BVV Sangha's
Basaveshwar Engineering College
Bagalkot

Scheme and Syllabus

MBA I to II Semester
Department of Management Studies (MBA)
## I Semester

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Subject</th>
<th>No. of hours per week</th>
<th>Examination Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lecture (L)</td>
<td>Tutorial (T)</td>
<td>Practical (P)</td>
</tr>
<tr>
<td>PBA111C</td>
<td>Managing Organizations</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>PBA112C</td>
<td>Managerial Economics</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>PBA113C</td>
<td>Accounting for Managers</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>PBA114C</td>
<td>IT for Managers</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>PBA115C</td>
<td>Marketing Management</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>PBA116C</td>
<td>Managerial Communication</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>PBA117L</td>
<td>Business communication and personality growth lab</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PBA118L</td>
<td>Presentation Lab-I</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>
## II SEMESTER

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Subject</th>
<th>No. of hours per week</th>
<th>Examination Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Lecture (L)</td>
<td>Tutorial (T)</td>
</tr>
<tr>
<td>PBA211C</td>
<td>Quantitative Techniques for Management</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>PBA212C</td>
<td>Macro Business Environment</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>PBA213C</td>
<td>Financial Management</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>PBA214C</td>
<td>Business, Corporate Law &amp; Ethics</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>PBA215C</td>
<td>Human Resource Management</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>PBA216C</td>
<td>Research Methodology &amp; Statistics</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>PBA217L</td>
<td>Business Software Application Lab</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PBA218L</td>
<td>Presentation Lab-II</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>23</td>
<td>0</td>
</tr>
</tbody>
</table>
PBA111C: MANAGING ORGANIZATIONS
4 CREDITS (4-0-0)

Objectives:
1. To understand the principles and functions of management.
2. To Learn modern management process
3. To increase students understanding about the foundation of Organizations.
4. To develop students skills for influencing and managing groups thus enhancing personal & interpersonal skills.

UNIT- I
Introduction Management, introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol’s fourteen principles of management and recent trends in management
Planning and organizing Planning, nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making.

(12HOURS)

UNIT- II
Organizing, organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, empowerment Functional, divisional, geographical, customer based and matrix organizations, tram based structures, virtual organizations, boundary less organizations.

Motivation and Leadership
Motivation and leadership-Motivation, meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories Leadership, meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler’s model, SLT, transactional and transformation leadership.
Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing. Control effectiveness

(14HOURS)

Recommended Books
1. Essentials of Management-Koontz, 8/e, McGraw Hill
 & Hima Bindu, Himalaya Publication.11

UNIT-III
Organizational Behaviour
Introduction Organizational Behaviour-introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.
Foundations of Individual Behaviour  Individual behaviour-
Foundations of individual behavior Ability: Intellectual
abilities- Physical ability, the role of disabilities. Personality -
meaning, formation, determinants, traits of personality, Big
five and MBTI, personality attributes influencing OB.
Attitude: Formation, components of attitudes, relation between
attitude and behavior.

(12HOURS)

UNIT-IV
Perception: process of perception, factors influencing
perception, link between perception and individual decision
making. Emotions: Affect, mood and emotion and their
significance, basic emotions, emotional intelligence, self
awareness, self management, social awareness, relationship
management.
Group Behaviour
Definition, types, formation of groups, building effective
teams. Conflict-meaning, nature, types, process of conflict,
conflict resolution. Power and politics- basis of power,
effectiveness of power tactics. The ethics of behaving
politically.
Organizational culture Importance, managing culture. Work
stress and its management.

(14HOURS)

Practical Activities:

* Studying organizational structures of any 10 companies
and classifying them into different types of organizations which are studied and justifying why
such structures are chosen by those organizations.
* Preparing the leadership profiles of any 5 business
leaders and studying their leadership qualities and
behaviours with respects to the trait, behavioural and
contingency theories studied.
* Identifying any five job profiles and listing the various
types abilities required for those jobs and also the
personality traits/attributes required for the jobs
identified.

RECOMMENDED BOOKS:
1. Organizational behaviour, Stephen P Robbins, Timothy A.
2. ORGB - Nelson, Quick, Khanelwal, 1/e, Cengage Learning,  
   2011.
3. Organizational behaviour - Anada Das Gupta, Biztantra,
   2011.
4. Organizational behaviour: A modern approach - Arun

REFERENCE BOOKS:
1. Organizational Behaviour - Fred Luthans, 12/e, Mc-Graw
2. Management and organizational Behaviour - Laurie J
   Mullins, Pearson education
   Cengene Learning
5. Introduction to Organizational Behaviour – Michael Butler,
6. Organization Behaviour – Ashwathappa, Himalaya
   Publication.
PBA 112C: MANAGERIAL ECONOMICS  
4 CREDITS (3-2-0)

Objectives:
1. To understand the principles of economics.  
2. To learn the demand analysis and various cost aspects in the business.  
3. To know the market structure and the decision making process for various markets.  
4. To understand the profit policies, cost volumes relationship.

UNIT- I

UNIT- II
Demand analysis: Law Of Demand, Exceptions to the Law of Demand, Elasticity of demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems) Note: Illustrative numerical examples to be used to explain the concepts. Costs Analysis: Concept, Types of costs, Cost curves, Cost – Output relationship in the short run and in the long run, LAC curve.

UNIT- III

UNIT- IV
Practical Activities:
* Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
* Study of demand elasticity for a product when there is a price increase or price decrease.
* Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
* Preparing a project proposal for a new business venture to understand the BEP using real time data.

RECOMMENDED BOOKS:

REFERENCE BOOKS:
3. Managerial Economics – Yogeshmaheswari, 2/e, PHI, 2011
4. Managerial Economics – Samuelson & Marks, 5/e, Wiley,
5. Managerial Economics – Keating & Wilson, 2/e, Biztantra.,
6. Managerial Economics – Hirschey, 2/e, Cengage Learning,

PBA113C: ACCOUNTING FOR MANAGERS
4 CREDITS (3-2-0)

Objectives:
1. To enable the students gain knowledge about concepts, principles and techniques of accounting.
2. To familiarize the process of preparation of accounting records and financial statements.
3. To provide a strong conceptual foundation for Analysis of financial performance of a firm and to get an overview of the Provisions of the companies act 1956.

UNIT -I


(14 Hours)

UNIT -II

Preparation of final accounts/statement: Sole traders with basic adjustments, Preparation of final accounts / statement of companies (Both horizontal & vertical form of financial statements), excluding partnership)
Depreciation & inventory valuation: Concepts & methods of depreciation Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average. (12 Hours)

UNIT -III
Analysis of financial performance of a firm: Different tools, Ratio analysis- Different types of ratios, Inter-relation between Ratios’, Due-point analysis, Common size statement of inter firm and intra firm. (Problems on above concepts)
Provisions of the companies act 1956: Provision affecting preparation, presentation & analysis of Audit reports & director’s reports. (Students should be exposed to reading of annul reports of companies both detailed & summarized version) (14 Hours)

UNIT -IV
Statement of changes in funds: Cash Flow Statement, Problems with basic adjustment CFS, Window Dressing, GAAPS & accounting standards brief introduction
Practical Activities:
  * Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
  * Analyzing the companies’ cash flow statements and presenting the same in the class.
  * Exposing the students to usage of accounting software’s (Preferably Tally)

TEXT BOOKS:
2. Financial Accounting For Management-N. Ramachandran & Ram Kumar Kakani- TMH Publications, 1/e,
4. Financial Accounting-P. C. Tulsian –Pearson Education India,
5. Accounting For Managers – Jawaralal –Himalaya Publishing House, 4/e, 2004
6. Accounting for Managers – B.S. Raman
7. Accounting for Managers – Anthony & Reece.
8. Accounting for Managers – Hendrikson.

REFERENCE BOOKS:
1. Financial Accounting for Management: An Analytical Perspective – Ambrish Gupta, Pearson Education, 1/e,
3. Accounting For Managers – Maheswari & Maheswari – Vikas Publishing house (P) Ltd.
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e, 2004
7. Financial Accounting for Business Managers, Ashish K Bhattacharya, PHI, 2/e, 2005
PBA114C: IT for Managers
CREDIT 3 (3-0-0)

Objectives:
1. To understand fundamental concepts of information technology & information systems and its competitive advantages.
2. To familiarize with computer hardware and software applications along with system analysis, design and development.
3. To know how information systems integrate and support enterprise wide business operations.
4. To discuss various ethical challenges and security management strategies in information technology.

UNIT- I

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

UNIT- II

System analysis and development and models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Design

UNIT-III

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions – IS in hospital, hotel, bank industry.
UNIT- IV

Choice of IT: Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.


(10 Hours)

PRACTICAL COMPONENT:

* Students have to pick any organization where IT is used and do a thorough analysis of their usage including system configurations, data input and output devices, data processing, data usage patterns, user profiles, and its impact on decision making etc. and prepare a report.
* Students have to pick any organization where IT is not used or it is used on a very minimal basis. Here the students have to do system analysis and design and prepare a report.
* Students have to collect information about any company or business which is using any new or contemporary Information Technology tool for their business purposes.
* Students will be given case studies on IT for Managers, which they have to solve and prepare a presentation.

TEXT BOOKS:
3. MIS by Ralph Stair

REFERENCE BOOKS:
2. “Management Information Systems”, S.Sadagopan, PHI, 1/e, 2005
PBA115C: MARKETING MANAGEMENT
4 CREDITS (4-0-0)

Objectives:
1. To understand the concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.
2. To know the segmentation, targeting, positioning, product decisions, packaging & labeling decisions of marketing.
3. To understand pricing decisions, distribution decisions, marketing communications.
4. To know about the new concepts of marketing like neuro marketing, guerilla marketing, green marketing etc.

UNIT -I
Understanding the market environment: Assess the impact of micro and macro environment.
Buyer behaviour: Buying motives- Meaning, Factors influencing buying behaviour/ Buying motives, Buying habits, Types of buying behaviour. Stages in buying decision process, Organizational buying Vs House hold buying. Consumerism.

(12 Hours)

UNIT -II
Market segmentation, Targeting & Positioning
Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets.
Targeting: Basis for identifying target customers, Target Market Strategies,
Positioning: Meaning, Product differentiation strategies, Errors in positioning.
Marketing Mix Decisions
Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

(14 Hours)

UNIT -III
Distribution decisions: Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)
Integrated Marketing communication: Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message.
Advertising: Advertising Objectives, Advertising Budget, AIDA model
Sales Promotion: Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling

Publicity / public relation: Meaning, Objective, Merits/Demerits.

UNIT -IV


Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Marketing Organization: Factors influencing the size of the marketing organisation, various types of marketing structures/organisation


Case studies

Practical Components:

* Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
* Analyse the various colleges in a city – how are they segmented? If you were to start a new MBA college, how would you position it? What would your parameters be?
* Analyse the product life cycle of a few common products like jeans, pagers, desktop computers etc etc.
* Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej, ITC, Britannia, Parle, and others in some products like soaps, biscuits, juices etc.

* Take any consumer product like soaps, biscuits etc and study the marketing organization of the company producing it.

TEXT BOOKS:
2. Marketing Management, Tapan Panda, 2/e, Excel Publication

REFERENCE BOOKS:
1. Marketing by Lamb, Hair, Mc Danniell – Thomson, 7/e, 2004
2. Marketing by Evans & Berman, 2/e, Biztantra, 2005
3. Marketing – Concepts, strategies by William M Pride, O C Fewell, Biztantra, 12/e,2005
PBA116C: MANAGERIAL COMMUNICATION
3 CREDITS (3-0-0)

Objectives:
1. The objective of this subject to equip the students with the necessary techniques and skills of communication required in the corporate world
2. To assist the students in developing oral & written communication skills and to provide insight to the basic management interactive skills
3. To develop the communication skills required to perform professional activities in the corporate world

UNIT-I
Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis

Oral communication: What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non-verbal communication

(12 Hours)

UNIT- II

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

(10 Hours)

UNIT-III
Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.


(10 Hours)

UNIT-IV


(10 Hours)
Practical Components:

* Demonstrate the effect of noise as a barrier to communication
* Make students enact and analyze the non-verbal cues
* Give exercises for clarity and conciseness in written communication.
* Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
* A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis. Demonstrate using Communication Equipments like Fax, Telex, Intercoms, etc,
* Demonstrating Video conferencing & teleconferencing in the class.
* Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
* Business etiquettes to be demonstrated in role play by students · Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty

TEXT BOOKS:
5. BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2011
7. Communication – Rayudu C. S, HPH.

REFERENCE BOOKS:
PBA117L: BUSINESS COMMUNICATION AND PERSONALITY GROWTH LAB
1.5 CREDITS (0-0-3)

Objectives:
1. To expose the students for the practical exercises related to verbal and non-verbal communications
2. To improve skills of teamwork and group discussions
3. To develop personality and self awareness among students
4. To impart knowledge about business etiquettes and corporate grooming and develop leadership qualities

Part – A

1. Exercise to impart skills on oral communication (Individual)
2. Exercise to impart skills on oral communication (Group)
3. Exercise to impart skills on written communication
4. Exercise to impart skills on body language
5. Exercise to impart skills on active listening
6. Exercise to impart skills on self-confidence
7. Exercise to impart skills on presentation skill

Part – B

8. Group discussion (structured)
9. Group discussion (Unstructured)
10. Psychological self awareness exercise
11. Interview skills – corporate grooming Do’s & Don’ts
12. Exercise to impart skills on business etiquette
13. Exercise to impart skills on leadership
14. Exercise to impart skills on business ethics

Reference books:

PBA118L: PRESENTATION LAB-I
1.5 CREDITS (0-0-3)

Objectives:
1. Learn to collect the data, preparing, analysing, and to make presentations on it.
2. Project based learning.

A). Exercises on Managing Organizations
B). Exercises on Managérial Economics
C). Exercises on IT for managers
D). Exercises on Marketing Management
E). Exercises on Managérial Communication
II SEMESTER
PBA 211C: QUANTITATIVE TECHNIQUES FOR MANAGEMENT
4 CREDITS (3-2-0)

Objectives:
1. To study the development of Operation research and describe its functional areas.
2. To find optimal solutions through linear programming, transportation models and assignment.
3. To find optimal solutions for competitive strategies using theory of games and economics of replacement.
4. To discuss project management through network analysis.
5. To discuss the applications of Queuing models and Simulation of management systems.

UNIT -I
Introduction to operations research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

Linear programming problem (LPP): Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP, Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LPP (theory only).

UNIT -II
Transportation models: General Structure; Various methods for finding initial solution: Maximization and Minimisation problems North West Corner Method, Least Cost Method, Vogel’s Approximation Method; Finding Optimal Solution: Stepping Stone method and Modified Distribution method- Problems

Assignment problems: General Structure; Finding Optimal Solution; Maximization problem, Restrictions on Assignments, Alternate Optimal solutions

UNIT -III
Theory of games: Terminology; Two person zero sum game; Solution to games: Saddle point, dominance rule, Value of the game, mixed strategy, Graphical method of solving a game – (2 x n) and (m x 2) games.

Replacement analysis: Introduction, reasons for replacement, Individual Replacement of machinery or equipment with/without value of money, Group Replacement Policies, Problems.

UNIT -IV
Network analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM

Queuing models and Simulation of management systems: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models. Simulation of management systems Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation
OBJECTIVES:

1. The objective of this course is to sensitize towards the overall business environment within which organization has to function
2. To provide insight to students of its implication for decision making in business organizations.
3. To educate the students on the role of business in modern society with emphasis on significant relationship which exists between the business and different sectors of Indian economy
4. To expose the students to basic concepts of implications of social, legal, political, economic, fiscal and financial environment in India

UNIT- I


(10 Hours)

UNIT -II
Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools Business cycle- features, phases Business environment in Developed and Developing Countries


(12 Hours)

UNIT -III
Structure of Industries: Major industries – Electronics, Automobile, Textiles and Development of Private Sector MNC in India, GATT and WTO: Agreements and Implications. SWOT Analysis of Indian Economy.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and
shortcomings. Private Sector—growth, problems and prospects. SSI – Role in Indian Economy. Disinvestments in Indian public sector Units since 1991. (10Hours)

UNIT -IV

RBI – Role and functions- Banking Structure Reforms-Narasimhan Committee Recommendations- Financial sector reforms - E- Banking in India – Objectives, trends and practical uses- Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

Infrastructure in economic development of India- Meaning and Importance- Major issues in infrastructure with special reference to Railways, Road transport and Power – Development of IT Sector for in India – its contributions to Indian economy (10 Hours)

TEXT BOOKS:

REFERENCE BOOKS:
2. Indian Economy by I.C. Dingra
6. International Business by P.Subba Rao, Himalaya publications

Practical Components:
1. International Cultural environment- The problems faced by MNC’s – A Case study.
2. ‘Disinvestment in PSU’s since 1991’ - A case study receivables and payables.
3. Tracking of business cycle for India using GDP data.
4. Corporate India initiatives for rural developments
PBA213C: FINANCIAL MANAGEMENT
4 CREDITS (3-2-0)

Objectives:
1. To provide a strong conceptual foundation for corporate finance and financial mathematics.
2. To provide an understanding of the concepts of cost of capital and to get an overview of Indian financial system and its organization.
3. It also aims at familiarizing the students with the valuation of firm and estimation working capital requirement of the firm.
4. To developing skills for interpretation of business information and application of financial theory in corporate investment and dividend decision.

UNIT-I
Time value of money: –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (13 Hours)

UNIT- II
Sources of long term Financing: - Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Warrants. Angel investing, private equity, Warrants and convertibles (Theory Only)
Cost of Capital: Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (13 Hours)

UNIT- III
Working capital management: – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management)
Capital structure and dividend decisions: – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy: – Factors affecting the dividend policy – dividend policies- stable dividend, stable payout. (No dividend theories to be covered). (13 Hours)

UNIT-IV
Investment decisions: – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project, replacement projects.
**Practical Activities:**
1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
3. Choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

**RECOMMENDED BOOKS:**
1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.

**REFERENCE BOOKS:**
6. Corporate Finance – Damodaran, 2/e, Wiley India (P) Ltd., 2004
7. Financial Management –Shah, Wiley India (P) Ltd.
PBA214C: BUSINESS, CORPORATE LAW & ETHICS
4 CREDITS (4-0-0)

Objectives:
1. Understand fundamental legal issues pertaining to the business world to enhance their ability to lead and delegate.
2. To enable students to appreciate business law so that they make better business decisions.

UNIT – I
Law of Contract:

UNIT-II

UNIT – III


UNIT-IV
Business Ethics: meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations.
Corporate Social responsibility: types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples

Practical Activities:
* Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
* A group assignment on “The relationship between Business, Government and Society in Indian .
* Case studies/Role plays related ethical issues in business with respect to Indian context.
PBA215C: HUMAN RESOURCE MANAGEMENT
3 CREDITS (3-0-0)

Objectives:
1. To understand the changing environment of the HRM and the role of the HR managers.
2. To understand the importance of the training and development.
3. To Learn about the pay plans, performance appraisal and Compensation.
4. To understand the importance of the labour relation & employee Security.

UNIT- I
Introduction, meaning and significance of HRM. Historical evolution of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies. Institutions of repute which impart HRM education in India. Professional Associations in HRM. Career opportunities in HRM.

Pre-recruitment functions of HRM- Organizational structure, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

(12 hours)

UNIT-II

Training and development: Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training- on the job methods and off the job methods.

(10 hours)

UNIT-III
Compensation and benefits: Meaning and significance of compensation and benefits. Basic salary, allowances, incentives, perks, and benefits. Structured pay scales of the
government sector and cost to company approach of the private consultant. Statutory aspects of compensation and benefits.


**UNIT-IV**


**Career and succession planning:** Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning. Continuity of leadership and its impact on business. *(10 hours)*

**Practical Component:**
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a news paper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role paying.

**RECOMMENDED BOOKS:**
REFERENCE BOOKS:

5. Personnel Management – Memoria, HPH.

PBA 216C: RESEARCH METHODOLOGY AND STATISTICS
4 CREDITS (4-0-0)

Objectives:
1. To understand the importance of research in creating and extending the knowledge-base of their subject area.
2. To gain ability to distinguish between the strengths and limitations of different research approaches regarding their subject/research area.
3. To know the range of qualitative and quantitative research methods potentially available to the researchers.
4. To know the importance and use of statistics in research.
5. To acquire the skills to work independently, to plan and to carry out a small-scale research project and report writing.

UNIT-I

Business Research: An overview – Meaning, types, criteria of good research, research process, defining the research problem, selecting the problem, techniques used in defining a problem, preparing the research proposal, importance of literature review, ethical issues in research.

Business Research Design: Exploratory, Descriptive, & Causal research
Exploratory research: Meaning, suitability, collection, hypothesis formulation
Descriptive research: Meaning, types of descriptive studies, data collection methods
Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

(14 Hours)

UNIT -II

Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.
Data collection: Primary and Secondary data – Sources – advantages/disadvantages,
Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.
Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert’s Scale, Semantic
Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.  

(14 Hours)

UNIT-III

Statistics in Research: Measures of central tendency, measures of dispersion, skewness and kurtosis, correlation and regression. (Theory only). Variables in research, types of variables, need for theoretical framework in research.


(12 Hours)

UNIT -IV

Data Analysis: Editing, Coding, Classification, Tabulation, Analysis & Interpretation.

Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only).


Case studies

(12 Hours)

PRACTICAL ACTIVITIES:
- Students have to pick any product or company, identify a research problem and conduct a research study on the same, write a report, and prepare a presentation.
- Students have to pick a research topic and do literature reviews on the same.
- Students have to collect some data on real time research problems, solve, analyze, and interpret them by statistical techniques using SPSS.
- Students have to collect information about different research agencies in India, their functions, and services and prepare a presentation.
- Students will be given case studies on RMS, which they have to solve and prepare a presentation.

TEXT BOOKS:

REFERENCE BOOKS:
1. Research Methodology- C R Kothari- Vishwa Prakashan, 2002
PBA 217L: BUSINESS SOFTWARE APPLICATION LAB

1.5 Credits (0-0-3)

Objectives: To understand the various application tools used in business like Excel & DBMS and also to learn some analytical tools used in business research such as SPSS & TORA.

A). Excel for Managers:
1. Introduction to Excel- Getting started, Excel Environment, Menus, Dialog boxes.
2. Basic functions- Totaling, percentages, averages, maximums and minimums, numeric cells, discounts, if statements, nested if statements, sum if statements, count if statements etc.

B). SPSS (Business Statistical Analysis)
1. Introduction to SPSS- Getting started, SPSS Environment, Menus, Dialog boxes for Statistical procedures, saving files.

C). Business-Database Management Systems:
DBMS using SQL (Structured Query Language)"
1. Introduction to DBMS, Data Base and Relations (definition, attributes & its types, primary key, foreign key and unique)
2. The relational data base standards, indexing and access control to Data Base.
3. Transaction.

Exercises:
1. Illustrating the use of Aliasing, Where Clause, Asterisk
2. Use of DISTINCT, LIKE, BETWEEN, ORDER by keywords
3. Nested Queries.
4. Renaming of attributes and explicit sets in SQL.
5. Aggregate Functions.
6. GROUP BY & Having clause.
7. Creating views.
8. Creating index
9. Grant and Revoke statements.
10. Transaction- Commit and Rollback statements.
Objective: To learn the collecting the data, preparing, analyzing, and present the information.

A) Exercises on Macro Business Environment
B) Exercises on Business, Corporate Law, & Ethics
C) Exercises on Human Resource Management
D) Exercises on Research Methodology and Statistics
Scheme and Syllabus

MBA III & IV Semester
Department of Management Studies (MBA)
<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Subject</th>
<th>No. of hours per week</th>
<th>Examination Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Lecture (L)</td>
<td>Tutorial (T)</td>
</tr>
<tr>
<td>PBA311C</td>
<td>Operations Management</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>PBA312C</td>
<td>Strategic Management</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –1 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –2 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –3 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –4 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>PBA317P</td>
<td>Project Phase- I</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PBA318M</td>
<td>*In-plant Training</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>20</td>
<td>0</td>
</tr>
</tbody>
</table>

* Students have to carry on In-plant training (Mandatory) during the vacation (Eight weeks) after the end of 2nd semester.
### III SEMESTER ELECTIVES

<table>
<thead>
<tr>
<th>Marketing Subject Code</th>
<th>Subject</th>
<th>Finance Subject Code</th>
<th>Subject</th>
<th>Human Resource Subject Code</th>
<th>Subject</th>
<th>Operations Subject Code</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBA351E</td>
<td>Sales &amp; Retail Management</td>
<td>PBA361E</td>
<td>Investment Management</td>
<td>PBA371E</td>
<td>Organization Design &amp; Development</td>
<td>PBA381E</td>
<td>Business process Reengineering &amp; Benchmarking</td>
</tr>
<tr>
<td>PBA354E</td>
<td>International Marketing Management</td>
<td>PBA364E</td>
<td>Cost Management</td>
<td>PBA374E</td>
<td>Learning &amp; Development</td>
<td>PBA384E</td>
<td>Advanced Production Planning And Control</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PBA365E</td>
<td>Treasury &amp; Risk Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subject Code</td>
<td>Subject</td>
<td>No. of hours per week</td>
<td>Examination Marks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------</td>
<td>-----------------------</td>
<td>-------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lecture (L)</td>
<td>Tutorial (T)</td>
<td>Practical (P)</td>
<td>Total Credits</td>
<td>CIE</td>
<td>SEE</td>
</tr>
<tr>
<td>PBA411C</td>
<td>Entrepreneurship Management</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>PBA412C</td>
<td>Project Appraisal, Planning &amp; Control</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –1 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –2 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –3 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>ELECTIVE –4 MKT/ FIN/ HR/O</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>PBA417P</td>
<td>Project Phase - II</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>5</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>20</td>
<td>0</td>
<td>10</td>
<td>25</td>
<td>350</td>
<td>350</td>
</tr>
</tbody>
</table>
### IV SEMESTER ELECTIVES

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Finance</th>
<th>Human Resource</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subject Code</strong></td>
<td><strong>Subject</strong></td>
<td><strong>Subject Code</strong></td>
<td><strong>Subject</strong></td>
</tr>
<tr>
<td>PBA453E</td>
<td>Strategic Brand Management</td>
<td>PBA463E</td>
<td>Tax Management</td>
</tr>
<tr>
<td>PBA454E</td>
<td>Rural Marketing</td>
<td>PBA464E</td>
<td>Strategic Credit Management</td>
</tr>
</tbody>
</table>
III SEMESTER
PBA311C: OPERATIONS MANAGEMENT
4 CREDITS (4-0-0)

Objectives:

6. To study the development of Operation management and describe its functional areas.
7. To demonstrate the importance of facility location and layout
8. To analyze the role of method study, work measurement and working condition in improving productivity.
9. To employ scheduling techniques
10. To discuss the role of material management
11. To describe total quality management

UNIT-I
Introduction to Operations Management – Meaning – Importance – historical contributions – concept of production, production system, classification of production system, production management, System view of OM - a framework of managing operations-operations management objectives. Recent trends in operations management Productivity and work study- Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors. Introduction to Method Study and Work Measurement.- Numerical problems on productivity measurement, time study and work standards Case studies. (12 Hours)

UNIT-II

Aggregate planning –planning hierarchies in operations, necessity of aggregate plan, frame work for aggregate production planning, alternatives for managing demand and supply, capacity augmentation strategies Resource planning: Depended demand attributes, framework, MRP Case studies (12 Hours)

UNIT-III

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC, VED, and FSN analysis. Inventory costs, Inventory models EOQ, safety stocks, Re order point, Quantity discounts. Stores- types, functions, roles responsibilities, Inventory records, Inventory models, Discounts. Basic problems. Case studies (12 Hours)
UNIT – IV

Scheduling of operations- need and bases for scheduling, loading of machines, scheduling of flow and job shops, sequencing problems

Statistical Quality Control (SPC)- Basic concepts of quality of products and services, dimensions of quality. Concept of specification limits, statistical control limits, control charts for both attributes and variable data. Numerical examples,


(12 Hours)

Practical Components:

- Study of plant layout models of various organizations
- Study of Process Charts
- Inventory management study of Various organizations
- Quality management studies

TEXT BOOKS:
2. Operations Management, William J. Stevenson 8th 2005 edition,
3. Operations Management, Richard B Chase 11th edition TMH,

REFERENCE BOOKS:
4. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

PBA312C: STRATEGIC MANAGEMENT
4 CREDITS (4-0-0)

Objectives:
1. To develop an understanding of the strategic management process in a dynamic and competitive global environment.
2. Present to the students an insight into the company’s External Environment and analyzing the company’s competitive position
3. To make the students to understand the competitive strategies and formulating the grand strategies for a firm.
4. To understand business from a strategy formulation and implementation perspective

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

Practical Components:
- Analysing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter’s model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyse the news items to understand and write down the company’s strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them
- Conduct SWOT analysis of your selected company.
RECOMMENDED BOOKS:
5) Business Policy and Strategic Management – Subba Rao P, HPH.

REFERENCE BOOKS:
1) Strategic Management: Concepts and Cases - David R ,13/e, PHI.
3) Competitive Advantage - Michael E Porter, Free Press NY
MARKETING
PBA351E: SALES AND RETAIL MANAGEMENT
3 CREDITS (3-0-0)

Objectives:
1. To understand the trends in sales management, qualities and responsibilities of sales manager, different skills required, and to how to handle the customer objections raised during sales process which is very important to close a sale.
2. To understand how to deal with different territories, set quotas for different territories, factors motivating sales force, compensation plans, and performance appraisal for sales force to give them a proper feedback on their performance.
3. To understand retail industry, trends in retail, introduction to different strategies of retail for better understanding of how retail operates.
4. To understand the channels used in retail, pricing strategies, promotion strategies, and relationship marketing in retail.

UNIT- I
Selling skills & Selling strategies: Selling and Business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up-action.
(10 Hours)

UNIT-II
Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force.
(10 Hours)

UNIT- III
Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, careers in Retailing. Types of Retail Formats
(10 Hours)

UNIT-IV
Retailing Channels: structure, nature and channel, criteria for selection of suppliers. Channel choice, product movement.
Merchandise Management: Planning Merchandise Assortments.
Retail Pricing: Factors affecting pricing, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity.
Relationship Marketing in Retailing: Management of Relationship, Evaluation of Relationship Marketing, Relationship Marketing Strategies, Retail Research and Retail Audits. Case studies
(12 Hours)
Practical Components:

* Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.

* Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) service – personal or impersonal? Etc etc.

* Go to around three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods is sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailers losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

* Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Visit the nearby city to observe the merchandising planning in retail outlets and to make a small report.

TEXT BOOKS
1. Sales Management by Charlesm. Futrell, 6/e, 2003, Thomson South Western
2. Sales & Distribution Management by Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press
4. Retailing Management by Swapna Pradhan, 2/e, 2007 & 2008, TMH
5. Integrated Retail Management by James R. Ogden & Denise T. Ogden, 2007, Biztantra

REFERENCE BOOKS
1. Retail Management by Rosemary Varley, Mohammed Rafiq- Palgrave Macmillan
2. Retail Management by Chetan Bajaj-Oxford Publication
4. Sales & Retail Management an Indian Perspective by Dr. S.L. Gupta, 1/e, 2007, Excell books
PBA352E: CONSUMER BEHAVIOUR
3 CREDITS (3-0-0)

Objectives:
1. To understand consumer behavior, its diversity, its development, consumer decision making process, and the role of consumer research.
2. To understand consumer psychology concepts like motivation, personality, perception, learning, attitudes etc. and to know how these concepts influence the individual’s consumption-related behavior.
3. To know various external influences on consumer behavior such as from social class, culture, friends & family, and reference groups.
4. To understand opinion leaderships, diffusion of innovations, relationships marketing and consumer online decision making.

UNIT -I


Levels of Consumer Decision Making - Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making.

Situational Influences- The Nature of Situational Influence, Situational Characteristics and consumption behavior.

(10 Hours)

UNIT-II

Individual Influences on Consumer Behavior:
A) Motivation:

B) Personality:
Basics of Personality, Theories of Personality and Marketing Strategy(Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.

C) Perception:
Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship, retail store image, manufacturer’s image, Perceived Risk, Types of perceived risk, How consumers’ handle risk.

Individual Influences on Consumer Behavior:
A) Learning

B) Attitude
Basics of attitude, The nature of attitude, Structural models of attitude and Marketing Implications, Attitude change strategies, Attitude change based on the tri-component model (Changing the Cognitive Component, Changing the Affective Component, Changing the Behavioral Component), Other attitude change strategies.

C) Persuasive Communication
Communications strategy, Media Strategy, Message strategies, Message structure and presentation.

UNIT- III

External Influences on Consumer Behaviour:
A) Social Class
Social Class Basics, Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, Measurement of social class, Social Class Mobility, Geodemographic Clustering, Social Stratification, Factors responsible for social stratification

B) Culture and Subculture - Major Focus on Indian Perspective
Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour, The measurement of culture.
Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)
Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques
Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Deciding on strategies to overcome cross-cultural problems

External Influences on Consumer Behaviour: Family, Reference Groups,
Groups: Meaning and Nature of Groups, Types
Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications
Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups (Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups), Reference group appeals (Celebrities, the expert, the common man, the executive and employee spokesperson, Trade or spokes-characters, Other reference group appeals).

(12 Hours)

(10 Hours)
UNIT- IV

Consumer Influence and Diffusion of Innovations:
Opinion Leadership: Dynamics of opinion leadership process, Motivation behind opinion leaders (The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders), Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders
Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time)
Adoption Process: Stages, categories of adopters
Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, The evaluation process, Dissatisfaction responses, Marketing strategies and dissatisfied customers, Customer satisfaction, repeat purchases and customer commitment, Repeat purchasers, committed customers and profits, Repeat purchasers, committed customers and marketing strategy.

CRM & Online Decision Making
A) Customer Relationship Management
Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, CRM Process-Benefits, CRM process for marketing organizations, brand switching behavior, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM
B) On-line Decision Making: Meaning & Steps
Case Studies. (10 Hours)

Practical activities:
1. Students can prepare a questionnaire and do a survey on consumer buying behavior of different products (such as mobiles, soaps, food items, deodorants etc) and prepare a presentation on findings.
2. Students have to pick internet articles on consumer behavior of any specific product or a brand and prepare a presentation.
3. Students will be given case studies consumer behavior, which they have to solve and prepare a presentation.

TEXT BOOKS:
2. Consumer Behaviour- Hawkins, Best, Coney-TMH,9/e,2004
3. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
4. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
5. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing

REFERENCE BOOKS:
1. Customer Behaviour – A Managerial Perspective – Sheth, Mittal- Thomson, 2/e,2004
2. CRM – Alok Kumar, Chhabi Sinha,7/e, Biztantra
3. Consumer Behaviour- Henry Assael, 6/e, Thomson
4. Consumer Behaviour-Lindquist & Sirgy-Biztantra
PBA353E: SERVICE MARKETING

3 CREDITS (3-0-0)

Objectives:
1. To understand the difference between goods and services, service products, and key elements of service marketing mix. The basic Gap model of service quality and the reasons for gap 1 and how to close that gap.
2. To understand the 2nd Gap of service quality, the reasons for 2nd Gap and the strategies to close that gap.
3. To understand the 3rd Gap of service quality, the reasons for 3rd gap, and the strategies for closing gap 3.
4. To understand the 4th gap of service quality, the reason for gap, and the strategies for closing gap 4. Understand the importance of physical evidence in delivering services.

UNIT I

Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Concept of service marketing triangle, Service marketing mix, GAP models of service quality
Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services
Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.

(10 Hours)

UNIT II

Understanding customer expectation through market research: Key reasons for Gap 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Service failure. Retention strategies- Monitoring relationship, 3 levels of retention strategies.
Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards Key reasons for GAP 2- Service quality as profit strategy.

(10 Hours)

UNIT-III

Employee role in service designing: Importance of service employee, Boundary spanning roles, Source of conflict, Strategies for closing GAP 3
Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.
Managing demand and capacity – Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies.

(10 Hours)
UNIT -IV

Role of marketing communication – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.

Pricing of services- Price as an indicator of service quality Approaches to pricing services, pricing strategies.

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

Case studies (12 Hours)

TEXT BOOKS:
1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner-TMH, 3/e,2004
2. Services Marketing, Christopher Lovelock, Pearson Education, 2004
3. Services Marketing, Rajendra Nargundkar- TMH,1/e,2004

REFERENCE BOOKS:
1. Services Marketing, Kenneth E Clow & David L Kurtz, Biztantra, 2/e, 2007
7. Services Marketing, S M Jha, HPH, 2007

Practical Component:
- Ask students to choose a service industry of their choice at the beginning of the industry and give a presentation at the end of every module relating the concepts of that module to the industry.
- Students can prepare service blueprints for any service of their choice.
- Students can do a role play on service recovery.
- Identify any existing services. Locate loopholes in their design and suggest modifications.
- Students can design and carry out a servqual study.
Objectives:
1. To understand the scope of the international marketing tasks, global e-marketing and to know importance of problem identification in international marketing research.
2. To know global markets & alternative market entry-strategies, products and services for consumers & businesses in global markets.
3. To understand global distribution & retailing process, pricing decisions and promotion decisions.
4. To know recent trends in foreign trade, globalization opportunities, constraints & initiatives.

UNIT -I
Framework of international marketing:
Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

Developing a global vision through marketing research:


UNIT -II
Global marketing management – planning and organization:
Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition Products and services for consumers:
Quality – Green marketing and product development, products and culture – analyzing product components for adaptation – products for consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, brands in international markets

Products and services for businesses
Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

(10 hours)
UNIT -III

Licensing, Strategic Alliances, FDI:
Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

Global Distribution
Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design.

International retailing

Pricing decisions:

Promotion Decisions
Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing.

UNIT -IV

Recent trends in India's foreign trade:
Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India’s Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

The future of global marketing: Six major changes in global marketing.

Case studies (12 Hours)

Practical activities:

- Students have to go to the web sites of companies like Coca Cola, Toyota, Nike etc: study their practices in India as well as their home country in the areas of technology, pricing, service, warranty, advertising etc.
- Students have to study the progress of foreign MNC’s who entered India alone (Chevrolet, Ford, Hyundai etc) and those who went for a Indian partner (Toyota, Honda, Suzuki etc) and study their progress. Did it make any difference to have an Indian partner. Analyze and comment.
- Students have to pick internet articles concerning international marketing, analyze and prepare a presentation.
- Students will be given case studies on international marketing, which they have to solve and prepare a presentation.
TEXT BOOKS:
1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. International Marketing – Varshney, Bhattacharya – S Chand
4. Global Marketing, Johny K. Johannson, 4/e, TMH,
6. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
7. Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra

REFERENCE BOOKS:
1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Biztantra, 4/e
4. International Marketing – R Srinivasan – PHI, 2/e
5. International Logistics – Pierre David – Biztantra, 2004/05
6. International Management: A Strategic prespective, John B Cullen & K Praveen Parboteeah, Thomson, 1/e
FINANCE
PBA361E: INVESTMENT MANAGEMENT
3 CREDITS (3-0-0)

Objective:
1. To provide students with a conceptual framework of evaluating various investment avenues.
2. To provide students with a conceptual and analytical framework of different financial instruments, markets, regulations, their risk and returns and strategies in managing funds.
3. To familiarize students with portfolio management techniques that challenges a financial manager.
4. It will enables the students to apply appropriate portfolio decisions and recommend relevant methods of evaluation techniques taking into account other factors affecting investment decisions.

UNIT-I
Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds-NAV.

(10Hours)

UNIT-II
Risk and Return Concepts: Concept of Risk, Types of Risk-Systematic risk, Unsystematic risk, Calculation of Risk and returns.
Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.
Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

(10Hours)

UNIT-III

(12Hours)
UNIT-IV


(Question Paper- 50% Problems, 50% Theory)

Practical Components:
- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manage the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Student has to Understand the functioning of stock exchange.
- Students can Study of the current Bond Issues in the market and present the same in the class.
- Students can do 1. Macro Economic Analysis for the Indian economy. 2. Industry Analysis for Specific Sectors. 3. Company Analysis for select companies. 4. Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

RECOMMENDED BOOKS:
2) Investments – Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3) Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
7) Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.
9) Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.

REFERENCE BOOKS:
PBA362E: ADVANCED FINANCIAL MANAGEMENT
3 CREDITS (3-0-0)

Objective:
1. To understand the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.
2. To provide them an understanding of advanced concepts of the receivables & cash Management
3. To familiarize the students with all aspects relating to Mergers, Acquisitions.
4. To get an overview of Hybrid Financing, Corporate financial modelling and Financial Management of sick units

UNIT-I

Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-orr model,. Strategies for managing surplus fund. (10Hours)

UNIT-II
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation:

Numerical credit scoring and discriminate analysis. Control of accounts receivables, Problems on credit granting decision.

Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (10Hours)

UNIT-III
Capital structure decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach.

Dividend policy – Theories of dividend policy : relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax. (10Hours)

UNIT-IV
Mergers and Acquisitions- Meaning and definition, . types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

Corporate financial modeling – Agency problem and consideration. Effect of inflation on; Asset value, firm value, returns, Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing
Requirement (EFR). Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA)  

**Practical Components:**
- Study the working capital financing provided by a Bank and submit the report on the same
- Study the annual report of any two companies and prepare a cash budget for next year.
- Visit a bank/financial institution providing factoring service and submit a report.
- Study the mergers/acquisitions taken place in the country in the recent past and submit the report.

**RECOMMENDED BOOKS:**
1) Financial Management - Prasanna Chandra, 8/e, TMH, 2011.

**REFERENCE BOOKS:**
1) Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cengage
3) Ross, Westerfield & Jaffe, Corporate Finance– TMH – 8/e, 2010
5) Financial Management & Policy - Vanhorne, 12/e, Pearson
6) Financial management :principles and applications- Keown, Martin, Petty. Scott, PHI.
7) Principle of Corporate Finance– Brerly and Myers, 10/e, TMH, 2012.
8) Corporate Finance:Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt.Ltd., 2009.
10) Corporate Financial Strategy – Ruth Bendel, ElSevier India (P) Ltd.
13) Financial Management – Srivastava R. M, HPH.
Objective:
1. To understand the operations of insurance and banking sector.
2. To understand the practical functioning of the merchant banking, leasing and hire purchase.
3. To understand the role of consumer finance and money market instruments in financial services.
4. To understand the concepts of Credit rating, Securitization of debts, Depository Service and Mutual funds.

UNIT-I
Asset Liability Management in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. ALM as coordinate Balance Sheet management.

UNIT-II
Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial papers, Certificate of deposit.

UNIT-III
Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and dis advantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.
(Problems related to outright purchase, Hire purchase and Leasing.)

(12Hours)

UNIT-IV

Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies.

Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.

Factoring: Meaning, Definition, Functions, Types, Cost of Factoring, Forfeiting.

Venture Capital: Concept, features, Origin in India and the current Indian Scenario.

Depository System: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.

(10Hours)

Practical Components:

- Visit a bank and submit a report on Savings account and a Current Account, Credit card and debit card procedure and account statements.
- Submit a report on the Demat account and an Online Trading Account.
- Visit a bank and submit a report on functioning of net Banking, core banking and mobile banking.
- Visit a bank/financial institution providing leasing service and submit a report.

RECOMMENDED BOOKS:

1) Banking and Finance: Theory and Practice —Clifford Gomez, 1/e, PHI, 2011.

REFERENCE BOOKS:

4) Banking Theory, Law and Practice – Gordon & Natarajan, 22/e, Himalaya, 2011
5) Banks and Institutional Management – Vasant Desai, HPH.
PBA364E: COST MANAGEMENT
3 CREDITS (3-0-0)

Objectives:
1. Enable the student to understand the elements of Costs for management decision making.
2. Help students to know about preparation of cost sheet and to make them understand various methods of costing.
3. It aims at providing and understanding about budgeting and transfer pricing in Management accounting.
4. Impart knowledge of profit planning and decision making.

UNIT-I


UNIT-II


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

Standard Costing :- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only. (10Hours)

UNIT-III

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

Cost Audit,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India -- Practical—Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit- Aims and the objectives, Scope of Management Audit. (10Hours)

UNIT-IV

Reporting to Management – Purpose of reporting-Requisites of a good report, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

Cost Reduction, and Cost Control, Target Costing – its Principles, Balanced Scorecard as a performance measure-Features- Purpose, and Reasons for use of balanced scorecard. (10Hours)

(Proportion of problems to theory 50%)

Practical components:
❖ Students can taken up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be
calculated to find the efficiency of Purchase, Operations and Production in charge.

**RECOMMENDED BOOKS:**
1) Cost Accounting : Theory and Practice - Bhabatosh Banerjee, 12/e, PHI.
5) Cost Accounting- Jawaharlal, & Seema Srivastava, 4/e, TMH.

**REFERENCE BOOKS:**
1) Cost Accounting – Khan M. Y and Jain P. K, TMH.
2) Principles and Practice of Cost Accounting - Bhattacharyya, 3/e, PHI.
3) Cost and Management Accounting- Arora M. N, 3rd enlarged and Rev. ed., HPH.
4) Managerial Accounting- James Jiambalvo, 2/e, Wiley India Pvt. Ltd.
6) Advanced Cost Accounting – Madegowda J, HPH.
7) Cost and Management Accounting – Arora M. N, 3/e, HPH
HUMAN RESOURCE
PBA371E: ORGANIZATION DESIGN & DEVELOPMENT

3 CREDITS (3-0-0)

Objectives:

1. To provide in depth understanding of organizational designs and behavioral interventions
2. To enable the students to apply these interventions for building individual, team, system, and process related competencies and helping organizational performance to become self sustaining.

UNIT-I


Organization Design: Approaches to organizational design – Organizational designs for different excellences. - Competitive excellence – Institutionalized excellence - Rejuvenatory excellence - Missionary excellence – Versatile excellence - Creative excellence - External nurturance of organizational excellence

(12 Hours)

UNIT-II


Contextual Dimensions & Structural Options: Contextual Factors, types of structure, Influence of: Environment, Strategy, Size & Technology and Power & Politics on Structure, Flat structure

(8 Hours)

UNIT-III


(10 Hours)

UNIT-IV

OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.
**Human process interventions:** Individual based: coaching, counseling, training, Behavioral modeling, delegating, leading, morale boosting, mentoring, motivation,

**Techno structural (Structures, technologies, positions etc.,) & Strategic interventions:** Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

**The Future and OD:** The changing environment, Fundamental strengths of OD, Implications of OD for the client, OD’s future, OD Consultant’s role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

(12 Hours)

**Practical components:**
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.
- Hold a debate in the classroom about downsizing the workforce.
- Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Debate the phrase “change is the only constant thing” along with the field-force theory of Kurt Levin.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

**TEXT BOOKS:**
1) Organization Development, Behavioural science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2) Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra
3) Understanding Organizations, Madhukar Shukla, PHI, 2005
4) Organization theory-David Jaffee, McGraw-Hill International

**REFERENCE BOOKS:**
1) Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
3) Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH
Objectives

1. To learn the conceptual and practical aspects of industrial relations
2. To learn the importance of the labour relation, the employee Security and Collective bargaining
3. To Learn the Different Industrial Legislations

UNIT-I

(10Hours)

UNIT-II
Collective bargaining and negotiation: Collective bargaining and negotiation of service conditions, Non unionized organizations and industrial relation with non unionized workers.


(12Hours)

UNIT-III


(12Hours)

UNIT-IV
Law and procedure for employee discipline: Meaning and significance of employee discipline, service rules and standing orders, misconduct, suspension and subsistence allowance, show cause notice, investigation, enquiry and charge sheet, principles of natural justice and enquiry procedure. Sections 11A, 17B, 33 and schedule 5 of Industrial Disputes Act and Section 10A of Industrial Employment standing orders Act.

Prevention of Sexual harassment at workplace: Meaning and significance, Supreme Court verdict in Vishaka Versus State of Rajasthan case, employer responsibility to create harassment free workplace, training employees for good behavior, modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

(10Hours)

Practical Components:
- Arrange a debate on constitutional provisions of labour law.
- Give a case of collective bargaining and ask the students to role play.
- Give an industrial disputes case pending before conciliation officer and ask the students to prepare the written reply of the employer for the said case,
Arrange a debate in the classroom about rights and duties of trade union of workers. Ask the students to draft a standing order for certification for a newly started garments factory employing 300 workers.

Give a list of allegations reported against an employee of an organization and ask the students to draft the charge sheet.

Ask the students to prepare a policy document to prevent sexual harassment at workplace.

RECOMMENDED BOOKS:

REFERENCE BOOKS:
3) Industrial Jurisprudence and Labour Legislation, Sarma A. M, 5/e, HPH.

PBA373E: STRATEGIC TALENT MANAGEMENT

3 CREDITS (3-0-0)

Objectives:
1. To develop appreciation and skills essential for designing and instituting effective performance management systems.
2. To impart the knowledge about designing competency mapping for organizational excellence.

UNIT-I

Talent Management: Meaning and significance of talent management. Aligning HRM goals to business, attracting talent, retaining talent, becoming the best employer by employer branding activities, inculcating performance culture, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

Competency Mapping: Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps- business strategies

Methods of data collection for mapping- observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview. Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

(12 Hours)
UNIT -II

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

Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, differentiating task from contextual performance.

(10 Hours)

UNIT-III

Performance management & employee development: Personal Development plans, 360degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Employee engagement- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

(10 Hours)

UNIT-IV

Succession planning: Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Taking up lateral hiring when there is discontinuity in the succession plans.

Career planning: Creating career growth opportunity. Mentoring employees for growth. Providing developmental job assignments, providing resources of learning and development opportunities, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchors.

(10 Hours)

Practical components:

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Students can be asked to collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.
- Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor.
- Ask students to collect data in your college or any other organization using Q 12 instrument and analyze it to find out the engagement level of employees.
- Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership. (2) Discuss a case relating to succession planning.
RECOMMENDED BOOKS:
5) Appraising & Developing Managerial Performance- Rao T. V, Excel Books

REFERENCE BOOKS:
1) Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2) A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
PBA374E: LEARNING & DEVELOPMENT
3 CREDITS (3-0-0)

Objectives:

1. To understand the concept of learning and theories of Learning
2. To learn the different methods of Training
3. To familiarise student with concept of Career Development
4. To understand the impact of IT on Learning

UNIT-I


UNIT-II


UNIT- III


Careers and Career Management: Introduction, Importance, Career: meaning, A Model of Career Development (Career...

(10 hours)

UNIT -IV


(10 hours)

TEXT BOOKS:

REFERENCE BOOKS:

4. Training in organizations, Goldstein, 4th edition, Cengage learning
IV SEMESTER
PBA411C: ENTREPRENEURSHIP MANAGEMENT

4 CREDITS (4-0-0)

Objectives:

1. To make students to understand the different dimensions of entrepreneurship
2. To inculcate the spirit of entrepreneurship in students and make them job creators instead of job seekers
3. To develop the skills required to prepare a business plan.

UNIT-I

Entrepreneur: Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship-Evolution of Entrepreneurship; Development of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process.

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities.


UNIT-II

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture.

Institutions supporting entrepreneurs

Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Single window, Latest Industrial policy of Government of India (14 Hours)

UNIT-III

Family Business

Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, Improving family business performance

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, Direct foreign investment, barriers to international trade. (12 Hours)
UNIT -IV

**Informal risk capital and venture capital:** Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists.

**Managing growth:** Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers

*(12 Hours)*

**Practical Component:**

- Visit any local enterprise. Interview the entrepreneur study his entrepreneurial journey; prepare the profile of entrepreneur.
- Study the innovation model of any organisation.
- Prepare a business plan of a venture of your choice.
- Visit a local sick unit, Identify the causes of sickness and prepare a brief report on cost of rehabilitation and means of finance.

**TEXT BOOKS:**


**REFERENCE BOOKS:**

1. Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra, 2007
PBA412C: PROJECT APPRAISAL, PLANNING & CONTROL
4 CREDITS (4-0-0)

Objective:

1. To make the student understand the basic concept of project finance.
2. To provide students with an analytical and conceptual framework to evaluate capital investment proposals.
3. To familiarize students with the various management techniques in implementing the project to its successful completion.
4. To understand the basic concepts of administration and review of the project.

UNIT-I
Planning & Analysis Overview:
Phases of capital budgeting – Levels of decision making – objective.

UNIT-II
Financial Analysis:


Special decision situations: Choice between mutually exclusive projects of unequal life –optimal timing decision – determination of economic life – inter-relationships between Investment and financing aspects – inflation and capital budgeting.

(12 Hours)
UNIT-III

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model –


Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement. (12 Hours)

UNIT-IV


Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation.

Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limit – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling)

Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization. (14 Hours)

Practical Component:
- Compare and identify the approaches to project appraisal between commercial projects in the private sector and a public sector.
- Visit a bank/financial institution and study the project appraisal criteria adopted by them
- Visit the organizations which have undertaken large projects (For eg: Bangalore Metro Rail Project) and study the risk associated with such projects and also study how they assess and manage such risks.
- Students can study the project financing provided by banks in India.

RECOMMENDED BOOKS:
1) Project Planning: Analysis, Selection, Implementation and Review – Prasanna
3) Project Management – Bhavesh M. Patel, 2/e, Vikas.

REFERENCE BOOKS:
4) Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
5) Project Management – Choudhury, 1/e, TMH.
7) Project Management – Merdith & Gopalan, Wiley India (P) Ltd. 2011.
MARKETING
PBA451E: BUSINESS MARKETING
3 CREDITS (3-0-0)

Objectives:

1. To understand the meaning of industrial marketing, economics of industrial demand, types of industrial marketing, and nature of industrial buying for effective selling of industrial products.
2. Understanding market segmentation, targeting, positioning of industrial market. Formulating product planning, and challenges in business service marketing.
3. Identifying different channels, channel logistics, cost centers, and pricing strategies in business marketing.

UNIT -I

Nature of Industrial buying: Organizational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing.

UNIT -II


Business Service Marketing: Special Challenges.(10 Hours)

UNIT -III
Formulating Channel Strategy: Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers.

Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing. (10 Hours)

UNIT -IV

Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal
Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating. Task. Assignment, Compensation, Measuring the Effectiveness of Sales Force. Relationship Sales and Marketing, Four forms of Seller Roles. Case studies (12 Hours)

Practical Components:
- Go to a Government unit as well as a private manufacturing company: what are the differences in their purchasing procedures, pricing, payment terms etc? Study the tender method and its advantages/drawbacks?
- Attend a trade show of Industrial Products organized in your area and study the differences in the brochures, advertising, and the other marketing inputs.
- Imagine you are marketing a product like tyres which can be sold to the large buyers (Business Marketing) like KSRTC as well as in the retail market. Write down your assumptions as to what the 4 P’s are likely to be and then compare it what it actually is?
- Visit an industrial unit and identify products where the seller sells directly as against using an intermediary or distributor. Why does this happen? What are the advantages and drawbacks of using a distributor?
- Conduct one week of Industry survey in the context of B to B marketing by visiting the companies or shops near the institutes. The data collected can be analyzed using appropriate statistical software and submit the report

TEXT BOOKS:
1. Industrial Marketing, Robert R. Reeder & Reeder – PHI
3. Industrial Marketing, Krishna Havaldar – TMH, 2/e, 2005
4. Business to Business Marketing, Vitale & Giglierano – Cengage Learning, 1/e

REFERENCE BOOKS:
1. Business Marketing, Frank G. Bingham Jr., et al; TMH, 3/e, 2005
2. Industrial Marketing, Prof. P. K. Ghosh, Oxford
PBA452E: INTEGRATED MARKETING COMMUNICATIONS
3 CREDITS (3-0-0)

Objectives:
1. To examine the marketing communication function and the growing importance of advertising & other promotional elements in the marketing programs.
2. To understand various advertising budgeting methods and to familiarize with media planning and media strategies.
3. To know different tools of IMC mix – direct marketing, sales promotions, public relations & publicity.
4. To understand global environment in advertising, internet advertising, b2b communications, & event managements.

UNIT-I
Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications
Advertising: Purpose, Role, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC
Advertising Agency: Types of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

(10 Hours)

UNIT-II
Advertising objectives and Budgeting: Goal setting – DAGMAR approach, Various budgeting methods used.

(10 Hours)

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

(10 Hours)

UNIT-IV
Promotion: Meaning, tools used in promotion, Traditional & modern promotional mix,
Sales promotion: Importance, Types- consumer oriented & trade oriented, Co-operative advertising, Integration with advertising and publicity, push pull strategies, drawbacks of promotion.
Public relation/ Publicity: Meaning, Objectives, tools of public relations, target audience for PR, Meaning & Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.
Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation- Pre-testing & Post testing.

(12 Hours)

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

**Event Management:** Introduction Purpose of organizing an Event, Different types of events, Concepts of promotion and pricing in events.

**Case studies**

(10 Hours)

**Practical activities:**

* Students have to create a print ad for the soap, detergent, biscuit, & automobile.
* Students have to collect different TV ads from internet. They have to analyze those advertisements & comment on the advertising appeals used & prepare a presentation.
* Students have to analyze different IMC programs used by the companies to promote its products (such as soaps, detergent, biscuits, & automobiles).
* Students have to collect information about Guerilla marketing- meaning, evolution, examples, advantages and disadvantages, and prepare a presentation.
* Students have to collect information about different advertising agencies in India and their functions, and prepare a presentation.
* Students will be given case studies on IMC, which they have to solve and prepare a presentation.

**TEXT BOOKS:**


**REFERENCE BOOKS:**

Objectives:
1. To learn why branding is required, challenges in building, measuring, and managing brand equity.
2. To know various brand elements and to learn leveraging secondary brand knowledge.
3. To understand brand extensions, brand personality, brand image and brand repositioning strategies.
4. To discuss brand imitation strategies and methods for measuring brand equity.
5. 

UNIT-I

Introduction to the concept of Brand Management:
Brand – Meaning, Definition, Evolution of Brands, Role & Advantages of Brand to consumers & manufacturers, Product Vs Brand.
Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders.
Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands (Case study)
Customer Based Brand Equity:
Customer Based Brand Equity-Meaning, Model of CBBE
Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks, Brand Building Implications, David Aaker’s Brand Equity Model.
Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,
Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines

UNIT-II

Choosing Brand Elements to Build Brand Equity:
Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedures, Impact of Brand name on Brand Awareness & Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging & Benefits.
Leveraging Brand Knowledge:
Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process
Measuring & Interpreting brand performance:
Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems, Brand equity charter.

UNIT-III

Brand Strategies:
a) Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy, Building Brand Equity at different hierarchical levels, Brand hierarchy decision.
b) Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality
c) **Brand Image**: Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity

d) **Brand Repositioning**: Meaning, Types of repositioning strategies in Indian marketing.

(12 Hours)

**UNIT-IV**

**Brand Imitations:**

**Measuring Brand Equity:**
Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, Marketing based comparisons, Conjoint Analysis, Holistic methods. **Case studies.**

(10 Hours)

**Practical Activities:**
* Students have to pick a multiproduct company (such as HUL, TATA, ITC, Sony etc) and as completely as possible analyze its brand hierarchy and brand extensions, and prepare a presentation.
* Students have to pick any product or a company (such as Samsung, Dell, Bigbazar etc) and analyze their branding strategies, and prepare a presentation.
* Students have to pick articles concerning brands/brand management from Economic Times or Business Line newspapers and prepare presentations.
* Students will be given case studies on strategic brand management, which they have to solve and prepare a presentation.

**TEXT BOOKS:**
1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed PHI / Pearson Education – Kevin Lane Keller
3. Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
4. Brand Imitations – Dr S S Kaptan, Dr S Pandey – HPH, 1/e, 2004
5. Brand Management, Tapan Panda, 2/e, Excel Publication

**REFERENCE BOOKS:**
2. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2003
3. Managing Indian Brands – S Ramesh Kumar – Vikas
4. Strategic Brand Management- Richard Elliott & Larry Perclu, Oxford Press, 1/e
5. Creating powerful brands – Chernatony, Elsevier Publication, 1/e
FINANCE
PBA461E: INTERNATIONAL FINANCIAL MANAGEMENT
3 CREDITS (3-0-0)

Objective:
1. To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.
2. To familiarize students with unique economic factors that challenges a financial manager in the international context.
3. To familiarize the students with the various modern foreign exchange exposure and risk management techniques.
4. To understand the various project financing sources available in international market.

UNIT-I
International financial Environment: The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution
International flow of funds and International Monetary system:- International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertability. (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT-II

UNIT-III
UNIT-IV


Practical Component:
- Submit a report on the Balance of Payment statistics of India for the last five year and present the same in the class.
- Carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Study the impact of exchange rate movement on the stock Index and Submit a report on the same.
- Visit a bank and study the foreign exchange derivatives offered by them.

RECOMMENDED BOOKS:

REFERENCE BOOKS:
PBA462E: RISK MANAGEMENT
3 CREDITS (3-0-0)

Objective:
1. Critical understanding and appreciation of the role of forward and futures market for managing the risk.
2. Understanding the trading mechanisms and trading strategies to hedge the risk using options.
3. Applying the basic valuation models for pricing the options.
4. To understand the tools and techniques used to minimize the credit risk.

UNIT-I

(10Hours)

UNIT-II
Risk Management using Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-
mechanics of options- stock options- options on stock index-options on futures – interest rate options. Concept of exotic option.

(10Hours)

UNIT-III
Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

(12 Hours)

UNIT-IV
Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).
Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.
Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

(10Hours)
**Practical Components:**
- Visit a financial institution dealing in commodity derivatives and study the products offered by him.
- Select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

**RECOMMENDED BOOKS:**
1) Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2) Options & Futures- Vohra & Bagri, 2/e, TMH
3) Derivatives- Valuation & Risk Management - Dubofsky

**REFERENCE BOOKS:**
1) Risk Management & Insurance – Harrington & Niehaus, 2/e, TMH.
6) International Risk & Insurance – Skipper, TMH
7) Options & Futures – Edwards & Ma, 1/e, MacGraw Hill.
8) Derivatives & Financial Innovations – Bansal, TMH.
9) Credit Risk Management – Anderw Fight , 1/e, Elsevier.
11) Risk Management – Koteshwar, HPH.
12) Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt Ltd. 2011.
PBA463E: TAX MANAGEMENT
3 CREDITS (3-0-0)

Objectives
1. To know the different sources of income for corporate assessee’s.
2. To educate as a manager of a company/as tax consultant how reduce the tax burden and maximize the company wealth.
3. Understand the impudence of tax planning with various managerial decisions.
4. To make the student understand the various provisions of the indirect tax laws and to make financial decision.

UNIT-I
Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee) Explanation under various heads of income. Income from salary (Basic problems), Income from House Property (Theory Only) (10 Hours)

UNIT-II
Income under the head profit and gains of business or professions and its computation basis- method of accounting-scheme of business deductions/ allowance-Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation). Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, (theory only), deductions from capital gains. (10 Hours)

UNIT-III
Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes. Computation of tax liability of a firm and partners (12 Hours)

UNIT-IV
Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax. Central excise act- objects and provisions of the act in brief (theory) - goods, excisable, CENVAT- Customs act - Basic definition, charge. Central sales tax and VAT (Only basic Concept). (10 Hours)

Practical Components:
- Understanding the usage of software package while calculating different taxes
- Preparation of Income tax returns of Individual assesses.
- Preparation of sales tax returns
- Studying the online submission of Income tax returns
RECOMMENDED BOOKS:
1) Direct Taxes – Vinod Singhania and Kapil Singhania, Taxman Publications
2) Indirect Taxes – V S Datey, Taxman Publications.

REFERENCE BOOKS:
2) Direct Tax – Mehrotra, Sahitya Bhavan
5) Income Tax Law & Practice - Mahesh Chandra & Shukla, Pragathi Publications
6) VAT – Pillai, Jaico Publications, 2004
7) Direct Tax – Lal & Vashisht, Pearson Education
8) Direct Taxation – Meena Goyal, Biztantra publication,
PBA464E: STRATEGIC CREDIT MANAGEMENT
3 CREDITS (3-0-0)

Objectives:

UNIT-I
Credit management in banks-Screening of applications-Appraisal of credit-Sanction limit- Post sanction compliance – Monitoring supervision –Review- Government policies for credit extension- Credit institutions- Principles of good lending- Borrower study and bankers opinion- Credit policy by banks- Government regulation of credit -Prudential norms.

Over view of credit policy and loan characteristics-The credit process –Characteristics of different types of loans-Evaluating commercial loan requests – Financial statement analysis- Cash flow analysis- Projections-Management of the firm and other factors –Feasibility study – Fundamental credit issues - Credit analysis-Different types of borrowers – Balance sheet analysis for lending – Forms of advances secured and unsecured advances- Short term and long term advances. (10 Hours)

UNIT-II
Evaluating consumer loans – Types- Credit analysis of consumer loans- Risk–return analysis of consumer loans-Customer profitability analysis and loan pricing- Fixed Vs floating rates

Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange securities- Fixed deposit receipts –Book debts- Supply bills- Real estate’s – Advance against collateral securities. (10 Hours)

UNIT-III

Financing to small scale industries and large scale industries- Term lending- Syndicated loan system- Role of development banks in industrial finance- Working capital finances- Turnover method – Modified version of MPBF – Cash budget approach- Long term finance- Project financing – Industrial sickness and BIFR. (10 Hours)

UNIT-IV
Import and export credit- ECGC- EXIM Bank – Venture capital financing –Documentation for credit extension – Charge creation – Law of limitation

Practical Components:
- Visit a bank and study the lending process adopted relating to Agricultural loan, consumer financing.
- Visit a bank and study the loan appraisal system followed.
- Study the NPA status of leading five PSU banks and five private banks.

RECOMMENDED BOOKS:

REFERENCE BOOKS:
HUMAN
RESOURCE
PBA471E: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

3 CREDITS (3-0-0)

Objectives:

1. To develop an appreciation of effective management of human resources in international scenario
2. To enable the students to meet HR challenges in present globalized world with latest and relevant knowledge from the field of human resource management theory and practice.

UNIT-I

Introduction to IHRM: Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Cultural sensitivity, Hofstede’s model of four cultural dimension, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

(12 Hours)

UNIT-II

Recruitment, Selection and staffing in International context: International Managers parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods - using head-hunters, cross-national advertising, e-recruitment, international staffing issues.

Performance Management: Basic component in performance management, performance management of international employees, expatriate performance management, PCN role conception, TCN role conception, Contextual model of expatriate performance management.

(10 Hours)

UNIT-III

Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries.

(10 Hours)

UNIT-IV

International Labour Relations: Key issues, response of labour unions to MNCs. HRM practices in different countries - Japan, USA, UK, Turkey, Middle East, India and China.

HRM practices in different countries - Japan, USA, UK, Turkey, Middle East, India and China.

(10 Hours)
Practical components:

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

RECOMMENDED BOOKS

2) International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning

REFERENCE BOOKS:


PBA472E: RECRUITMENT, SELECTION & COMPENSATION MANAGEMENT
3 CREDITS (3-0-0)

Objectives:

1. To understand the issues related in hiring process, job analysis, and types of hiring based on the job requirements.
2. To understand the selection process through the screening, testing, interviewing, reference check, and finally about appointment letters.
3. To understand issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

UNIT-1

Recruitment & Selection: Job Analysis. Meaning, definition and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique.

Hiring Process:

Hiring decision. Nature of hiring: regular, temporary, full time, UNIT time, apprentice, contractual, and outsourcing. Existing post or new post to be created. Need analysis, cost analysis and job analysis.

Hiring internally. Meaning and definition of internal recruitment. Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: -
circulars, intranet advertisements, employee referrals. Appointment or promotion.

**External Hiring** Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool.

(12 Hours)

**UNIT-II**

**Screening the candidates:** Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages. Studying the CV.

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

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

**Reference checking & Appointment orders:** Meaning and significance, offer of appointment and acceptance, appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses. Verification of character, criminal antecedents, previous work behavior and education qualifications. Medical Examination & acceptance of offer for joining.

**Joining:** Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy.

(12 hours)

**UNIT-III**

**Compensation Management:** Introduction, Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

**Managing Compensation:** Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, Compensation as a retention strategy

**UNIT-IV**

**Variable Pay and Executive Compensation:** Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan,
Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.


TEXT BOOKS:
1) Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
3) Compensation & Reward Management, BD Singh, Excel Books
4) Compensation, Milkovich & Newman, TMH

REFERENCE BOOKS:
1) Employee Selection, Lilly M Berry, Thomson Publications
2) Hiring & keeping the best people, HBS Press

Practical components:
- Students are expected to conduct a mock induction session for the selected batch of students and submit a report as part of the assignments.
- Students can identify various sources of recruitment used by Indian organization for lower, middle level and top level managemt jobs.
- Identify three to four jobs generally known to most of the students and ask them to collect the data and prepare job description and job specification for the said jobs.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week and give at least four job descriptions and specification to each student, to search and download from the data base at least five resumes for each position.
- Form groups of five to six students. Ask each group to identify and present the parameters/ standards for selecting a (a) police constable, (b) forest guard, (c) computer operator, (d) software programmer, (e) bank cashier and a (f) nurse.
PBAPBA473E: PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

3 CREDITS (3-0-0)

Objectives:

1. To make the students familiar with different personality theories to enhance interpersonal skills for organizational achievement
2. To explore the interlinking between human resource management and behavioural concepts
3. To provide the key concepts about personality development, teamwork and group behaviors

UNIT-I

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self-esteem life roles, social roles and organizational roles, role clarity and role boundaries Ego states- Id, ego and super ego and defense mechanism. Developing a self improvement plan.

Pedagogy and Andrology: Adult Learning Process; Learning styles, Kolb’s learning cycle and its relatedness to personality development

UNIT-II

Understanding human personality: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence.

Attitudes, beliefs, Values and their impact on behavior: Definitions of attitude and value, work attitudes, organizational values and work values, seven habits of highly effective people.

UNIT-III


Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments.

UNIT-IV

Transactional Analysis: Ego states, Transaction Analysis, Structural Analysis, Interaction Analysis Life position Analysis, script Analysis

Lifestyle approach, Personal effectiveness, Johari Window, developing personal effectiveness.

Practical components:

- Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.
- Students have to undergo psychometric test like MBTI, FIRO-B, and Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/her personal growth.

Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.

Organize a neuro linguistic programming workshop for the participation of all HR students.

RECOMMENDED BOOKS:
2) Human Relations in organizations - Robert N. Lussier, 6/e, Mc-Graw Hill Education.
3) Development of Management Skills - Whetten & Cameron, 7/e, PHI.

REFERENCE BOOKS:
1) Understanding OB - Uday Pareek, Oxford University Press.
2) Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
3) Seven habits of highly effective people - Stephen R Covey, Pocket Books.
4) Training in interpersonal Skills- Stephen Robbins, Pearson Education.

PBA474E: ORGANIZATIONAL LEADERSHIP
3 CREDITS (3-0-0)

Objectives:
1. To understand Concept of Leadership and factors influence Leadership.
2. To learn the Different Leadership Theories
3. To understand the Impact of Leadership on teams, followers, and Organization
4. To understand the importance of succession in Leadership.

UNIT -I
Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory

Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory

(10 hours)

UNIT -II
Leadership behaviour and motivation, and contingency leadership: Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory

(10 hours)
UNIT-III

Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet’s team effectiveness leadership model, virtual and self managed teams, the changing role of leadership in self managed teams

Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict

Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

UNIT-IV

Leadership development and succession: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession

Leadership development programs, Evaluation of leadership development efforts, Leadership

Indian cases on leadership (10 hours)

TEXT BOOKS:

1. Effective Leadership- Lussier/ Achus, Third edition, Thomson South Western, 2007 (Module 1, 2, 3, 4, 5, & 6)
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006 (Module 1, 2, 3, 4, 5, & 6)
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007 (Module 7 & 8)

REFERENCE BOOKS:

3. Dynamics of leadership, Craig Watson, Jaico Publication