherent in marketing, managing, and delivering service excellence at a profit.
- ❖ To identify and analyze the various components of the "services marketing mix" It eventually to promote a customer service-oriented mindset.

UNIT I

Introduction to Services Marketing—Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality-Digital marketing-Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT II

Consumer Behavior in Services – Customer expectations of services – customer perception of services – Listening to customers through research

UNIT III

Relationship Marketing – Service recovery – Service development and design – Customer defined service standards – Physical evidence and the servicescape.

UNIT IV

Employees Roles in Service delivery - The Customer as Co-Producer - Self-service technologies - Components of the servicescape - Complaint Handling and Service Recovery- Elements of service quality - SERVQUAL scale

UNIT V

Managing demand and capacity – Delivery services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

Case studies will be given for analyzing and interpreting for each unit/topic

REFERENCE:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, , Tata McGraw-Hill,(2008)
2. Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.(2007)
3. Rajendra Nargundkar Services Marketing 2nded, Tata McGraw Hill(2006)
4. Ravi Shanker Services Marketing the Indian Perspective Excel 1sted reprint (2006)
5. Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint (2002)
6. Dave Chaffey, Digital Marketing- Strategy, Implementation & Practice,

RETAIL & BRAND MANAGEMENT

OBJECTIVE:

- ❖ To understand the concepts of effective retailing and Brand Management
- ❖ To manage the retail chains and understand the retail customer's behaviour
- ❖ To give an insight into the brand building function and of Retail shop Management

UNIT I

Introduction: An overview of **Global Retailing** – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on **retail management** – Government of India policy implications on retails – Retail formats – different types and characteristics – emerging trends – MNC's role in retail industry.

UNIT II

Retailing Decisions – Retail locations – Retail shops – **Retail shopper behavior & Decision Process** - Retail service quality management – **Retail supply chain management** – Retail pricing decisions – Retail shop management – Visual Merchandise Management – **Space Management** – Inventory Management – Accounting and Audits – Store Brands – Advertising and Promotions – **Retail MIS** – **e-retail** – Retail sales force Management – **Challenges in Retailing in India**

UNIT III

Introduction to **Brand Management**: Brand, Brand Identity, Brand Image, Brand Personality, Brand Loyalty, Brand Equity : Sources of Brand Equity, Brand Elements, Designing Marketing Programs – Integrating Marketing Communication – Brand Knowledge, Brand Building blocks – **Brand Positioning** – **Brand Values**

UNIT IV

Designing and Implementing **Branding Strategies**: Introducing New Products –New Product development- Dimension-Labeling- Product mix-Brand - Extensions – **Managing Brands over time**, geographic boundaries and market segments.

UNIT V

Measuring and Interpreting **Brand Performance**: Developing a **Brand Equity Measurement and Management System** – Measuring Sources and Outcomes of Brand Equity.

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCES

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
6. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
7. Gibson G. Vedamani, Retail Management, Jaico publication, 2013 edition.
8. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, 2nd

INTERNATIONAL STRATEGIC MARKETING

Objective :

This course enables learners to develop knowledge and understanding of Strategic marketing at international level and how this is applied in practice focusing on product, price, place and promotion. It also helps the learners to understand the requirements of international marketing environment and how to enter and operate in international markets with this strategy plan.

UNIT – I : International Marketing Environment & Strategic Marketing

International Marketing : Meaning, Objectives, Features, Characteristics, Difference between International and Domestic marketing – International Marketing Decisions – concepts related to International marketing functions – World Trade and India's Foreign Trade – Implications of International Marketing for Organizations – The role of technology in International marketing communications

International Marketing Environment: Meaning, Characteristics, Types, Social – Cultural – Economic – Political – Legal – Environment.

UNIT – II: Strategic Marketing & International Market Selection

Strategic Marketing : Principles of Strategic Marketing in Global perspective – Strategic Marketing Analysis – Customer Behavior in Marketing Analysis – Strategic Marketing Plan -

International Market Selection: Market selection and market profiling - need for market selection market selection process -Determinants of market selection -market profile -market segmentation.

UNIT – III: International Product Planning

Product planning for export- Need for product planning – Marketing environment – Product strategies – Product adoption – **Product standardization** – Product life cycle – **International Marketing Research-Planning and Control.**

UNIT – IV: International Pricing and Promotion Decision

Export Pricing – Export objectives and pricing -Marginal Cost pricing in export market -Government influence on export pricing –transfer pricing - Steps in export pricing.

UNIT – V : International Distribution Strategy

International channel-channel alternatives-Importance of channel decision-channel selection decision-International retailing-**Role of logistics in international trade**-Factors influencing channel distribution.

Case studies will be given for analyzing and interpreting for each units/topic

Text Books and References

- ❖ International marketing Management - R.L. Varshney and B.Bhattacharya
- ❖ International Trade and Export Management - Francis Cherunilam
- ❖ International marketing - P.K. Jain.

Leadership Electives

ELECTIVES	COURSE NO.	COURSE TITLE
Elective I		Authentic Leadership Development & Decision Making
Elective II		Marketing Management
Elective III		Human Resource Management
Elective IV		Finance Management
Elective V		Leadership & Change Management

AUTHENTIC LEADERSHIP DEVELOPMENT & DECISION MAKING

OBJECTIVE

- To enable students become leaders of organizations and to get on paths of personal leadership development with other functions of management
- It makes them competent enough to be world class leaders and to become better decision makers.
- To recognize decision problems, represent the essential structure of the decision situation, and analyze problems with formal tools based on decision theory.

UNIT I : LEADERSHIP VALUES & PRINCIPLES

Integrated Leader – Leadership Purpose - Values, Principles and Ethical Boundaries – motivations and Motivated Capabilities – Building your support team - Crucibles of Discover your authentic leadership – Your leadership journey and life story – Why leaders lose their way – Empowering others to lead - Optimizing your leadership effectiveness

UNIT II : LEADERSHIP TEAMS & SUSTAINING CHANGE

Leadership Teams : Features of Successful business teams and groups – Team Development – Team Meetings – Team Performance – Strategic Change in Organization – Tools and Techniques to influence change teams – accessing process mapping, analysis and redesign.

UNIT III : DECISION

Introduction: **Decision** - Difficult decisions - Descriptive (behavioral, psychological), normative (rational, optimal), and prescriptive (pragmatic, “how to”) approaches to decision making; **Tools, Techniques, Values, Objectives, and Choices** - Anticipating and Forecasting: Using non-statistical methods to predict and prepare for the future

UNIT IV : DECISION ANALYSIS

Decision Analysis - Technical tools for analyzing decision problems - Framing the Decision - Representing the decision situation effectively - Intuition versus Analysis in Judgment - **Analytic Methods for Prediction**

UNIT V : AUTHENTIC LEADERSHIP & KNOWLEDGE MANAGEMENT

Authentic Leadership : Definitions, Dimensional Structure of Authentic Leadership - Group Decision Making - Effective Decision Making In Organizations, Arbitration.

Knowledge Management – Designing a Knowledge Management Approach – Emerging Knowledge Management Approach in Leadership – Building a Knowledge – sharing culture lead by example – Measuring the impact of Knowledge Management – Role of Leadership in Knowledge Management - **Talent Management**– Introduction, Meaning – Its importance in Leadership role and management functions.

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCE

1. George, B. with Sims, P. True North: Discover Your Authentic Leadership
2. George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
3. George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value
4. Champy, J. and Nohria, N. The Arc of Ambition: Defining the Leadership journey (Cambridge, MA: Perseus Books, 2000)
5. George, B. 7 Lessons for Leading in Crisis
6. George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide, 2013 edition.
7. Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development
8. Lee, H., & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information Systems*, 20(1), 179-228.

MARKETING MANAGEMENT

Objectives:

This unit aims to provide learners with understanding and skills relating to the fundamental concepts and principles that underpin the marketing process

UNIT I : SOCIAL MEDIA MARKETING

Social marketing - Factors influencing Social marketing - Challenges and opportunities – Social Marketing Process and Planning – Social Marketing Research – Social Marketing Mix – Social Issues and Ethical Principles in Marketing – Trends in Social Media Marketing – Social Media Tools – Digital Marketing.

UNIT II : CONSUMER BEHAVIOUR

Consumer Behavior – Marketing Concept – Customer Value – Customer Satisfaction – Customer Retention – Consumer Research Process – STP – Psychological Influences and Personality Behavior – Consumerism – Consumer Rights and Marketer’s Responsibilities – Consumer Learning – Attitude – Communication and Change Strategies – Sociological influences and Social Class influences on Consumer Behavior – Consumer Decision Making Process – Organizational Buyer Behavior

UNIT III : SERVICE MARKETING

Service Marketing : Introduction, Evolution, Characteristics, Implications, Gaps Model of Service Quality – Marketing of Services – Concept of Service and Characteristics of Services – Classification of Services – Customer Expectations and Perception of Services through Research – Relationship Marketing – Service recovery – Employees Roles in Service Delivery – Elements of Service Quality – SERVQUAL scale – Electronic Channel – Integrated Services Marketing Communication and Pricing for services.

UNIT IV : RETAIL & BRAND MANAGEMENT

Global Retailing – Challenges and Opportunities of Retail Industry in India – Retail trends – Retail formats – emerging trends – MNC’S role in retail industry – Retailing Decisions – Retail Supply Chain Management – Retail Shopper Behavior and Decision Process – Space Management – Inventory Management – e-retailing – Brand Management –Positioning, Values, Strategies, Performance, Equity Measurement and System

UNIT V : INTERNATIONAL STRATEGIC MARKETING

International Marketing – Domestic Marketing – World Trade and India’s Foreign Trade – Implications of International Strategic Marketing for Organizations - Role of Technology in International Marketing Communications – International Marketing Environment and its types – Strategic Marketing - International Market Selection – International Product Planning – Product Standardization – International Marketing Research – International Pricing – International Channel decisions – Logistics Management & Supply Chain Management – Recent trends in Marketing Strategies.

Case studies will be given for analyzing and interpreting for each units/topic

TEXT REFERENCES

- Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
KS Chandrasekhar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2010 23 .
Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011

HUMAN RESOURCE MANAGEMENT

Objectives: To provide a framework of knowledge relating to the concepts and practices of Human Resources Management in the Indian Context. Relate the roles of personnel to overall business goals and to incorporate the recent contributions regarding HRM Functions, Industrial Relations and International Human Resource Management

UNIT - I : RECRUITMENT, SELECTION, TRAINING & DEVELOPMENT

Recruitment - Internal Recruitment Process and Decisions - External Recruitment – **Selection & Testing** – Interviewing – Interview process – **Training need Analysis** – **Training Methods** – Organisational Development and Team Intervention

UNIT - II : EMPLOYEE RELATIONS & EMOTIONAL INTELLIGENCE

Employee Relations - Collective Bargaining - Industrial disputes – lay off – termination Retrenchment – closures – Trade Unions – Managing Foreign Nationals in Indian Organizations. **Emotional Intelligence:** Managing and Applying Emotions – Developing Emotional Intelligence in Organizations.

UNIT III : CONFLICT AND NEGOTIATION MANAGEMENT

Conflict Management: Types, models, levels, sources, Design, Conflict Management Design – Approach - Process – Domain – Trends – Managing Conflict – Conflict Resolution and Cost – Negotiations – Types, Process, Essential skills, Techniques, Strategies – Ethics in Negotiation – Managing Difficult Negotiations – Third party approaches – Third party interventions and methods – best practices in negotiation

UNIT IV : ORGANIZATIONAL THEORY, DESIGN & DEVELOPMENT

Organization & its Environment – Need for existence – Organizational Effectiveness – Approach and Technical Approach – HR implications – Organizational Design – Organizational Culture – Organizational Change – Organization Evolution and Sustainability

UNIT V : LABOUR LAW APPLICATIONS

Labour Legislations: Concept, Principles, Constitutional framework. Role of ILO in developing Labour legislations. Employment Exchange (Compulsory Notification of vacancies) Act 1959,

Introduction to various Acts : Contract Labour (Regulation and Abolition) Act 1970 - Apprentices Act 1961 - Payment of Wages Act 1936 - The Minimum Wages Act 1948 - Payment of Bonus Act 1965 - The Employees State Insurance Act 1948 - The Payment of Gratuity Act 1975 - The Trade Union Act 1926 - The Industrial Employment (Standing Order) Act 1946 - The Industrial Disputes Act 1947

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCE BOOKS

- ❖ M. Sharma "Personnel & HRM", Himalaya Publishing House 2005
- ❖ B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi
- ❖ Gary Dessler HRM, Prentice Hall Publication,

FINANCIAL MANAGEMENT

Objective:

This learning will enhance knowledge about Managing finance through learning about investment portfolio management, Strategic cost management, derivatives management. This will also bring in practical knowledge to the students in application, management and control of each of the above

UNIT - I : INVESTMENT AND PORTFOLIO MANAGEMENT

Investment - Speculation – Gambling – Factors affecting Investment – Return on Investment – Securities – Bond valuation – Mutual Funds – Fundamental Analysis – Trading in Stock Market – Stock Exchanges – SEBI – Individual Security – Tools and Theory for analysis – Principles of Portfolio Management – Arbitrage Pricing Theory

UNIT - II : INTERNATIONAL FINANCIAL MANAGEMENT

Foundations of IFM – Balance of Payments – FOREX Management – Foreign Direct Investments – Globalization – Taxes – International Financial System – Monetary System – Exchange Rates – INCO TERMS – Methods of payments and settlements – Letter of Credit - ECGC

UNIT – III : STRATEGIC COST MANAGEMENT

Cost Analysis and Management decisions – Cost behavior – Cost Volume Profit Analysis – Cost indifferent point – Strategic Cost Management Tools and Techniques – Activity based costing and Activity based management– Conventional Manufacturing Costing System – Target Costing – Life Cycle Costing – Total Business Unit Performance – Financial and Non-Financial Balanced score card and its perspectives – Role of BICP – Total Cost Management and Value Engineering

UNIT – IV : DERIVATIVES MANAGEMENT

Derivatives – Types, uses and advantages – Risks in Derivatives – Futures Contract – Options – SWAPS – Derivatives in India – Commodity Futures – Stock Exchange

UNIT – V : PROJECT MANAGEMENT AND CONTROL

Project Management – Identification and Formulation – DPR – Project Appraisal – Project Financing – Project Administration – PERT & CPM Methods

Case studies will be given for analyzing and interpreting for each units/topic

Reference Text Books:

- Anil kumar Dhagat , Financial management
- Prasana Chandra , Finanacial Management

LEADERSHIP & CHANGE MANAGEMENT

Objectives: This study will enhance in learning about leadership along with organizational Change management along with cross culture management and corporate governance

UNIT – I

Leadership & Organizational Change Management - Critical Review of Organizational Change Management - Leading Organizational Change - Systems Psychodynamics framework - Exploring Alternatives to Organizational Change Management

UNIT II

Leadership and Cross-Cultural Teams - Cross Cultural Communication & Negotiation, The Power of Story & Metaphor in the Management of Organizational Change- Rethinking Resistance to Organizational Change

Unit – III

Leadership and Culture - The Role of Regional, Industry, Corporate and Professional Cultures - Managing Knowledge across Borders, Cultural Sensitivity.

UNIT IV

Leadership and Corporate Governance– Corporate Governance Business Models - Encouraging and Practicing Business Ethics

Unit – V

Leadership and Corporate Culture:Cross- Border HRM and Employment Practices

Case studies will be given for analyzing and interpreting for each units/topic

REFERENCE BOOKS

1. Kavita Singh, Organization Change and Development, Excel Books, 2010.
2. Kondalkar V. G, Organization Effectiveness and Change Management, PHI Learning, 2009.