

**19BM6101 MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

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**Course Objective:** To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

**Course outcomes:** Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group Behavior e) Leadership and Motivation.

**UNIT – I:**

**Introduction to Management:** The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

**UNIT – II:**

**Planning and Decision Making: Planning and goal setting** – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment.

Decision making process, types of decisions, decision making styles, Vroom’s Participative decision-making model.

**UNIT – III:**

**Organizing and Controlling:** Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges.

**Controlling:** The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

**UNIT – IV:**

**Organizational Behavior: Individual and Group Behavior:** Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.

**UNIT – V:**

**Leadership and Motivation:** Leadership traits, Leadership styles, Leadership theories, Power and Politics.

**Motivation:** Approaches to Motivation, Maslow’s needs hierarchy theory, two factor theory of motivation, McGregor’s theory, ERG theory, McClelland’s needs theory, Valance Theory.

**TEXTBOOKS:**

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
3. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
4. Stephen P. Robbins, Timothy A.Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
5. Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.
6. L.M Prasad, Principles and Practices of Management, Revised Edition, Sultan Chand Publishings.

## 19BM6102 BUSINESS ECONOMICS

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**Course Objective:** To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

**Course Outcome:** Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices (e) Economic Policies.

**UNIT- I:**

**Introduction to Business Economics:** Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, Incremental concept, Time perspective, discounting principle, risk and uncertainty.

**UNIT- II:**

**Theory of Demand and Supply:** Demand Analysis - demand function, law of demand, determinants of demand, and types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

**UNIT- III:**

**Production and Cost Analysis:** Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

**UNIT- IV:**

**Market Structure and Pricing Practices:** Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing Practices- Price Discrimination-Pricing Strategies, Price Over Product Life Cycle, Break-even Analysis.

**UNIT- V:**

**Introduction to Business Environment:** Macro Economic Analysis (PESTEL MODEL); Industrial Policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Export - Import Policy, Foreign Direct Investment in India, Inflation, National Income.

**TEXTBOOKS:**

1. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
2. Chaturvedi, Business Economics, International Book House, 2012.
3. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
4. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
5. Justin Paul, Business Environment, Tata McGraw Hill, 2010.
6. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.
7. D.N. Dewivedi, Managerial Economics, Vikas, 2012.

## 19BM6103 FINANCIAL ACCOUNTING AND ANALYSIS

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**Course Objective:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning outcomes:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**UNIT- I:**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts– Accounting cycle.

**UNIT- II:**

**The Accounting Process:** Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

**UNIT- III:**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**UNIT- IV:**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

**UNIT- V:**

**Financial Analysis-II:** Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart – Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

**TEXTBOOKS:**

- 1) Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Financial Accounting, Vikas 2009.
- 2) Dhanesh K.Khatri "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2012.Paresh Shah: "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2012.
- 3) V. Rajasekaram "Financial Accounting & Analysis" Pearson Education, New Delhi, 2012.
- 4) Seema Srivastava, Financial Accounting, Jawaharlal, S.Chand, 2014.

## 19BM6104 STATISTICS FOR MANAGEMENT

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**Course Objective:** To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

**Course Outcomes:** Students will be able to understand a) Conceptual overview of Statistics b) To apply, analyze various simple & advanced statistical tools c) To interpret data through statistical tools.

**UNIT – I:**

**Introduction to Statistics** – Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean.

**UNIT – II:**

**Measures of Dispersion** - Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation. Skewness: Karl Pearson's co-efficient of Skewness, Bowley's co-efficient of Skewness, Kelleys co-efficient of Skewness, Kurtosis.

**UNIT – III:**

a) **Tabulation** of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Two dimensional and three dimensional diagrams and graphs

b) **Small Sample Tests**- t-Distribution-properties and applications, testing for one and two means, paired t-test.

c) **Large Sample Test**- Z-Distribution-properties and applications, testing for one and two means and proportions.

**UNIT – IV:**

a) **Analysis of Variance** -One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

b) **Correlation Analysis**-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

**UNIT – V:**

**Time Series Analysis**-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

**TEXTBOOKS:**

1. P.C. Tulsian, Bharat Jhunjhuwala, Business Statistics, S. Chand, 2016.
2. Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson, 2015.
3. Anderson, Sweeney, Williams, Camm, Cochran, Statistics for Business Economics, Cengage 12e, 2014.
4. J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
5. Beri, Business Statistics, 1e, Tata McGraw Hill, 2015.
6. Gupta S.C., Fundamentals of Statistics, 6e, Himalaya Publishing House, 2015.

## 19BM6105 BUSINESS LAW AND ETHICS

| L | T | P | C |
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**Course Objective:** To understand the Legal and Regulatory Framework for doing business in India.

**Course Outcome:** Students will be able to understand a) Business Laws related to incorporating a company b) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.

**UNIT – I:**

**Companies Act, 2013:** Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**UNIT – II:**

**Law of Contract:** Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Bailment, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

**UNIT – III:**

**Negotiable Instruments Act - 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

**UNIT – IV:**

**Business Ethics:** The Changing Environment: Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

**UNIT – V:**

**Cyber Crime:** The Legal Landscape - Need for cyber laws in the Indian context - The Indian IT Act-challenges to Indian Law and cyber crime scenario in India – issues and Challenges in Cyber Crime.

**TEXTBOOKS:**

1. Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning, 2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
4. Akhileshwar Pathak , Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
5. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

**19BM6106A OPEN ELECTIVE - I: RURAL MARKETING**

| L | T | P | C |
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**Course Objective:** To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

**Course Outcome:** Students will be able to understand: (a) Rural Marketing opportunities (b) Rural Economy and Environment c) Social and cultural aspects in rural India d) innovations in rural marketing.

**UNIT – I:**

**Introduction:** Meaning - Evolution – Nature and Characteristics of Rural Market – Understanding the Indian Rural Economy –Rural Marketing Models – Rural Marketing Vs. Urban Marketing – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.

**UNIT – II:**

**Rural Market Research:** Sources of Information- Factors influencing rural consumers during purchase of products – Rural consumer Life style –Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research – Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

**UNIT – III:**

**Rural Marketing Mix:** Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.

**UNIT – IV:**

**Rural Market Brand & Channel Management:** Brand Loyalty in Rural Market – Regional Brands Vs. National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

**UNIT – V:**

**Applications and Innovations:** Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market – Marketing Strategies – e-Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organized Rural Marketing – IT for Rural Development – e-Governance for Rural India.

**TEXTBOOKS:**

1. C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
2. Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
4. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
5. T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications, 2016.

## 19BM6106B OPEN ELECTIVE - II: TOTAL QUALITY MANAGEMENT

| L | T | P | C |
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**Course Objective:** To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

**Course outcomes:** Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

**UNIT - I:**

**Principles and Practices - I:** Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions-Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

**UNIT - II:**

**Principles and Practices - II:** Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

**UNIT - III:**

**Tools and Techniques - I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

**UNIT - IV:**

**Tools and Techniques - II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

**UNIT - V:**

**Management Tools:** Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

**TEXTBOOKS:**

- 1) Joel E Ross : Total Quality Management, 3e, CRC press, 2015
- 2) Dale H. Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015 Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- 3) Poornima M Charantimath Total Quality Management, Pearson Education, 2015 Kanishka Bedi: Quality Management, Oxford, 2015.
- 4) Dr. S. Kumar , Total Quality Management, University Science Press, 2015

**19BM6106C OPEN ELECTIVE – III: GOODS & SERVICES TAX**

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**Course Objective:** To give the students a general understanding of the GST law in the country and provide an insight into practical aspects of GST and equip them to become tax practitioners.

**Course outcomes:**

1. To understand various concepts of Goods & Service Tax.
2. To gain an insight on the recording and analyzing the transactions for compliance under GST especially in supply chain & distribution.
3. To get familiar with the technology and the flow of return filing under GST.
4. To Know “place of supply rules” and applicability of the same under GST.

**Unit I:**

Introduction Constitutional framework of Indirect Taxes before GST ,Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

**Unit II:**

Registration, Returns and Accounts and Assessment Registration - Persons Liable for Registration - Compulsory Registration - Deemed Registration- Procedure For Registration - GSTIN - Amendment of Registration - Cancellation of Registration - Revocation of cancellation - Furnishing Details of Supplies - Returns - Accounts and Records- Forms for above.

**Unit III:**

Introduction -Accounting of GST Transactions -Purchases from Composition Dealer -Purchases from Unregistered Dealers-Exports -Imports -Exempted Goods -SEZ Sales -Advance Receipts and payments - Mixed Supply and Composite Supply under GST -Mixed Supply of Goods -Composite Supply of Goods -GST Reports - Generating GSTR- Report in ERP -Input Tax Credit Set Off -GST Tax Payment -Time line for payment of GST tax -Modes of Payment - Challan Reconciliation -Exporting GSTR- return and uploading in GST portal.

**Unit IV:**

Levy and collection of GST Taxable event- “Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

**Unit V:**

Procedures Tax Invoice, Credit and Debit Notes, Returns, Audit in GST, Assessment- An overview of various types of assessment, Self-Assessment, Summary and Scrutiny. Special Provisions Taxability of E-Commerce, Anti-Profiteering, Avoidance of dual control, E-way bills, zero-rated supply, Offences and Penalties, Appeals

**TEXTBOOKS:**

- 1) Indirect Taxes - Vinod K Singania, Taxmann’s Publications, New Delhi
- 2) Indirect Taxes - H.C Mehrotra, Sahitya Bhavan Publications, New Delhi
- 3) Illustrated Guide to Goods and Service Tax- C A Rajat Mohan- Bharat Publications
- 4) All About GST- V S Datey- Taxmann Publications.
- 5) Beginner’s Guide to GST- Dr. Vandana Bangar and Dr Yogendra Bangar- Aadhya Prakashan Banagar
- 6) Bare Act CGST
- 7) Bare Act SGST
- 8) Bare Act IGST



**19BM6106D OPEN ELECTIVE – IV: HOSPITALITY AND TOURISM MANAGEMENT**

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**Course Objectives and outcomes:** The aim of the course is to provide elementary knowledge of tourism industry including transportation, hotel, destination and future scopes.

**UNIT – I**

Hospitality Management/Industry: Introduction of the Hospitality Industry. Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.

**UNIT – II**

Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio- Cultural, Economic & Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

**UNIT – III**

Hotel Management Overview of the Accommodation Industry, Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments.

Food & Beverages: Organization Chart of Housekeeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management.

**UNIT – IV**

Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

**UNIT-V**

Marketing for Hospitality and Tourism: Service Characteristics Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

**TEXTBOOKS:**

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew – Hospitality Operations. A System Approach (Cengage **Learning**, 1<sup>st</sup> ED.)
2. James A Bardi – Hotel Front Office Management (Wiley).
3. G. Raghubalan, Smritee Raghubalan – Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews – Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
5. Negi Jagmohan – Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie – Public House and Beverage Management (Butterworth).
7. Lee-Ross Darren – HRM in Tourism and Hospitality (Cengage Learning, 1<sup>st</sup> Ed.)
8. Kotler Philip, Bowen John and Makens James – Marketing for Hospitality and Tourism (Pearson Education, 3<sup>rd</sup> Ed.)

**19BM6107 BUSINESS COMMUNICATION SKILLS (LAB)**

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**Course Objective:** To enable students to possess the effective business communication skills and working in teams.

**Course Outcomes:** By the end of this course, students will be able to:

1. Identify the subtle nuances of Business Communication.
2. Analyze the elements of Business Reports and develop effective Business Report Writing skills.
3. Demonstrate Effective Individual and Team Presentation skills.
4. Develop Business Proposals, Reports, E-Mails and Summaries effectively.

**Unit I:**

**Introduction and Communication Basics:** Just-A-Minute Presentation Workshop – Feedback and Overcoming Gloss phobia – Process – Polite Speaking Strategies – Techniques of Group of Discussion – Basic facts about communication.

**Unit II**

**Oral Communication:** Oral Presentation Skills – Introduction – Presentations – The Role of Business Presentations - Using your voice: projection, intonation, emphasis and pacing - Structuring and signposting the presentation - Selecting and using the right visual aids – Query handling strategies.

**Unit III**

**Graded Team Presentation:** Reading, Listening, Questioning, Team Presentations: Benefits and Purposes, Planning and Preparation, Execution of Effective Team Presentation.

**Unit IV**

**Developing Business Writing Skills:** Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Business Letter Writing, Kinds of Business Letters, Business Memos - Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

**UNIT - V**

**Employment Communication:** Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview, Practicing Business etiquettes.

**TEXTBOOKS:**

- 1) Meenakshi Raman, Prakash Sing, Business Communication, Oxford University Press, 2/e, 2013
- 2) Business Communication, Basic Concepts and Skills, J.P. Parikh, Orient Black Swan
- 3) Lesikar, Basic Communication, TMH, 2013.
- 4) David Irwin, Effective Business Communications, Viva-Thorgood, 2013
- 5) Ober Newman, Communicating in Business, Cengage Learning, 2015.
- 6) P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- 7) Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
- 8) Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- 9) Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.

## 19BM6201 HUMAN RESOURCE MANAGEMENT

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**Course Objective:** The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.

**Course Outcome:** Students will be able to understand Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes. Administer and contribute to the design and evaluation of the performance management program. Develop, implement, and evaluate employee orientation, **training**, and development programs.

**UNIT - I:**

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System’s – Labor Legislation in India – Equal employment opportunity 1990-91 –present-Human Resource Information System. Hr score card developed by TVRLS India, Human resource information system.

**UNIT - II:**

**Recruitment and Selection:** Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation,

HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing and Selection – Basic types of Interviews – Errors in Interviews – Translating strategy into HR policies and practices

**UNIT - III:**

**Training and Development and Performance Management:  
Training and Development**

– Importance of Training and Development – Training process - Training need analysis & Designing the program-capacity building – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes. Building Roles and Teams – Mentoring and Performance and Coaching.

**Performance Management** - Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Management Employer life cycle career management, talent management-HPO –HR Measurement and Audit

**UNIT - IV:**

**Compensation and Employee welfare** – Compensation strategy structure and composition–Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act. Human Relation effects of Job Evaluation

**UNIT - V:**

**Employee Relations** :— Industrial Democracy –Salient features of Industrial Disputes Acts 1947 – Factories Act- Benefits and Services, Security, Responsibility,— Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies .

**TEXTBOOKS:**

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
3. V.S.P.RAO Human Resource Management Texts and Cases 3e.
4. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
5. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
6. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2015.
7. Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.

## 19BM6202 MARKETING MANAGEMENT

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**Course Objective:** To understand the basic marketing concepts and its applications in markets.

**Course Outcome:** Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to communicate the decisions towards business development with superior customer value.

**UNIT – I: Introduction To Marketing And Market Research:** Importance And Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Emerging Trends In Marketing, Market Research - Definition of MR, Marketing Research Process, Marketing Information Systems, Ethics In Marketing, International Marketing Research.

**UNIT – II: Analyzing Marketing Opportunities, Customer Value And Marketing Mix:** Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, Developing Products & Brands – Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service Innovation Development, The Process of Adoption, Branding.

**UNIT – III: Designing A Customer Driven Strategy:** Market Segmentation - STP Process - Segmentation Of Consumer Market, Business Market, Requirement For Effective Segmentation, Market Targeting – Evaluating Market Segmentation, Selecting Target Market Segmentation, Positioning – Positioning And Repositioning Positioning Maps, Product Positioning Strategies.

**UNIT – IV: Distribution Decisions, Promotion & Communication Strategies:** Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel For Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication-Communication Process, IMC, Factors Affecting The Promotion Mix.

**UNIT – V: Pricing Decisions & Personal Communication:** Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break Even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, WOM, Rural Marketing, BOP, Relationship Marketing, Digital Marketing, Social Media Marketing, Global Marketing, Green Marketing.

**TEXTBOOKS:**

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
3. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
4. Arun Kumar & N. Meenakshi, Marketing Management , Vikas, 2012
5. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
6. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

## 19BM6203 FINANCIAL MANAGEMENT

| L | T | P | C |
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**\*The students need Discounting Table and Annuity tables for the examination.**

**Course Objective:** To give an overview of the problems facing by a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcomes:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adopt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. It focuses on wealth maximization rather than profit maximization.

**UNIT- I**

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**UNIT – II**

**The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**UNIT- III**

**Capital Structure and Dividend Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies.

**UNIT- IV**

**Working Capital Management and Finance:** Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

**UNIT – V**

**Management of Current Assets:** Management of cash – Basic strategies for cash management, cash Planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring. Management of inventory-Inventory management process, Inventory control systems, analysis of Investment in inventory. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers, Financial evaluation of Mergers.

**TEXTBOOKS:**

- 1) I M Pandey, Financial Management, 11 e, Vikas Publications , 2015.
- 2) M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.
- 3) James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
- 4) Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- 5) Arindam Banerjee, Financial Management, Oxford Publications, 2016.
- 6) Rajesh Kothari, Financial Management A contemporary Approach, Sage publications, 2017.

## 19BM6204 BUSINESS RESEARCH METHODOLOGY

| L | T | P | C |
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**Course Objective:** To understand the basic research methodology and apply the tools for interpretation of quantitative and qualitative data.

**Course Outcome:** Students will be able to understand a) Basics of Research Methodology and Research Design b) Data Collection methods and the tools for analysis and interpretation c) Importance of presentation of data analysis and report writing including referencing style.

**UNIT- I:**

**Introduction** to Research - Types of Research, Research process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables-sources of error in measurement- Ethics in business research.

**UNIT- II:**

**Research design** - Research Problem- purpose of Research design, Types of Research Design-Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.

**UNIT- III:**

**Univariate and Bivariate techniques for data Analysis:** Tabulation and Diagrammatic representation of data, Cumulative frequency table, Descriptive statistics, Measures of Central Tendencies, Dispersion, Skewness and Kurtosis. Cross tables, scatter plot, Correlation, Bi-variate regression.

**UNIT – IV:**

**Multivariate techniques for data analysis:** Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

**UNIT- V:**

**Report writing and Presentation of Results:** Introduction, Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research, Ethics in business research.

**TEXTBOOKS:**

- 1) Jon C Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 2012.
- 2) Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
- 3) S. Sreejesh, Sanjay Mohapatra, Anusree, Business Research Methods: An Applied Orientation, Springer International Publishing, 2014.
- 4) Donald R Cooper, Pamela S. Schindler, Business Research Methods Tata McGraw Hill, 2013.
- 5) Deepak Chawla, Neena Sondhi, Research Methodology concepts and cases, Vikas Publications, 2e 2016.



## 19BM6205 QUANTITATIVE ANALYSIS AND BUSINESS DECISIONS

| L | T | P | C |
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**Course Objective:** To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Course Outcome:** Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

### UNIT - I:

**Introduction to Operations Research :** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

### UNIT - II:

**Linear Programming Method:** Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

**Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution.

### UNIT - III:

**Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

### UNIT- IV:

**Decision Theory:** Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

### UNIT - V:

**Queuing Theory:** Queuing Structure and basic component of a Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

### TEXTBOOKS:

- 1) S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
- 2) R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
- 3) J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
- 4) Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- 5) Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- 6) Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand, 2012.

## 19BM6206 ENTREPRENEURSHIP

| L | T | P | C |
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**Course Objective:** To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

**Course Outcomes:** Students will be able to understand a) mindset of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.

**UNIT - I: Understanding Entrepreneurial Mindset-** The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

**UNIT - II:** The individual entrepreneurial mind-set and Personality- The entrepreneurial journey-Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies.

Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**UNIT - III: Launching Entrepreneurial Ventures** - opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

**UNIT - IV: Legal challenges of Entrepreneurship** - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls.

Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

**UNIT - V: Strategic perspectives in entrepreneurship** - Strategic planning - Strategic actions-strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures.

Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

### TEXTBOOKS:

- 1) D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- 2) Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- 3) S.S.Khanka, Entrepreneurship Development, S. Chand Publications, 2015.
- 4) Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- 5) Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
- 6) Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013

## 19BM6207A OPEN ELECTIVE I MANAGEMENT INFORMATION SYSTEM

| L | T | P | C |
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**Course Objective:** To understand the importance of information systems in organization for decision making.

**Course Outcome:** Students will be able to understand

- 5) Concepts & applications of Management Information Systems.
- 6) Information Systems Planning & Implementations.
- 7) Cybercrime and information security.

**UNIT - I:**

**Introduction :** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

**UNIT - II:**

**Business Applications of Information Systems:** E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

**UNIT- III:**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

**UNIT - IV:**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

**UNIT - V:**

**Introduction to Cyber Crime:** Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cybercrime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cybercrimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

**TEXTBOOKS:**

- 1) Management Information Systems, Laudon & Laudon, Pearson, 2015.
- 2) Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- 3) Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- 4) Management Information Systems, Kelkar, Prentice Hall India, 2012.
- 5) Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.

## 19BM6207B OPEN ELECTIVE II SUPPLY CHAIN MANAGEMENT

| L | T | P | C |
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| 3 | 0 | 0 | 3 |

**Course Objective:** To understand the importance of Supply chain management in present Business context.

**Course Outcome:** Students will be able to understand a) growing importance of Supply Chain Management b) SCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

**UNIT – I:**

**Logistics and Competitive strategy:** Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services

**UNIT – II:**

**Measuring logistics costs and Performance:** The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

**UNIT – III:**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution channel relationships –logistics service alliances.

**UNIT – IV:**

**Sourcing, Transporting and Pricing Products:** Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management.

**UNIT – V:**

**Managing global Logistics and global Supply Chains:** Logistics in a global economy – views of global logistics-global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances – Issues and Challenges in Global supply chain Management

**TEXTBOOKS:**

- 1) Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- 2) Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
- 3) Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
- 4) Rahul V Altekari: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- 5) Deepak P, Miiind M. Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
- 6) Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

## 19BM6207C OPEN ELECTIVE III INTERNATIONAL BUSINESS

| L | T | P | C |
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**Course Objective:** To understand the International Business theories and methods, Economic Environment, Strategic, and Operational issues of International Business.

**Course Outcome:** Students will be able to understand a) Importance of International Business b) International Trade theories c) International Economic environment d) Strategic and operational issues of IB.

**UNIT - I: Introduction to International Business-** Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation(MNCs) - International Business Environment- Cultural, Political and Technological Environment.

**UNIT - II: International Trade Theories:** Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

**UNIT - III: International Business and Economic Integration:** Levels of Economic Integration-Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA) - The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

**UNIT - IV: Strategy and Structure of International Business:** Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design-Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

**UNIT - V: International Business Operations:** Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

**TEXTBOOKS:**

1. Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
2. K Ashwatappa, International Business, 3e, Tata McGraw Hill, 2008.
3. Sanjay Misra, P. K. Yadav, International Business, PHI, 2009.
4. A Ehud Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice, Sage publications ,2017
5. Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009
6. Subba Rao, International Business, Himalaya Publications, 2007

## 19BM6207D OPEN ELECTIVE IV PROJECT MANAGEMENT

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**Course Objective:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

**Course Outcome:** Students will be able to understand a) Importance of Project Management  
10) Project Planning, Execution and implementation c) Significance of teams in projects d) Project evaluation techniques.

**UNIT - I:**

**Introduction:** Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

**UNIT - II:**

**Project Planning and Appraisal:** Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

**UNIT - III:**

**Project Finance :** Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

**UNIT - IV:**

**Project Planning and Control:** Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

**UNIT - V:**

**Organizational Behavior and Project Management:** Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

**TEXTBOOKS:**

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.
3. K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
4. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
5. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

**19BM6208 SUMMER INTERNSHIP**

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**Course Aim:** Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcome**

After summer learning internship students should be able to:

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

**Approach to decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

**Report:** A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

Students should pursue Summer Internship in the Second Semester. The field work to be completed during summer break. Hardcopy of Summer Internship report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department and Power point (PPT) presentation for evaluation along with II Year I Semester Mid II Examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

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### 19BM7101 CORPORATE GOVERNANCE AND INDIAN ETHOS

#### Course Objectives:

The course enables the students

- 1) To understand the need for Corporate Governance to ensure sustained business stability.
- 2) To understand and grasp the important issues related to India Ethos.

#### Course Outcomes:

At the end of this course, students will be able to

1. Understand Indian ethos.
2. Understand the growing importance of Corporate Governance in Indian and Global Context.
3. Understand responsible business living in harmony with society.

#### UNIT- I

**Corporate Governance:** Introduction to Corporate Governance - Major Corporate Governance Failures - Need for Corporate Governance - Corporate Governance in India - Theories of Corporate Governance; The board of Directors, Structure of the Board, role of the board, Role, Duties and Responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage.

#### UNIT – II

**Introduction to Indian Ethos:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran; **Understanding Values in Business:** Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

#### UNIT - III

**Contemporary Approaches to Indian Ethos:** Contemporary Approaches to Leadership - Joint Hindu Family Business—Leadership Qualities of Karta, Indian Systems of Learning - Gurukul System of Learning, Advantages-Disadvantages of Karma, Importance of Karma to Managers - Nishkama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

#### Unit - IV

**Understanding the Ethical Needs:** Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD).

#### Unit - V

**Ethical Culture in Organization:** Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.



**TEXTBOOKS:**

- 1) Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- 2) Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
- 3) N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
- 4) Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
- 5) Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
- 6) Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
- 7) Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
- 8) Narayana G., "The Responsible Leader: A Journey through Gita", Ahmedabad, AMA 2000.
- 9) Velasquez, Business Ethics, Concepts & Cases, 6th edition, PHI, 2009.

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### 19BM7102 DATA ANALYTICS

**Course Objective:** To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

**Course Outcome:** Students will be able to understand a) Importance of Analytics b) Understanding the analytical tools c) Application of Analytical tools to solve business problems.

#### UNIT - I:

**Introduction to Data Analytics:** Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

#### UNIT - II:

**Descriptive Statistical Measures** – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

#### UNIT - III:

**Predictive Analytics:** Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

#### UNIT - IV:

**Data Mining :** Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

#### UNIT - V:

**Simulation:** Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

#### TEXTBOOKS:

- James Evans, Business Analytics, 2e, Pearson, 2017.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
- Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
- Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

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### 19BM7103 PRODUCTION AND OPERATIONS MANAGEMENT

**Course Objective:** The course is designed to give students an opportunity to experience operations management in situations that will mirror real life operational challenges. Students will take a product or service idea and develop it from facility location planning for the product delivery to addressing the challenges faced in everyday operations management. Students will also learn to utilize quantitative operations management tools in order to build OM skills.

**Course Outcomes:** Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management's) Appreciate business problems involving operations function, operations economics and costs') Solve decision - making problems in strategic situations through use of operations principles.

**UNIT - I: Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

**UNIT - II: Product Design and Analysis:** New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, and Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, and Enhanced Capacity using Optimization. Value Analysis/Value Engineering –Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

**UNIT- III: Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout** - Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages, and limitations of Group Technology Layout, Layout Design Procedures.

**UNIT - IV: Scheduling & Quality Improvement:** Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality control concepts Basic concepts of quality, dimensions of quality, N, ISO 9000-2000 clauses & coverage, Six Sigma.

**UNIT - V: Stores Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control– Inventory Control Systems –JIT, VMI.  
c)Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**TEXTBOOKS:**

- 1) Panneerselvam, Production and Operations Management, PHI, 2012.
- 2) K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
- 3) Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- 4) K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011
- 5) Ajay K. Garg, Production and Operations Management, TMH, 2012
- 6) B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- 7) Danny Samson "Operations Management: Integrated Approach" Cambridge, 2012.

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## ELECTIVE SUBJECTS FOR MARKETING

### 19BM7114M1 CONSUMER BEHAVIOUR

**(Students must read text book. Faculty are free to choose any relevant cases)**

**Course Objective:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**Course outcome:** After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

#### Unit-I

**Understanding Consumer Behaviour:** Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process; Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

#### Unit-II

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

#### Unit-III

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

#### Unit-IV

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

#### Unit-V

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

#### TEXTBOOKS:

- 1) David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
- 2) S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- 3) Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013. Ramneek Kapoor, N. Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- 4) Michael R. Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- 5) Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
- 6) Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
- 7) Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
- 8) Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- 9) Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013.
- 10) S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.

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## ELECTIVE SUBJECTS FOR MARKETING

### 19BM7125M2 SERVICES AND RETAIL MARKETING

**(Students must read text book. Faculty are free to choose any relevant cases)**

#### Course Objectives:

- 1) To familiarize students with the Theoretical Foundation and Practical application of Marketing of services.
- 2) To facilitate the students about the concepts of Services Marketing through cases.
- 3) To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Course Outcomes:** At the end of the course students will be able to

- 1) Explain the concepts and characteristics of Services Marketing.
- 2) Appraise the process of Designing Services Marketing Mix.
- 3) Evaluate the Marketing Mix Strategies for Services.
- 4) The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends.
- 5) The students will be able to understand Store Management Techniques, shopping environment, retail formats, functions, retail operation and promotion.

#### Unit I

Service Characteristics: Definition, Services, Importance, Characteristics, Classification of Services, Services in the Modern Economy, Consumers and Markets, Service Quality, Gaps Model of Service Quality, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

#### Unit II

Services Marketing Mix I: Services Marketing Mix, Listening to the Customer, Designing the Service, Selecting the Appropriate Customer Portfolio, Positioning a Service, Planning and Branding Service Products, Service Pricing, Service Pricing Strategies.

#### Unit III

Service Marketing Mix II: Introduction, Service Delivery Process, Service encounters, Employee Role in Service Delivery, Communicating the Service, Marketing Communication Mix, Service Leadership, Meeting Customer Defined Service Standards, Building and Maintaining effective Service Leadership Culture.

#### Unit IV

Retailing Management: Introduction, Functions of Retailing, Types of Retailing, Retailing Strategy, Target Market & Retail Format, Growth Strategies, Strategic Retail Planning Process, Factors to be considered for Retail Planning, Retail Organization Structures, Retail Pricing Strategies, Pricing Adjustments, Promoting the Merchandise. SCM-introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain.

#### Unit V

Store Management: Objectives of Good Store Design, Store Design and Store Layout, Space Planning, Merchandise Presentation Techniques and Atmospherics: merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, Location Strategies: Shopping Center, Freestanding Sites, Location and Retail Strategies, E-tailing.

**TEXTBOOKS:**

- 1) Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
- 2) John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, Fourth Edition, 2012.
- 3) R. Srinivasan, Services Marketing the Indian context, 3rd edition, PHI, 2012.
- 4) Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2013.
- 5) Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
- 6) Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
- 7) Suja Nair, Retail Management, Himalaya Publication House, 2012.
- 8) Swapna Pradhan, Retail Management-Text & Cases, TMH, 2013.

**ELECTIVE SUBJECTS FOR MARKETING****19BM7136M3 PRODUCT AND BRAND MANAGEMENT**

**Course Objective:** The focus of this course is on decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers' needs and wants. The course aims to synchronize product and brand management processes.

**Course Outcome: At the end of the course students should be able to**

- 1) Understand the product and product management related concepts
- 2) Understand the product offering decisions and new product development strategies
- 3) Familiarise with branding concepts
- 4) Conduct business analysis for new products and brands

**Unit I**

**Basics of Product Management:** Product, Product Development, New Product, Product Upgrade, Product Management – Meaning, Scope of Product Management, Process of Product Management, Aspects of Product Management – Product Planning, Product Marketing, Product Manager's Role in Organization.

**UNIT II**

**Product Management I:** Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product Characteristics and Classification, Product and Service Differentiation, Product Life Cycle, Marketing Strategies in PLC, Product-Mix Decisions, Product-Line Strategies, Product-Mix Pricing, Packaging and Labelling Decisions, New Product Development

**Unit III**

**Product Management II:** Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**UNIT IV**

**Brand Management:** Basics Understanding of Brands - Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands, Brand Strategies: Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing, Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT V**

**Brand Communications:** Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand Ambassadors, Celebrities – On line Brand Promotions, Brand Extension: Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching, Measuring Brand Performance – Brand Equity Management.



**TEXTBOOKS:**

- 1) Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice Halls 2009
- 2) U. C. Mathur, Product and Brand Management, Excel Books. 2012
- 3) Product Policy and Brand Management Text and Cases, by A. K. Chitale , Ravi Gupta, 3rd Edition
- 4) Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
- 5) Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012
- 6) Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
- 7) Paul Tmepoal, Branding in Asia, John Willy, 2000.
- 8) Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.

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## ELECTIVE SUBJECTS FOR HUMAN RESOURCES

### 19BM7114H1 LEARNING AND DEVELOPMENT

**Course Objective:** To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

**Course Outcome:** Students will be able to understand a) the importance of learning performance b) Training and Development c) Training Need Analysis d) Training Methods

#### UNIT - I:

**Introduction to Learning:** Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

#### UNIT – II:

**Training Strategy and Designing Training:** The evolution of Training’s Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

#### UNIT- III:

**Training methods** - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

#### UNIT – IV:

**Development:** Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company’s strategies for providing development, e-learning and employee development. Electronic MDPs.

#### UNIT - V:

**Contemporary issues in Training and Development:** Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

#### TEXTBOOKS:

- 1) Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 2012.
- 2) Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
- 3) P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- 4) Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014
- 5) G. Pandu Naik, Training and Development, Excel Books, 2011.
- 6) Steve W. J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

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## ELECTIVE SUBJECTS FOR HUMAN RESOURCES

### 19BM7125H2 PERFORMANCE MANAGEMENT SYSTEMS

**Course Objective:** To understand about performance management and reward system and communicating to enhance employee performance.

**Course Outcome:** Students will be able to understand a) Significance of Performance Management  
11) Communication of Performance Management c) Performance Management and Development of Employees d) Reward System, e) other performance related concepts.

#### UNIT - I:

**Performance Management:** Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

#### UNIT - II:

**Communication of Performance Expectations:** Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators–managing Metrics- Ownership and Responsibility.

#### UNIT - III:

**Performance Management and Employee Development:** Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

#### UNIT - IV:

**Reward Systems and Legal Issues:** Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation-Broad Banding- Legal Principles affecting Performance Management.

#### UNIT - V:

**Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

#### TEXTBOOKS:

- a. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
- b. Herman Aguinis, Performance management, 3e, Pearson, 2014.
- c. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
- d. Prem Chadha, Performance Management, Macmillan, 2012.
- e. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
- f. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

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## ELECTIVE SUBJECTS FOR HUMAN RESOURCES

### 19BM7136H3 MANAGEMENT OF INDUSTRIAL RELATIONS

**Course Objective:** The aim of the course is to understand the concept of Employee Relations and its importance in handling Grievances in the Organization.

**Course Outcomes:** At the end of the course students will be able to

4. Explain the concept and contributors to Employee Relations
5. Explain the recent trends and Industrial Relations and Collective Bargaining
6. Analyze different Mechanism to handle Grievances and Code of Discipline in the Organization
7. Apply different Industrial Acts related to Industrial Relation Management
8. Analyze the role of different Labor Organization and their role in Industrial Relations

#### UNIT - I:

**Industrial Relations :** Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act , 1926 and Legal framework-Union recognition- Union Problems- Non-Union firms – Management of Trade Unions in India.

#### UNIT – II:

**Collective Bargaining:** Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.

#### UNIT - III:

**Tripartism and Social Dialogue:** Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

#### UNIT - IV:

**Labour Legislation-I** –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

#### UNIT - V:

**Labour Legislation II:** Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.

#### TEXTBOOKS:

1. C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
2. Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
3. ArunMonappa: Industrial Relations, TMH, 2009
4. Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
5. B D Singh: Industrial Relations &Labour Laws, Excel, 2009.
6. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
7. P.K.Padhi: Labour and Industrial Laws, PHI, 2009.

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## ELECTIVE SUBJECTS FOR FINANCE

### 19BM7114F1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Course Objective:** To understand the investment process, investment alternatives, Valuation of debt and equity.

**Course Outcome:** Students will be able to understand a) Indian Investment Environment b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash market and derivatives e) Performance evaluation of Portfolios.

#### UNIT - I:

**Introduction to Investment** - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, Securities Trading, and Settlement – Types of Orders - Margin Trading.

#### UNIT - II:

**Portfolio Analysis:** Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

#### UNIT - III:

**Bond Valuation:** Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

#### UNIT - IV:

**Equity Valuation:** a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.  
b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

#### UNIT - V:

a) **Derivatives:** Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.  
b) **Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

#### TEXTBOOKS:

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson,
4. Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
5. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
6. Prasanna Chandra: Investment analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2013.

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## ELECTIVE SUBJECTS FOR FINANCE

### 19BM7125F2 FINANCIAL INSTITUTIONS AND MARKETS AND SERVICES

#### COURSE OBJECTIVES:

- To provide the student an overview of financial markets and services in India and to familiarize them with important fee and fund based financial services in India.
- To make learner understand modern financial markets. Central the measure the structure of financial markets, their pricing function, the interaction between financial markets and macro-economic conditions, and the process of innovation and regulation in these market
- To familiarize student for the study in market efficiency and the interaction between government policies and financial market. The course will consider the stress on financial instruments, markets in which they are traded, and attendant structures.

#### LEARNING OUTCOMES:

Upon completion of the course students should be able to:

1. Understand what a financial system is and does, and the distinct functions of each component.
2. Understand some important financial instruments and the economic principles underlying their use.
3. Able to understand credit rating mechanism and working of mutual funds.

#### UNIT – I:

**Introduction:** The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System.

**Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.

#### UNIT - II:

**Banking and Non-Banking Institutions:** Commercial banks – Growth and structure of commercial Banks-competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co-operative banks-Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.

**Non-banking financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

#### UNIT - III:

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits-Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.

#### UNIT - IV:

**Asset /Fund Based Financial Services** – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

#### UNIT - V:

**Fee-based / Advisory services:** Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations, CIBIL.

**TEXTBOOKS:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK International Publications House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, New Delhi
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
7. Meir Khan – Financial Institutions and Markets, Oxford Press.
8. Madura, Financial Markets & Institutions, Cengage, New Delhi

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## ELECTIVE SUBJECTS FOR FINANCE

### 19BM7136F3 STRATEGIC MANAGEMENT ACCOUNTING

**Course Objective:** To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students' analytical and critical abilities

**Learning Outcome:** To distinguish between Management accounting and Cost Accounting. To understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

#### UNIT - I

**Introduction to Management Accounting, Cost analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs.

Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.

#### UNIT - II:

**Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

#### UNIT - III:

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

#### UNIT - IV:

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

#### UNIT - V:

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

**Standard Costing:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.



**TEXTBOOKS:**

1. S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.
2. Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012 MN Arora: Cost Accounting, Vikas, 2012.
3. Collin Drury: *Management and Cost Accounting*, Cengage, 2012
4. Ravi.M.Kishore: *Management and Cost Accounting*, Taxmann publications, 2012.
5. M.E. Thukaram Rao, *Management and Cost Accounting, New Age International Publishers*".

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## ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

### 19BM7114E1 STARTUP MANAGEMENT

**Course Objective:** To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

**Course Outcomes:** Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

#### UNIT - I:

**Startup opportunities:** The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

#### UNIT - II:

**Startup Capital Requirements and Legal Environment:** Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

#### UNIT - III:

**Starting up Financial Issues:** Feasibility Analysis - The cost and process of raising capital - Unique funding issues of high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

#### UNIT - IV:

**Startup Survival and Growth:** Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures  
- Preparing for change - Leadership succession. Support for growth and sustainability of the venture.

#### UNIT - V:

**Planning for Harvest and Exit:** Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

#### TEXTBOOKS:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

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## ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

### 19BM7125E2 MSME MANAGEMENT

**Course Objective:** To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

**Course Outcomes:** Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

#### UNIT - I:

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

#### UNIT - II:

**Setting of SMEs':** Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

#### UNIT - III:

**Institutions supporting MSMEs:** –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

#### UNIT - IV:

**Management of MSME:** Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

#### UNIT - V:

**Role of Government in promoting Entrepreneurship:** MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

#### TEXTBOOKS:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.

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## ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

### 19BM7136E3 FAMILY BUSINESS MANAGEMENT

**Course Objective:** To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

**Course Outcomes:** Students will be able to understand a) Perspectives in Family Business b) Ownership Challenge and Family Governance c) Successor Development strategies d) Strategic Planning and Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

**UNIT - I: Introduction to Family Business:** Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

**UNIT - II: Ownership Challenges and Family Governance:** Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

**UNIT - III: Successor Development:** Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

**UNIT - IV: Strategic Planning and Transgenerational Entrepreneurship:** Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

**UNIT - V: The Future of Family Business:** New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

#### TEXTBOOKS:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

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### 19BM7201 STRATEGIC MANAGEMENT

**Course Objective:** To provide a strategic orientation in conduct of the business.

**Course Outcome:** Students will be able to understand a) Strategic management concepts b) Tools and Techniques for Strategic analysis c) Strategies for competing in globalised markets d) Strategy Evaluation and Control.

**UNIT – I: Introduction** - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

**UNIT – II: Tools and Techniques for Strategic Analysis** - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

**UNIT – III: Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

**UNIT – IV: Turnaround and Diversification Strategies:** Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

**UNIT – V: Strategy Evaluation and control** – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

#### TEXTBOOKS:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
4. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
5. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
6. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

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### ELECTIVE SUBJECTS FOR MARKETING

#### 19BM7242M4 INTERNATIONAL MARKETING

(Students must read text book. Faculty are free to choose any relevant cases)

**Course Objective:** To understand the Global Markets, formulation of Global Marketing Strategies and its Implementation.

**Course Outcome:** Students will be to get deeper insight into a) the Global Marketing Management, 5) Environment of global markets, c) Assessing Global Market Opportunities, d) Developing and Implementing Global Marketing Strategies.

#### UNIT – I:

**Introduction to International Marketing:** Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.

#### UNIT – II:

**Global Environmental Drivers:** WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

#### UNIT – III:

**Global Customers:** Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

#### UNIT – IV:

**Global Marketing:** Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

#### UNIT – V:

**Implementing Global marketing strategies:** Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

#### TEXTBOOKS:

1. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
2. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012
3. Philip R. Cateora John L Graham Prashant Salwan, International Marketing -13<sup>th</sup> edition, TMH-2011
4. Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson-2010
5. Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas -2011
6. P.K.Vasudeva, international Marketing-4<sup>th</sup> edition-Excel Books-2012
7. Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford-2011

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### ELECTIVE SUBJECTS FOR MARKETING

#### 19BM7253M5 DIGITAL MARKETING

**Course Objective:** The objective of this course is to understand the importance of digital marketing and its applications.

**Course Outcome:** Students will be understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d) Search engine marketing e) Online Advertising

**UNIT - I: Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**UNIT - II: Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

**UNIT - II: Marketing in the Digital Era:** Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT - III: Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**UNIT - IV: Search Engine Marketing and Online Advertising:** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT - V: Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention, Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

#### TEXTBOOKS:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

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### ELECTIVE SUBJECTS FOR MARKETING

#### 19BM7264M6 ADVERTISING AND SALES MANAGEMENT

**Course Objective:** To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

**Course outcome:** Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

#### UNIT – I:

**Advertising:** Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

#### UNIT – II:

**Advertising Media:** Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

#### UNIT – III:

**Sales Management:** Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

#### UNIT – IV:

**Sales Promotion:** Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

#### UNIT– V:

**Sales Distribution:** Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict

7. reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

#### TEXTBOOKS:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
5. K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
6. S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012



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### ELECTIVE SUBJECTS FOR FINANCE 19BM7242F4

#### INTERNATIONAL FINANCIAL MANAGEMENT

**Course Objective:** To give an understanding about MNC Financial Management, Balance of Payments and Forex markets.

**Course Outcome:** Students will be able to understand a) International Financial Management b) Balance of Payments c) Foreign Exchange Markets d) Asset and liability Management.

#### UNIT - I:

**Introduction:** An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

#### UNIT - II:

**International Flow of Funds:** Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

**International Monetary System:** Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

#### UNIT - III:

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

#### UNIT - IV:

**6. Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

**7. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory**

#### UNIT - V:

**Asset-liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management, International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

#### TEXTBOOKS:

1. Jeff Madura, International Corporate Management, Cengage, 2012.
2. Alan C. Shapiro, Multinational Financial Management, John Wiley, 2012
3. S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
4. Sharan. V, International Financial Management 5e, PHI, 2012
5. P. G. Apte, International Financial Management, TMH 2012.
6. Madhu Vij: International Financial Management, Excel, 2012.

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### ELECTIVE SUBJECTS FOR FINANCE

#### 19BM7253F5 STRATEGIC INVESTMENT AND FINANCING DECISIONS

**Course Objective:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

**Course Outcome:** Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

#### UNIT - I:

**Investment decisions under conditions of Risk and uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

#### UNIT - II:

**Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

#### UNIT - III:

**Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

#### UNIT - IV:

**Strategic Analysis of selected investment decisions:** Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

#### UNIT - V:

**Financing Decisions:** Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

#### TEXTBOOKS:

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
  - I. M. Pandey: Financial Management, Vikas 2012.
4. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
5. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

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### ELECTIVE SUBJECTS FOR FINANCE

#### 19BM7264F6 RISK MANAGEMENT

**Course Objective:** To understand the concepts of Risk Management, measurements and risk management strategies using derivatives.

**Course Outcome:** Students will be able to understand a) Concepts of Risk Management b) Risk Management Measurement c) Risk Management using forward and Futures d) Risk Management using Options and Swaps.

#### UNIT - I:

**Introduction to Risk Management:** Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process - risk models- Risk identification and measurement.

#### UNIT - II:

**Risk Management and Measurement:** Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).

#### UNIT - III:

**Risk Management Techniques - Forward and Future Contracts:** Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, the role of expected future spot price, Impact of Financial market imperfections.

#### UNIT – IV:

**Risk Management Techniques - Options:** Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing, Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Mertin Model.

#### UNIT - V:

**Risk Management Techniques – SWAPS:** SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing - Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swaptions.

#### TEXTBOOKS:

1. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
2. R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.
3. George E Rejda, Principles of Risk Management and Insurance, Pearson, 2005.
4. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.
5. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
6. Hull, Risk Management and Financial Institutions, Wiley, 2015.

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## ELECTIVE SUBJECTS FOR HUMAN RESOURCES

### 19BM7242H4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Course Objective:** To understand the growing significance of international Human Relations management in the context of Global workforce.

**Course Outcomes:** Students will be to understand a) Cultural aspects of IHRM b) Role of IHRM in Successful MNC c) Global human Resource Planning d) Training and development of Global employees e) Performance Management of Global employees.

#### UNIT - I:

**Introduction and Overview-** Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human resource Management- Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- Changes and challenges in the Global Labor Market- Globalization- Technological Advancement- change in labour force Demographics and Migration- Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

#### UNIT- II:

**The key role on International HRM in Successful MNC Strategy-**Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

#### UNIT- III:

**Global Human Resource Planning** – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term- Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

#### UNIT - IV:

**Global Workforce Training and Development** : Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development-Training imperative for the global workforce- Managing International Assignments- Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

#### UNIT - V:

**Global workforce performance Management:** Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – Global Employee Relations- current ER issues-Influence of MNC's and Union on Global ER.

**TEXTBOOKS:**

1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
2. Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007.
3. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
4. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007.
5. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
6. K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008.
7. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.

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## ELECTIVE SUBJECTS FOR HUMAN RESOURCES

### 19BM7253H5 TALENT AND KNOWLEDGE MANAGEMENT

**Course Objective:** To understand the importance of nurturing talent and managing knowledge in the organization.

**Course Outcomes:** Students will be able to understand a) Talent Management Process b) Succession and career planning approaches c) Knowledge management aspects d) Knowledge management assessment and solutions

#### UNIT – I:

**Talent Management:** Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

#### UNIT – II:

**Succession and Career Planning:** Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

#### UNIT – III:

**Knowledge Management:** Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

#### UNIT – IV:

**Nature of Knowledge:** Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

#### UNIT – V:

**Knowledge Management Solutions:** Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

#### TEXTBOOKS:

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
3. Sudhir Warier, Knowledge Management, Vikas, 2004.
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
5. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
6. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

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**ELECTIVE SUBJECTS FOR HUMAN RESOURCES**

**19BM7264H6 LEADERSHIP AND CHANGE MANAGEMENT**

**Course Objective:** To understand leadership traits, styles and theories to manage change in the organization.

**Course Outcomes:** Students will be able to understand a) Leadership, Role and function of a Leader b) Leadership theories and styles c) Organizational change concepts d) Perspectives of change e) Strategies for Managing change.

**UNIT - I:**

**Introduction to Leadership** – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

**UNIT - II:**

**Leadership Theories and styles :** Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

**UNIT - III:**

**Organizational Change** – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

**UNIT - IV:**

**Organizations for Change:** Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

**UNIT - V:**

**Strategies for Managing Change:** Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action – research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

**TEXTBOOKS:**

1. Gary Yulk, Leadership in organizations, Pearson, 2012.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
3. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
5. Mark Hughes, Managing Change, Universities Press, 2011.
6. Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012.

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### ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

#### 19BM7242E4 ENTREPRENEURIAL FINANCE

**Course Objective:** To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

**Course Outcomes:** Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

**UNIT - I: Finance for Entrepreneurs:** Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

**UNIT- II: Organizing and Operating the Venture:** Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

**UNIT - III: Financial Planning:** Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

**UNIT - IV: Venture Valuation:** Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

**UNIT - V: Financing for the Growing Venture:** Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

#### TEXTBOOKS:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.



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### ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

#### 19BM7253E5 ENTREPRENEURIAL MARKETING

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

**Course Outcomes:** Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

#### UNIT – I:

**Introduction to Entrepreneurial Marketing** – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

#### UNIT – II:

**Enterprise Growth:** Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

#### UNIT – III:

**Growth Strategies and Models:** Growth Strategies – concept and forms, Internal, External, and Co-operative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

#### UNIT– IV:

**Entrepreneurial Market Development Strategies:** Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

#### UNIT – V:

**Entrepreneurial Marketing Tools:** Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

#### TEXTBOOKS:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.

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### ELECTIVE SUBJECTS FOR ENTREPRENEURSHIP

#### 19BM7264E6 CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

**Course Objective:** To understand the creativity and innovations management aspects in an enterprise.

**Course Outcome:** Students will be able to understand a) basics of Creativity b) Creative Problem solving c) Creative Intelligence d) Perspectives of Innovation

#### UNIT - I:

**The Creativity Phenomenon:** Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation-Improving the quality of our creativity.

#### UNIT - II:

**Mastering Creative Problem Solving:** Structuring of ill- defined problems- Creative Problem solving-Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

#### UNIT - III:

**Creative Intelligence:** Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity-Designing Creativogenic Environment.

#### UNIT - IV:

**Innovation Management:** Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation- Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

#### UNIT - V:

**Micro and Macro Perspectives of Innovation:** Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

#### TEXTBOOKS:

- a. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
- b. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- c. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- d. A.Dale Timpe, Creativity, Jaico Publishing House, 2003.
- e. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- f. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009

### PRE-SUBMISSION OF PROJECT WORK & MAIN PROJECT

The main aim of multi-stage evaluation is to enable students to do original project work on their own so that they can gain benefit in terms of practical knowledge and possible employment.

The Final Project is divided in to two stages:

8. Stage 1: Pre Submission of Project Work
9. Stage 2: Main Project Work

**19BM70PPW: Stage I:** Research Methodology (Chapter I of the Main Report) – 100 Marks – Seminar Presentation.

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested checklist for doing STAGE I of the project:

- Topic
- Chapter I
  - Brief Introduction
  - Objectives of the Study
  - Scope of the Study
  - Period of the Study
  - Sample
  - Data Collection
  - Primary Data
  - Secondary Data

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**19BM72PW: Stage II:** Main Project Report and Viva-Voce (Chapter II of the Main Report) 100 Marks.

In addition to the above stages the students should write the third chapter (Chapter III) on Data Interpretation, Conclusion & Suggestions and Submit the final report by including the following:

- References
- Appendix I: Questionnaire (if any)
- Appendix II: Definition of concepts, models, formulas used in the report.

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**Note:** Faculty should advise students to give only references to the website and journals and not to directly download them in the project report. Minimum 30% can downloaded and rest should be original.

*After the submission of the report by consolidating the work done in stage 1, 2 and 3 and External Viva will be held as per the university guidelines.*