

## COURSE OUTLINE FOR MBA THIRD SEM

Paper Code	Title of the Paper	No of credits	IA Marks	Sem End Exam	Total Marks
C1	Strategic Management	4	50	50	100
C2	Business Ethics	2	25	25	50
C3	Legal Aspects of Business	2	25	25	50
C4	Introduction to Entrepreneurship (OEC) (offered in-house by the department)	4	50	50	100
	<b>Total</b>	<b>12</b>	<b>150</b>	<b>150</b>	<b>300</b>
<b>Specialisation Courses</b>					
<i>(Students to choose as many subjects as desired subjects to minimum credits per semester as per Table above)</i>					
<b>GENERAL MANAGEMNT :</b>		<b>No of credits</b>	<b>IA Marks</b>	<b>Sem End Exam</b>	<b>Total Marks</b>
C5	Knowledge management	4	50	50	100
C6	Business Process Reengineering & Bench Marking	4	50	50	100
C7	Project Management	4	50	50	100
C8	Business Process Outsourcing	3	25	50	75
C9	Enterprise Resource Planning(ERP)	4	50	50	100
	<b>Total</b>	<b>19</b>	<b>225</b>	<b>250</b>	<b>475</b>
<b>MARKETING STREAM:</b>		<b>No of credits</b>	<b>IA Marks</b>	<b>Sem End Exam</b>	<b>Total Marks</b>
C10	Supply Chain Management	3	25	50	75
C11	Sales Management	3	25	50	75
C12	E-Commerce and Digital marketing	3	25	50	75
C13	Retail Management	3	25	50	75
C14	Strategic Brand Management	3	25	50	75
C15	Rural Marketing	3	25	50	75
C16	Applied Marketing Research	3	25	50	75
	<b>TOTAL</b>	<b>21</b>	<b>175</b>	<b>350</b>	<b>525</b>
<b>FINANCE STREAM:</b>		<b>No of credits</b>	<b>IA Marks</b>	<b>Sem End Exam</b>	<b>Total Marks</b>
C17	Mergers , Acquisitions and Corporate Restructuring	3	25	50	75
C18	Personal Finance and Tax Planning	3	25	50	75
C19	Derivatives Market & Risk Management	3	25	50	75
C20	Principles & Practices in Modern Banking	3	25	50	75
C21	Project Planning, Appraisal & Control	3	25	50	75
C22	International Financial Management	3	25	50	75
C23	Security Analysis & Portfolio Management	4	50	50	100
	<b>TOTAL</b>	<b>22</b>	<b>200</b>	<b>350</b>	<b>550</b>
<b>HUMAN RESOURCE:</b>		<b>No of credits</b>	<b>IA Marks</b>	<b>Sem End Exam</b>	<b>Total Marks</b>
C24	Organisation Development and Institution Building	04	50	50	100
C25	Compensation Management	02	25	25	50
C26	International Human Resource Management	03	25	50	75
C27	Emotional Intelligence and Managerial Effectiveness	03	25	50	75
C28	Talent Management	03	25	50	75
C29	Learning and Development	04	50	50	100
C30	Human Resource Information System	02	25	25	50
	<b>TOTAL</b>	<b>21</b>	<b>225</b>	<b>300</b>	<b>525</b>

**Title: Strategic Management**

**Subject code: C1**

**Work load: 4 hours in a week**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

**Contact Hours:60**

**Credit Points:04**

**Objectives of the course:**

- This course exposes the students to the strategic issues in decision making through use of practical case studies, current events, etc.
- This is a project-based course and the student is expected to go through a simulated experiential learning. The course integrates all the concepts and cases learnt in functional areas.

**Pedagogy** : Lectures, Assignments, case studies, seminar,

**Module 1: Basic concepts in Strategic Management:**

Meaning and definition, phases, benefits, impact of globalization and environmental sustainability on strategic management, theories of organizational adaptation, creating a learning organization, basic model of strategic management, initiation of strategy-triggering events, strategic decision making, Mintzberg's modes of strategic decision making and the strategic audit

**Module 2: Corporate Governance and Corporate Social Responsibility:**

Role of the Board of Directors, responsibilities, concept of Board of Directors continuum, members, codetermination, organization of Board, trends in corporate governance, the role of top management and responsibilities, Mintzberg and Carroll's propositions, corporate stakeholders, ethical decision-making, Kohlberg's Levels of moral relativism, encouraging ethical behavior.

**Module 3: Environmental scanning and Industry Analysis:**

Meaning and definition of environmental scanning, identifying external environment variables, natural, task, and societal environments, Identifying external strategic factors, Industry analysis, Michael Porter's approach to industry analysis – 5 Forces Model, industry evolution, categorizing international industries, strategic groups, strategic types, hyper competition, construction of industry matrix, competitive intelligence, forecasting and forecasting techniques, and construction of External Factor Analysis Summary (EFAS) table.

**Module 4: Internal Scanning – Organizational Analysis:**

Identifying core and distinctive competencies, using resources to gain competitive advantage, determining sustainability of an advantage, business models, value-chain analysis – industry value chain analysis and corporate value-chain analysis, basic organizational structures, strategic business unit and conglomerate structure, corporate culture, strategic issues in functional areas of marketing, finance, R&D, operations, HR, information systems/technology, and construction of Internal Factor Analysis Summary (IFAS) table

**Module 5: Strategy Formulation – Situation analysis & Business Strategy:**

SWOT analysis – meaning, benefits, and criticisms, generating a Strategic Factor Analysis Summary (SFAS) matrix, finding a propitious niche, review of mission and objectives, generating alternative strategies by using a TOWS matrix, Business strategies, Porter's competitive strategies, risks and issues in competitive strategies, competitive tactics – timing tactics and market location tactics, cooperative strategies, collusion and strategic alliances.

**Module 6: Strategy Formulation – Corporate strategy**

Meaning and types of Corporate strategy – directional strategies, portfolio analysis, and parenting strategy. Types of directional strategies – growth, stability, and retrenchment strategies,

concentration and diversification, vertical growth and horizontal growth, international entry options, types of diversification strategies, stability strategies –types, retrenchment strategies – types, Portfolio analysis: BCG Growth-Share matrix and GE Business Screen, advantages and limitations of portfolio analysis.

**Module 7: Strategy Formulation – Functional strategy & strategic choice**

Meaning and definition of functional strategy, marketing strategy, financial strategy, R&D strategy, operations strategy, purchasing strategy, logistics strategy, HRM strategy and IT strategy. The sourcing decision, location of functions, strategies to avoid, strategic choice, constructing corporate scenarios, process of strategic choice, techniques of devil's advocate & dialectical inquiry.

**Text Books:**

- Strategic Management: A south –Asian Perspective: Hitt & Manikutty, Cengage Learning
- Concepts in Strategic Management and Business Policy – towards global sustainability by Thomas L Wheelen and J David Hunger, 13ed Pearson
- Business Ethics – Ethical Decision Making and Cases by – O C Ferrell, John Paul Fraedrich and Linda Ferrell,
- Ethical Choices in Business by R C Sekhar, 2<sup>nd</sup> Edition, Response Books

**Title: Business Ethics**

**Subject code: C2**

**Work load: 2 hours in a week**

**Contact Hours:30**

**Credit Points:02**

**Evaluation:** Continuous Internal Assessment - 25  
Semester End Examination - 25

**Objective** : To provide inputs relating to ethical issues faced by industry

**Pedagogy** : Lectures, Assignments, case studies, seminar

### **Module 1: Introduction to Business Ethics**

Ethical Problems in Business; Ethical Choices in Business; Importance of Ethics in Business

Scope for business ethics: Personal policy, Societal level, Internal policy level, Stake holder level

### **Module 2 : Ethical Theories**

Cognitivism, Non-cognitivism , Teleological theory, Deontological theory, Hybrid theory, Enlightened egoism

### **Module 3: Code of ethics & Moral Standards**

Code of ethics, Code of conduct, Code of practice

Ethics and Decision Making; Making Moral Decisions

### **Module 4: Theories of Social Responsibility**

Ethics in Practice, Classical Theory, Stakeholder Theory, Corporate Social Responsibility Theory (CSR)

References:

- Ethical Choices in Business – R.C. Sekhar..
- A Study in Business Ethics – Rituparna Raj.
- Business Ethics-Concepts & Cases-Manuel G Velasquez –Pearson

**Title: Legal aspects of Business**

**Subject code: C3**

**Work load: 2 hours in a week**

**Contact Hours:30**

**Credit Points:02**

**Evaluation:** Continuous Internal Assessment - 25  
Semester End Examination - 25

**Objective of course:** The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization.

**Pedagogical Tool:** Lecture, Seminar, Cases, Mock Court sessions.

### **Module 1: The Indian Contract Act, 1871**

Introduction about constitution of India , Indian judicial system, fundamental duties and rights, law and business, Nature and classification of Contracts - Essential elements of a valid Contract ,Offer and Acceptance - Consideration - Capacities of Parties , Provisions relating to free consent, void agreements ,Provisions relating to performance and discharge of Contract ,Breach of Contract - Meaning and remedies,Quasi Contract , **Special Contracts** Contract of Indemnity and Guarantee, Contract of Bailment and Pledge,Contract of Agency

### **Module 2: Sale of goods act**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property,Right of Unpaid Seller against the Goods, Remedies for Breach

### **Module 3: Negotiable Instrument Act**

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability,Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques

### **Module 4: The Indian Partnership Act, 1932**

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm

### **Module 5: The Companies Act, 1956**

Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding up of company

### **Module 6:**

Cyber laws , Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e-Commerce, Digital Signature (working idea), Right to Information Act, - Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate, Authorities, Penalties, Jurisdiction of courts. Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Competition Act, Consumer Protection Act, 1986 (Working idea)

### **Reference Books:**

- Company And Business Law By N.D. Kapoor – Sultan Chand & Sons
- Company Law - Avtar Singh, Eastern Books Company
- Business Law By M.C. Kuchal- Vikas Publishing House,

**Title: Introduction To Entrepreneurship (OEC)**

**Subject code: C4**

**Work load: 4 hours in a week**

**Contact Hours:60**

**Credit Points:04**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

### **Course Objectives:**

The course aims at enabling the aspiring entrepreneurs in converting their business ideas into successful business ventures and providing basic knowledge for effectively managing their start-ups. This course attempts to facilitate better understanding of concepts related to entrepreneurship like entrepreneurial personality traits, business opportunity identification, small business management, incubation, government efforts towards supporting entrepreneurial ecosystem, institutions and support systems to facilitate entrepreneurship etc.

**Pedagogy** : Lectures, Assignments, case studies, seminar and Projects

### **Module1: Introduction to Entrepreneurship**

Meaning, concept, who is an entrepreneur? The Entrepreneurial process, Entrepreneurial personality and characteristics, what motives drive an entrepreneur? Challenges and rewards of being an entrepreneur, Historical development of entrepreneurship concept, Patterns and scope of entrepreneurship in Indian context. Entrepreneurial motivation, types of entrepreneurs, Born vs. created entrepreneurs, entrepreneurial competencies, Entrepreneurship development process, Factors preventing emergence of entrepreneurship, Entrepreneurship and environment, critical factors for launching of a new enterprise, idea generation, environmental function, Identifying and evaluating of opportunities, business opportunity identification, Mobilization of essential resources for creating business plan.

### **Module2: Entrepreneurial Ventures – Types and features**

Start-ups, features of start-up firms, different types of start-ups, proprietorship, partnerships, Pvt. Ltd. companies, Family-owned organizations, corporate venturing. Innovation, creativity and entrepreneurship, innovation and invention, innovation and entrepreneurship, innovation and risk, successful innovation, The Creativity Process, Blocks to individual creativity, Techniques for generating new ideas, blocks to organizational creativity.

### **Module3: Entrepreneurial Leadership**

Management and Leadership, Entrepreneurial leadership, transformational leadership, vision and values, leadership styles, Barriers to entrepreneurship, environmental barriers, personal barriers, societal and cultural barriers, economic, political barriers, etc. How to remove the barriers

### **Module 4: Trends in Entrepreneurship**

Entrepreneurship in globalized environment, Liberalization and privatization, technology and entrepreneurs, Business ethics for entrepreneurs, women entrepreneurs, corporate entrepreneurship and intrapreneurship, intrapreneurs and their roles in organizations.

### **Module 5: Role of Incubation centres in helping the start-up firms**

How the supportive ecosystem in the incubators facilitate the entrepreneurship process in its most turbulent stages, information about some incubation centres and ways to join them. Supportive institutions and systems for facilitating the process in India, government policies, government agencies for support to new firms, funding agencies.

### **Text Book:**

- Entrepreneurship by Madhurima Lall and Shikha Sahai, Excel Books

**Reference Books:**

- Handbook for New Entrepreneurs by P C Jain, Oxford University Press
- Patterns of Entrepreneurship Management by J. M. Kaplan and A. C. Warren, Wiley Publications.
- Entrepreneurship Development Programme in India and its relevance to developing countries by V. G. Patel, EDI
- Corporate Entrepreneurship & Innovation by Michael H. Morris, Donald F. Kuratko & Jeffery G. Covin, Thomson – South – Western.
- Connect the dots by Rashmi Bansal, Eklavya Foundation.
- Stay Hungry, Stay Foolish by Rashmi Bansal, Think Ink Media Inc.
- Entrepreneurship by Robert D. Hisrich, M.P. Peters and Dean A. Shepard, The McGraw Hill Companies.

# General Management Specialisation

**Title: Knowledge Management**

**Subject code: C5**

**Work load: 4 hours in a week**

**Contact Hours:60**

**Credit Points:4**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

## **Objectives :**

To develop skills of identifying ,documenting ,retrieving and disseminating knowledge in the organizations

**Pedagogy :** Lectures, Assignments, case studies, seminar and Projects

## **Module 1**

Knowledge Management concept , definition ,the need , utility and universal applications ,role of knowledge management in the network world Process of knowledge management .A systems approach to Knowledge Management Cycle

## **Module 2**

knowledge management models, strategic implications of KM models, practical implications of KM models

## **Module 3**

Knowledge capture and codification. Tacit Knowledge capture at individual and group levels – interviewing experts, structured interviewing, learning by observation, learning by being told- strategic and practical implications.

## **Module 4**

Knowledge sharing and communities of practice, Strategic and practical implications of knowledge application , role of organizational culture.

## **Module 5.**

Knowledge management tools and techniques , knowledge leadership , ethics of knowledge management and future challenges for Knowledge Management

## **Reference books:**

- Knowledge Management In theory and practice, Kimiz Dalkir,Elsevier,2008
- knowledge management- Sudhir warier-vikas 2003
- knowledge management-Elias M Award,Hussain M ghazini-Pearson Education 2004
- knowledge management-Enabling Business Growth-ganesh Natarajan and Sandhya Shekhar-TMH 2000



## **Title: Business Process Reengineering and Benchmarking**

**Subject code: C6**

**Contact Hours:60**

**Work load: 4 hours in a week**

**Credit Points:4**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

### **Objectives of the course:**

1. To introduce to the students the concepts of Benchmarking and Business Process Reengineering.
2. To make students prepared for quality-orientation in an organization and contribute for improved quality standards.

**Pedagogy** : Lectures, Assignments, case studies, seminar and Projects

### **Module 1:**

Introduction to Business Process Reengineering::What is Reengineering? Why Reengineering, History and Development of Business Process Reengineering (BPR), Principles of Reengineering, Application of Reengineering, The essence of Reengineering, The three 'R's of Reengineering

### **Module 2:**

Application side of Reengineering: Requirements of Reengineering process, Reengineering in the service industry, Reengineering and TQM, Integrating Reengineering and process improvement, Benefits and Limitations of Reengineering, The Holonic Concept, How the 'Holonic network' works? Advantages of Holonic business system, and Types of holonic networks.

### **Module 3:**

Introduction to Benchmarking.What is Benchmarking? What is a benchmark? Evolution of benchmarking, Reasons to benchmark, Advantages and limitations of benchmarking, Types of benchmarking, Areas to benchmark, Four phases of benchmarking.

### **Module 4:**

Application side of Benchmarking: Benchmarking process, Issues related to benchmarking process, Benchmarking quality in a nut shell.

### **Text Books:**

- Total Quality Management – Text and cases by K. Shridhara Bhat, Himalaya Publishing House, 2002

### **Reference Books:**

- Total Quality Management by Poornima Charantimath, 2<sup>nd</sup> Edition, Pearson, 2011
- Business Process Reengineering and Change Management by Dey B R, Biztantra 2005

**Title: Project Management**

**Subject code: C7**

**Contact Hours:60**

**Work load: 4 hours in a week**

**Credit Points:4**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

**Objective:** The objective of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the view of the projects undertaken.

**Pedagogy** :Lectures, Assignments, Projects, Practical Exercises and Seminars

### **Module 1.**

Project Management - Definitions, Overview, Project Plan, Management Principles applied to Project Management, Project Management Life Cycle, Project Life Cycles and Uncertainty.

### **Module 2.**

Project planning - Scope, Problem statement, Project Goals, Objectives, Success criteria, Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

### **Module 3.**

Project Activities - Project Resource Requirements, Types of Resources.

### **Module 4.**

Project Monitoring, Evaluation and Control - Project Network Technique, Planning for Monitoring and Evaluation, Project Audits, Project Management Information System, Project Scheduling, PERT and CPM, Project Communication, Post-Project Reviews.

### **Module 5**

Project Team Management - Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting.

### **Module 6.**

Closing the Project - Types of Project Termination, Strategic Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures. Project Contacts, principles, Compilation of Contacts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.

### **Reference Books :**

- Bennet P. Lientz and Kathryn P. Rea, "Project Management for the 21<sup>st</sup> Century", Academic Press, California, 1995.
- Choudhary. S., "Project Management", Tata McGraw Hill Book Publishing Co., New Delhi.
- Gopalakrishnan, P., "Project Management", Macmillan India Ltd. New Delhi, 1993.
- Jack R. Meredith and Samuel J Mantel, "Project Management", John Wiley & Sons, New York, 1995.
- Joseph J. Moder, Cecil R. Phillips, and Edward W. Davis, "Project Management with CPM. 6.PERT and Precedence Diagramming", CBS Publishers and Distributors, New Delhi.
- Prasanna Chandra, "Project: Planning, Analysis, Selection, Implementation and Review", Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.
- Robert K. Wysocki, Robert Beck, and David B. Crane, "Effective Project Management", John Wiley & Sons, New York, 1995.

**Title: Business Process Outsourcing****Subject code: C8****Work load: 3 hours in a week****Evaluation:** Continuous Internal Assessment - 25  
Semester End Examination - 50**Contact Hours:45****Credit Points:3**

**Objective:** This course is designed to provide the understanding of outsourcing in the global economy. The parameters that determine the when and how to outsource in this competitive age to achieve the efficiency and effectiveness.

**Pedagogy** : Lectures, Assignments, Projects and Seminars

**Module 1**

Introduction and meaning of BPO, history of the industry, human issues in Call Centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress

**Module 2**

Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies,

**Module 3**

PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM (People Capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels vs. process categories

**Module 4**

Managing IT outsourcing: offshore, onshore, and nearshore, how to think strategically about outsourcing, BPO meets BPM, Business Process Offshoring,

**Module 5**

Moving up the value chain from BPO to KPO, opportunities & challenges in the field, areas in the KPO, challenges for Indian companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector

**Reference:**

- [www.nasscom.in](http://www.nasscom.in)
- Reports of BPO companies,
- Deloitte Research reports/Forrester Reports

**Title: Enterprise Resource Planning (ERP)**

**Subject code: C9**

**Work load: 4 hours in a week**

**Evaluation:** Continuous Internal Assessment - 50  
Semester End Examination - 50

**Contact Hours:60**

**Credit Points:4**

**Pedagogy Tools:** Lecture, Assignments, Projects, Simulation Base Exercise

**Module 1: Enterprise Resource Planning –Introduction**

What is ERP? ,Need of ERP ,Advantages of ERP ,Growth of ERP

**Module 2:ERP and Related Technologies**

Business process Reengineering (BPR),Management Information System (MIS),Decision Support Systems (DSS),Executive Support Systems (ESS),Data Warehousing, Data Mining,Online Analytical Processing (OLTP),Supply Chain Management (SCM)Customer Relationship Management (CRM)

**Module 3: ERP modules & Vendors**

Finance , Production planning, control & maintenance, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management,ERP Market

**Module 4: ERP Implementation Life Cycles**

Evaluation and selection of ERP package, Project planning, Implementation team training & testing, End user training & Going Live, Post Evaluation & Maintenance

**Module 5: ERP Case Studies**

Post implementation review of ERP Packages in Manufacturing, Services, and other Organizations

**Books Recommended:-**

- Enterprise Resource Planning - Alexis Leon
- ERP Ware: ERP Implementation Framework –
- V.K. Garg & N.K. Venkitakrishnan
- ERP: By Leon, ERP Concepts and Planning - Garg & Venkitakrishnan

## MARKETING SPECIALISATION SUBJECTS

**Title: Supply Chain Management**

**Subject Code: C10**

**Contact Hours: 45 Hrs**

**Work load: 3 hours per week**

**Credit Points: 3**

**Evaluation:** Continuous Internal Assessment- 25 marks  
Sem End Exam-50 Marks

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Distribution & Logistics Management. The purpose of this course is to develop understanding of logistics, its basic framework and its practical utility.

**Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

### **Module 1 :- Supply Chain Management – An Overview.**

Introduction; what forces are driving the rate of change, Globalization, Technology, Organizational consolidation, The empowered Consumer, Government policy & Regulation, The supply chain concept, Development of the concept, major supply chain issues, Supply chain Networks, Complexity, Inventory deployment, Information, Supply chain Variation Impact, Supply chain Technology, supply chain Security.

### **Module 2:- Role of Logistics in Supply Chain.**

Introduction, What is Logistics, Value added roles of logistics, Logistics Activities, Scope of activities, logistics in the economy, logistics in the firm, logistics interfaces with Marketing, logistics interfaces with other areas, Techniques of logistics system analysis, approaches to analyzing logistics systems, Materials Management versus physical distribution, cost Centers, Nodes Versus links, Logistic Channels. **Transportation- Managing the flow of supply chain:** Role of Transportation in the supply chain Management, Challenges to carrying out this role, modes of transportation, Transportation planning & strategy, Transportation Execution & Control.

### **Module 3:- Order Management & Customer Service.**

Introduction, Influencing the order customer relationship Management, Activity based costing & customer profitability, e-commerce order fulfillment strategies, Customer service, elements of customer service performance measures for customer service, Expected cost of stock-outs, order management influences on customer service.

### **Module 4:- Sourcing Materials & Services**

Strategic sourcing methodology, Managing Sourcing and procurement processes, Supplier selection, Supplier/vendor evaluation and Relationships, e-sourcing & e-procurement

### **Module 5:- Supply chain Technology – Managing Information flows:**

The Role of Information in the supply chain, A framework for managing supply chain information, SCM Software, Supply chain Technology implementation, Supply chain Technology Innovations. Strategic role of Logistics Information systems,

**Module 6:- Distribution – Managing Fulfillment Operations:**

The Role of Distribution operations in SCM, Distribution Planning and strategy, Distribution Execution, Distribution Metrics, Distribution Technology. **Global Dimensions of Supply chains:** Supply chains in a global economy, The scope and Magnitude of Global Business, Global Markets and strategy, Supply chain security: A balancing act, Storage Facilities and Packaging.

**Module 7:- Supply chain Relationships and Supply Chain Sustainability:**

Logistics Relationships, Model for Developing and Implementing successful supply chain relationships, Need for collaborative Relationships, Types of 3PL Providers, 3PL Market Size and Scope, Reverse logistics Systems, Management and Relationship Issues. **Supply Chain Performance Measurement:** Dimensions of supply Chain Performance Metrics, Developing Supply Performance Metrics, Performance Categories,

**Textbook:**

- John J Coyle, C John Lagley, Robert A. Novack “Managing supply Chain – Logistic Approach”, Cengage Learning.
- Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication.

**Reference books:**

- Logistics Management by Vinod V Sople Pearson Education
- Logistical Management by Donald Bowersox, David Closs- TMH, 2004
- Business Logistics/Supply Chain Management –Ronald Ballou- Pearson Education.
- Sunil Chopra and Peter Meindl, ‘Supply Chain Management Strategy – Planning and Operation, Latest edition,

## **Title: Sales Management**

**Subject Code: C11**

**Contact Hours: 45 Hrs**

**Work load: 3 hrs per week**

**Credit Points: 3**

**Evaluation:** Continuous Internal Assessment – 25 marks  
Semester End Examination – 50 marks

**Objective:** The purpose of this course is to develop an understanding and skill about concepts, method and strategies of sales management. It also aims at developing various competencies to tackle different sales related problems and train the student to become effective sales force to bring only into the organization and become a bread earner for self and organization.

**Pedagogy** : Lectures, Assignments, Projects, Practical Exercises and Seminars Case Discussion, Research article discussion.

**Module 1: Introduction to Sales Management** : Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling & Marketing Management Process Sales Management Process Emerging Trends in Sales Management

**Module 2: Selling Skills and Selling Process** : Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance. Selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques. Stages, Prospecting (process & Methods), Handling customer objections, Methods of Closing Sale.

**Module 3: Managing Sales Information or Setting Personal Selling Objectives:** Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting.

**Module 4: Sales Organization** : Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People.

**Module 5: Organizing Sales Efforts Management of Sales Territory:** Functions & Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes

### **Module 6: Management of Sales Quota**

Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota

### **Module 7: Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force**

**Text Book:** Sales Management- Decisions, Strategies and cases by Richard R. Still, Edward.W. Cundiff; and Norman A.P. Govani- 5/e. Prentice Hall Publications, New Delhi.

### **Reference Books:**

- Professional Sales Management by R- E. Anderson, Joseph F. Har, Alan J. Bash - McGraw Hill Inc. International Student Edition
- Tapan Panda and Sachdeva “Sales and Distribution Management”, Pearson publications

**Title: E-Commerce and Digital Marketing****Subject Code: C12****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment  
Semester End Examination**Contact Hours: 45 Hrs****Credit Points: 3**

– 25 marks

– 50

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Digital Marketing. Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. Learn how to measure digital marketing efforts and calculate ROI. Explore the latest digital ad technologies.

**Pedagogical Tools:** Lecture, Seminar, Case Studies, Discussions, Project, Team exercise

**Module 1: Overview of digital marketing**

Introduction to digital world, Brief history, Framework of E-commerce, need and scope of digital marketing, definition, digital economy and digital society, benefits and limitations, why digital marketing. Characteristics of Ecommerce & its Importance. Framework, Architecture, Impact of e-Commerce, The framework of e-Commerce applications; e-Commerce Consumer applications, e-Commerce Organization Applications, e-commerce in India, Prospects of e-commerce, Advent of Ecommerce in India, Major Players, Current Scenario of Ecommerce in India, Challenges faced, Future Aspects for Ecommerce in India.

**Module 2: Digital marketing mechanism, tools and impact:**

Mechanism of online marketing, seller, buyers and transactions, E-marketplace, customer interaction mechanism, virtual world as a mechanism, competition in digital world. Application of E Commerce in Direct Marketing and Selling, Value Chain Integration, Supply Chain Management, Corporate Purchasing, Financial and Information Services, Obstacles in adopting E-Commerce Applications, Future of E Commerce.

**Module 3: Internet value chain, business models for digital marketing:**

Value chain concept, online marketing value chain, supply chain, identifying business models (different models), Online Research. business models for digital marketing, Innovation and the Net, Emerging trends in Digital Marketing.

**Module 4: Internet marketing mix and Consumer behavior in digital marketing:**

Product strategies, Pricing Strategies, place and promotion strategies in digital world, people, process and physical evidence strategies. E-Commerce Marketing Concepts: Basic marketing concepts for internet marketing, Ecommerce marketing and branding strategies, strengthening the customer relationship, E Supply Chain Management, E CRM, E Payment Systems, History's Lessons about Payments, Electronic payment systems Definition, Scope, Characteristics, Importance. Applications of Electronic Payment Systems. Digital Payment requirements, Problems with Traditional Payment Methods

**Module 5: Marketing communication strategies:**

Online/E- retailing, Traffic Building, Usability, Credibility, Persuasion, Search engine Optimization, social media communication. Introduction to Online Marketing, Advantages of Online Marketing, Various businesses that can flourish online, Introduction to E advertising,



Various means of E advertising, Conducting Online Market Research, Building Customer Relationship Based on One to One Marketing, Market Segmentation, Data Mining and Marketing Research, Intelligent Agents in Marketing, Measuring the Effectiveness of E advertising.

### **Module 6: E-branding and Marketing Strategies**

Elements of Branding, Spiral Branding, Introduction to Marketing Strategies, Permission marketing strategies, Brand Leveraging Strategies, Affiliate marketing strategies, Viral marketing strategies, Website Naming Issues, Advertising supported Model, Marketing Strategy on the Web. Four P's in E-Marketing, E Market Segmentation and Targeting, E Market Differentiation and Positioning, Online Consumer Behavior and Online Consumer Research, E Marketing Knowledge an important paradigm

**Module 7: E-mail marketing and M-commerce**, Introduction to E marketing, Internet Retailing, Consumer Channels. B2B E-Commerce., Traditional Marketing Vs E marketing, Identifying Web Presence Goals, The Uniqueness of the Web, Meeting the needs of Website visitors, E-marketing Value Chain, Site Adhesion, Maintaining a Website, Metrics for Internet units of measurement

**Module 8: E-payment and security, Fraud, security and privacy concerns, cyber crime, E-commerce laws in India**, Introduction to the Concepts ,Security Concerns, Security Solutions, Digital Signatures, Protocol for Secure messaging, Paper Document Vs Electronic Document, Technology for Authentication, Laws for Ecommerce

### **Text Book:**

- Hanson "Internet marketing and E-Commerce", Latest edition, Cengage learning.

### **Reference Books:**

- Internet marketing, Robert & Zahay, Cengage Learning
- Frontiers of E-commerce by Ravi Kalakota & Andrew-pearsons Education
- E-Commerce Concepts, models by C.S.V.Murthy, Himalaya Publication

**Title: Retail Management****Subject Code: C13****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment  
Semester end Examination**Contact Hours: 45 Hrs****Credit Points: 3**– 25 marks  
– 50 marks

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Retailing Management. To introduce the basic concepts of retail management, the latest developments in retailing in the Indian context, and framework of Retail mix and each of its elements. To provide a strategic perspective of the retailing industry.

**Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

**Module I: Introduction to the World of Retailing:** Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects, Global retailers, retail opportunities. Types of Retailers, Multichannel Retailing: Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, Customer Buying Behavior: Understanding the Retail Consumers, The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.

**Module II: Retail Market Strategy:** Retail Market strategy; Financial Strategy: Measures of Financial Performance, The strategic profit model, Measures of retail performance, Retail Locations; Retail Site Location: The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location. Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management.

**Module III: Merchandise Management:** Managing the Merchandise Planning Process, The concept of merchandising, the evolution of merchandising function in retail, Buying Merchandise: The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand the concept of category management, Role of Pvt. Labels, Retail Pricing: The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price, GMROI. Retail communication mix, The concept of retail marketing mix, STP, the role of POP in retail. E-retailing.

**Module IV: Store Management :**Managing the Store, Store Layout, Design, and Visual Merchandising, Retail Store Operations, The relationship between store image and store design components of exterior and interior consideration for selecting layout visual merchandising in retail, Customer Service: The concept of customer service, the gaps in customer service, methods and tools available for encouraging loyalty, role of retail sales person, selling process.

**Module V:** Starting your own Retail Business, Starting a Franchise Business, Cases

**Text Book :** Levy, Weitz, and Pandit "Retailing Management" McGrawHill Publications

**References:**

- Chetan Bajaj Rajanish Tuli and Nidhi Varma Srivastava, "Retail Management", Oxford Publications.
- Barry Barman, Mini Mathur, "Retail Management – Strategic Approach", Pearson Publications.

**Title: Strategic Brand Management****Subject Code: C14****Work load: 3 hours per week****Evaluation:** Continuous Internal Assessment  
Semester end Examination**Contact Hours: 45 Hrs****Credit Points: 3**

– 25 marks

– 50 marks

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Brand Management.

**Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

**Module I: Brands and Brand Management:** Brand? Importance of brands, Characteristics of strong brand, branding challenges and opportunities, brand equity, strategic brand management process. Customer-based Brand Equity and Brand Positioning: brand knowledge, sources of brand equity, identifying and establishing brand positioning, positioning guidelines, defining brand mantra, Brand Resonance and the Brand Value Chain: steps of building strong brand, value stages and implications of brand value chain.

**Module II: Designing and Implementing Brand Marketing programs:** Choosing brand elements to build brand equity, criteria for choosing brand elements, options and tactics for brand elements, designing marketing programmes to build brand equity: integrating marketing, product, pricing, channel strategies, Integrating Marketing Communications to Build Brand Equity: the new media environment, four major marketing communication options, brand amplifiers, developing IMC programs, Leveraging Secondary Brand Associations to Build Brand Equity; conceptualizing the leveraging process, company association, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural and other events third party sources.

**Module III: Measuring and Interpreting Brand Performance:** Developing a Brand Equity Measurement and Management System; conducting brand audits, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity: Capturing Customer Mind-Set; qualitative research techniques, quantitative research techniques, comprehensive models of consumer-based brand equity, Measuring Outcomes of Brand Equity: Capturing Market Performance; comparative methods, holistic methods.

**Module IV: Growing and Sustaining Brand Equity:** Designing and Implementing Branding Architecture Strategies; developing brand architecture strategy; defining brand potential, identifying brand extension opportunities, branding new products and services, brand portfolios, brand hierarchies, corporate branding, brand architecture guidelines, Introducing and Naming New Products and Brand Extensions; new products and brand extensions, merits and demerits of brand extensions, understanding how consumer evaluate brand extensions, evaluating brand extension opportunities, extension guidelines based on academic research, Managing Brands over Time; reinforcing brands, revitalizing brands, adjustments to the brand portfolio,

**Module V: Managing Brands, Over Geographic, Boundaries and Market Segments:** Regional market segments, other demographic and cultural segments, rationale for going international, merits and demerits of global marketing programs, global brand strategy, standardization Vs. Customisation, developing Vs. developed markets building global customer based brand equity. Closing perspectives; strategic brand management guidelines, what makes strong brands, future brand priorities.

**References:**

- Kevin Lane Keller, “*Strategic Brand Management: Building, Measuring, and Managing Brand Equity*”, 4<sup>th</sup> edition, Pearson publications.
- Brand management-Y.L.R.Moorthi-Vikas Publication
- Product management-Donad lehman, TMH

**Title: Rural Marketing****Subject Code: C15****Contact Hours: 45 Hrs****Work load: 3 hours per week****Credit Points: 3****Evaluation:** Continuous Internal Assessment –  
Semester End Exam-25 marks  
50 Marks

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Rural Management.

**Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars Case Discussion, Rural visits.

**Module I: The Call of Rural India:**

Defining rural markets, rural myths, the rural marketing mix and challenges, the evolving rural consumer rural India the exploding middle class, The Rural Marketing Environment; the evolution of rural marketing, the rural environment, the rural economic environment, the rural economic structure, the rural infrastructure, rural economy, rural employment generation programmes, Government initiatives.

**Module II: Rural Consumer Behaviour:**

consumer buying behavior model, what influences consumer behavior? The buyer decision process, the product adoption process, diffusion of innovation, Rural Marketing Research, the rural marketing research process, special tools used in rural marketing research field procedures and rural realities, the rural research business. Segmenting and Targeting Rural Markets: rural market segmentation, targeting rural markets, positioning in rural market.

**Module III: Product Strategy:**

the product concept and the classification of rural products, product decisions and strategies, product branding in rural markets, packaging for rural markets, product warranty and after-sales service, new product development in rural markets, Pricing Strategies; pricing in rural India, setting the price for rural products and services, price setting strategies.

**Module IV: Distribution in Rural Markets; Availability:** the challenge and the dilemma, distribution channels, the rural retail environment, channel behavior in rural areas, distribution models in rural markets, rural-centric distribution models. Rural logistics, rural dominance, Communication Strategies for Rural Markets; Challenges in rural communication, the communication process: an overview, developing effective rural communication, creating advertisements for rural audiences, sales promotion and events and experiences.

**Module V: Rural Services Marketing;**telecommunications in rural India, information communication technology in rural areas, Marketing in Small Towns; definition of small town, small town in consumer behavior, the strategic importance of small towns for rural marketers,

**Module VI: Role of Government in Rural India;** rural infrastructure, education, health, skill development, employment, financial inclusion, sanitation, agriculture, Future of Rural Marketing; rural boom, the way forward, rural dividend.

**References:**

- Pradeep Kashyap, Rural Marketing, Latest edition, Pearson publications.
- Krishnamacharyulu, “Rural Marketing”, Latest edition, Pearson publications

**Title: Applied Marketing Research**

**Subject Code: C16**

**Contact Hours: 45 Hrs**

**Work load: 3 hours per week**

**Credit Points: 3**

**Evaluation:** Continuous Internal Assessment – 25 marks

Sem End Exam –50 Marks

**Objective:** To make students to learn concepts, theories, principles, functions and objectives of Marketing Research.

**Pedagogy:** Lectures, Assignments, Projects, Practical Exercises and Seminars, Case Discussion.

**Module I: Marketing Research –**

Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research, Marketing Intelligence system, own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research.

**Module II: Research process –**

Defining the problem - Management problem – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – research proposal process - drafting the research proposal.

**Module III: Various sources of market Information –**

Methods of collecting Market Information – Primary data, Secondary data – sources – problems of fit and accuracy. Syndicated services. Primary data collection methods; experimental methods, questionnaire preparation and administering, organizing fieldwork for a collecting data.

**Module IV: Marketing research techniques:**

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods, Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents

**Module V: Marketing Mix Research:**

Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

**Module VI: Exploratory designs –**

Descriptive designs - Longitudinal and cross-sectional analysis. Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive;

**Module VII: Qualitative research techniques –**

a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation.

**Module VIII: Report writing** – forms of report – fundamentals of a good report.

**Text Books:**

- Marketing Research – Measurement & Methods – Donald S.Tull, Del I. Hawkins.
- Marketing Reseach –Naresh Malhotra, Latest Pearson Publications
- Brown, Adhikari, “Marketing Research” Cengage Learning.

**Reference Books:-**

- Marketing Research, Concept & Cases – Cooper Schindler.
- Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn.
- Chisnali P K Marketing-A behavior- Boyd H W & Westfall: Marketing Research text and cases Richard Irwin Inc.- Lucki D J Wales H G Etal: Marketing Research Prentice Hall

## FINANCE SPECIALISATION

**Title: Mergers, Acquisitions and Corporate Restructuring**

**Subject Code : C17**

**Contact Hours: 45 Hours**

**Work load : 3 hours per week**

**Credit Points : 3**

**Evaluation : Continuous Internal Assessment – 25 marks**  
**Semester End Examination -- 50 marks**

**Objective:** To provide student's exposure to merger, acquisition and corporate restructuring.

**Pedagogy :** Lectures, Assignments/Project, and Case Analysis.

### **Module 1:**

Merger and Acquisition – meaning, objectives and emergence of the M&A wave in India. Motives for corporate mergers. Theories of merger- hypothesis concerning M&A. Synergy of merger – Operating synergy & financial synergy. Types and process of mergers. Five stage model – due diligence methods of financing mergers – cash offer – share exchange ratio merger as a capital budgeting decision. Negotiating the Merger and closing the deal.

### **Module 2:**

Corporate Restructuring – Meaning, objectives & methods of restructuring – joint ventures – corporate sell off & spin off – Equity carve out – leveraged buy outs (LBOs) – Management buy outs (MBOs) – difference between LBO and acquisition – Employee Stock Option Plans (ESOPs) – Master Limited Partnership (MLP) (Practical).

### **Module 3:**

Merger and Acquisition valuation – valuation approach – discounted cash flow valuation. Equity valuation – Relative valuation - Synergy & Value creations – valuing operating & financial synergy – valuing corporate control – valuing of LBO (**Practical**).

### **Module 4:**

Accounting for Amalgamation – Pooling of Interest Method, Purchase Method, Net Assets Method, Net Payment Method & Intrinsic Method- Procedure laid down under Indian Companies Act – Accounting for M&A (**Practical**).

### **Module 5:**

Corporate control mechanism and takeover defenses – coercive offers and defense – anti take over amendments – Crown jewel – Shark Repellents – Poison Pill – Pacman – Green mail – White Knight – Golden Parachute

### **Module 6:**

Legal and Regulatory framework of M&A: Companies Act 1956 /2013, Income Tax Act 1961, SEBI Act, SEBI takeover Code etc.

**Module 7:** Post merger issues & Integration (Accounting/Systems/HR).

**Text Books:**

- “Mergers and Acquisitions”- A P Dash, I K International Publishing, New Delhi
- “Mergers and Acquisitions and Corporate Restructuring” – Prasad R Godbole, 2<sup>nd</sup> Edition, New Delhi
- “Mergers and Acquisitions” by Rajinder Aurora, Kavita Shetty, Sharad Kale, Oxford University Press.

**Reference Books:**

- Merger and Acquisitions (Text and Cases) by B Rajesh Kumar, Tata Mc Graw Hills Publication.
- Merger and Acquisitions by Machiraju, New Age Publications.
- Merger, Acquisitions and Corporate Restructuring (Strategies & Practices) by Rabi Narayan Kav, International Book House Pvt. Ltd.
- “Mergers and Acquisitions and Corporate Restructuring” – Patrick Gaughan, Wiley India., New Delhi.



## **Title of the paper: Personal Finance and Tax Planning**

<b>Subject Code : C18</b>	<b>Contact Hours</b>	<b>: 45 Hours</b>
<b>Work load : 3 hours per week</b>	<b>Credit Points</b>	<b>: 3</b>
<b>Evaluation</b>	<b>: Continuous Internal Assessment</b>	<b>– 25 marks</b>
	<b>Semester End Examination</b>	<b>-- 50 marks</b>

**Objective:** To facilitate the student to become financially responsible member of society leading to developing skills in the area of money management, budgeting, financial goal attainment, wise use of credit, investment and tax management.

**Pedagogy:** Lectures, Assignments/Project, Practical Exercises, Case Analysis and Seminars

### **Module 1:**

**Financial Planning Process:** Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time – The Financial Planning Environment – Various Determinants of Personal Income.

### **Module 2:**

**Financial Statements and Plans:** The Role of Financial Statements in Financial Planning – Preparing Personal Balance Sheet and Income and Expense Statement based on Life Cycle Approach– Using Personal Financial Statements.

### **Module 3:**

**Investment Avenues & Tax Planning:** Meaning and Purpose of Investment –Factors Considered in the Choice of Investments , Short & Long-term investments - FDs – Post Office Schemes – Insurance – Mutual Funds – Real Estate – Bullion markets – Equity – Debt – Commodities – IDRs, PPF, NPS, – Developing Investment Strategy.

### **Module 4:**

Basic of Income Tax, Basic Concepts, Residential Status & Tax Incidence, Income Exempted from Tax

### **Module 5:**

An overview of computation of Gross Total Income, Deductions from the Gross Total Income u/s 80C to 80U, Tax rates & Calculation of Tax liability

### **Module 6:**

Income Tax Authorities & Filing Returns – Traces (26 AS) – Form No. 16 A – ITR I & II – Permanent Account Number & Aadhar linkage, Tax Audit, Qualities & Qualifications required in auditors, forms, reporting & disclosure in financial statement, Settlement of Cases

### **Reference Books:**

- Taxation Law and Practice – Volume 1 – Balachandran, Thothadri – PHI
- Direct Taxes – Law & Practice by Vinod K Singhanian & Kapil Singhanian, Taxmann Publication.
- Income Tax Law and Practice – N Hariharan - Tata McGraw Hill Publication.
- Focus on Personal Finance - Jack Kapoor; Les Dlabay; Robert J. Hughes, McGraw-Hill/Irwin (2009)
- George Rejda: Principles of Risk Management and Insurance: Pearson, New Delhi

<b>Title of the paper</b>	<b>: Derivatives Market and Risk Management</b>		
<b>Subject Code</b>	<b>: C19</b>	<b>Contact Hours</b>	<b>: 45 Hours</b>
<b>Work load</b>	<b>: 3 hours per week</b>	<b>Credit Points</b>	<b>: 3</b>
<b>Evaluation</b>	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

**Objective:** The main objective of this course is to acquaint the students with basics of derivative market and its workings.

**Pedagogy :** Lectures, Assignments/Project, Practical Exercises and Case Analysis

#### **Module 1:**

**Introduction:** Risk Management, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory framework

**Stock & Index Derivatives:** Introduction to Stock & Index Futures, Stock & Index Options, Trading Mechanism, Terminology.

**Commodities Derivatives:** Agriculture, Metal & Energy derivatives in India, Genesis, Trading Mechanism, Terminology, Margin System.

**Currency Derivatives:** Currency Market in India, Genesis, Fixed & Floating exchange rate regime, Terminology, Traders.

**Interest Rate Derivatives:** Interest Rate Caps & Floors, FRA, SWAPS.

#### **Module 2:**

**Forward Contracts:** An overview of Forward Contracts, Features, Carry Price Model, Pricing (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.

**Module 3: Futures Contracts:** Meaning, Parties, Terminologies, Basis, Relationship between Futures price & Expected spot price, Trading procedure, Margin System, Open interest, Pay offs, Valuation, Speculation, Hedging & Arbitration strategies, Practical exercises.

#### **Module 4:**

**Option Contracts:** Meaning, Types, Parties, Pay Offs, Settlement procedures for stock, indices, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads, Option Valuation using Black Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One & Two step Binomial Process, Practical exercises.

#### **Module 5:**

**SWAP Contracts:** Types, Interest rate swaps, Currency swaps. Basic practical exercises.

#### **Text book:**

- Futures and Options by N. D. Vohra and B. R. Bagri, Tata McGraw Hill Publication.

#### **Reference Books:**

- Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.
- Derivatives & Risk Management by Dhanesh Kumar Kharti, Mcmillan Publication.
- Commodity Derivatives by Indian Institute of Banking & Finance.
- NCFM Derivatives Market, Options Strategies, Currency, Interest Rate & Commodities Market Module downloaded material.
- Options and Futures & Options Markets by John C Hull, PHI Publication.
- Introduction to Derivatives by SSS Kumar

<b>Title of the paper</b>	<b>: Principles and Practices in Modern Banking</b>		
<b>Subject Code</b>	<b>: C20</b>	<b>Contact Hours</b>	<b>: 45 Hours</b>
<b>Work load</b>	<b>: 3 hours per week</b>	<b>Credit Points</b>	<b>: 3</b>
<b>Evaluation</b>	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

**Objectives:** Providing an in-depth insights into principles and practices of banking in the liberalised Indian economy and obtain skills and knowledge in practical Banking.

**Pedagogy:** Lectures, Assignments/Project, Practical Exercises and Case Analysis

#### **Module 1:**

Banking system and structure in India- Evolution of Indian Banks-Types of banks - Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks, Payment Banks, Small Finance Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Credit creation and Deployment of Funds.- Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

#### **Module 2:**

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers` accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims.

#### **Module 3:**

The Negotiable Instruments Act 1881 - Features of Negotiable instruments - Important concepts and explanations under the Negotiable Instruments Act. The Paying Banker-Dishonour of cheque Negotiation – Endorsement - The Collecting Banker – Negligence - Bills of exchange and promissory note - Discharge of Negotiable instruments - Hundis.

#### **Module 4:**

Banking Technology- Concept of Universal Banking-Home banking – ATMs - Internet banking– Mobile banking - Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems - MICR- Cheque Truncation- ECS - EFT – NEFT - RTGS, UPI and Aadhar base payment systems.

#### **Module 5:**

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

#### **Module 6:**

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book debts and supply bills - Charging of Security bills - pledge – mortgage – assignment.

#### **Module 7:**

Asset Liability Management (ALM) in banks: Components of Liabilities and Components Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO) - Activities of ALCO.

#### **Module 8:** Contemporary Issues in Modern Banking System

**Text Book:** Principles and Practices of Banking – Indian Institute of Banking & Finance, McMillan Publication.

<b>Title of the paper</b>	<b>: Project Planning, Appraisal and Control</b>		
<b>Subject Code</b>	<b>: C21</b>	<b>Contact Hours</b>	<b>: 45 Hours</b>
<b>Work load</b>	<b>: 3 hours per week</b>	<b>Credit Points</b>	<b>: 3</b>
<b>Evaluation</b>	: Continuous Internal Assessment	–	25 marks
	Semester End Examination	--	50 marks

### **Objectives:**

The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision with respect to the capital expenditures.

**Pre-requisites:** Students should have the basic knowledge of Accounting and Financial Management.

**Pedagogy:** Lectures, Assignments/Project, Practical Exercises and Case Analysis

### **Module 1 –**

**Overview of Project Management:** Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas.

### **Module 2 –**

**Project Appraisal:** Appraisal of Projects – Marketing – Technical – Financial Feasibility. Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi-Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report.

### **Module 3 –**

**Investment Criteria:** Advanced Investment Criteria - Investment Evaluation in Practice – Capital Rationing – Inflation & Investment Decisions – Multiple IRR – Modified IRR method – Special investment decisions. Issues in evaluating mutually exclusive projects.

### **Module 4 –**

**Project Risk Management:** Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Certainty Equivalent, Risk Adjusted Discount Rate, Project Risk Management.

### **Module 5:**

**Project Control and Organization:** Development of Project Network, Time Estimation, PERT Model, CPM Model Forms of Project Organization, Project Planning, Project Control, Work Breakdown Structure, Reasons for Ineffective Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Audit, Abandonment Analysis.

### **Module 6:**

**Purchasing and Contacting for Projects:** Introduction, Purchase Cycle, Contact Management, Procurement Process – Tender – Legal Aspects.

### **Module 7:**

**Project Close-out, Termination and Follow-up:** Introduction, Project Close-out, Steps for Closing the Project, Project Termination, and Follow-up.

**Text and Reference Books:**

- Project: Planning, Analysis, Selection, Implementation & Review - Prasanna Chandra, 8<sup>th</sup> Edition, Tata McGraw Hill Publishing, New Delhi.
- Financial Management – Khan and Jain, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing, New Delhi.
- Project Management and Appraisal – Sitanju Khatua, Oxford University Press, 2011.
- Project Management by Samuel J. Mantel, Jack R. Meredith, Scott M. Shafer, & others, Willey India Edition.
- “Effective Project Management” - Robert K Wysocki, Robert Beck, and Devaid B Crane, John Wiley & Sons.

<b>Title of the paper</b>	<b>: International Financial Management</b>		
<b>Subject Code</b>	<b>: C22</b>	<b>Contact Hours</b>	<b>: 45 Hours</b>
<b>Work load</b>	<b>: 3 hours per week</b>	<b>Credit Points</b>	<b>: 3</b>
<b>Evaluation</b>	<b>: Continuous Internal Assessment</b>	<b>–</b>	<b>25 marks</b>
	<b>Semester End Examination</b>	<b>--</b>	<b>50 marks</b>

**Objective:** The main objective of this course is to give exposure to all aspects of International financial management.

**Pedagogy** : Lectures, Assignments/Project, Practical Exercises and Case Analysis

**Module 1: International financial Environment** - The Importance, rewards & risk international finance-Goals of MNC - International Business methods – Exposure to international risk - International Monetary system - Multilateral financial institution.

**Module 2: International flow of funds:** International Flow of Funds: Balance of Payment (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 convertibility (Problems on BOP)

**Module 3: International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the European Monetary Union (EMU).

**Foreign Exchange Market:** Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates-Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

**Module 4: International Financial Markets and Instruments:** Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches.

**Module 5: International Parity Relationships & Forecasting Foreign Exchange rate:** Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate-Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage.

**Module 6: Foreign Exchange Exposure:** Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure (Practical Problems / Exposure to Exposure Management) Cases: Xian Janssen Pharma (China) and the Euro, Toyota’s European Operating Exposure, LaJolla Engineering Services Limited.

**Module 7: Foreign Exchange Risk Management:** Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps- Hedging through currency of invoicing- Hedging through mixed currency invoicing.

**Reference Books:**

- International Financial Management - Eun & Resnick, Tata Mcgraw Hill Publication.
- Multinational Business Finance - Eiteman, Stonehill & Mofett, Pearson Publishing. 11<sup>th</sup> Ed.
- International Financial Management - Jeff Madura, Thomson Publication.
- Foreign Exchange Markets – Jain, Yadav, and Peyrard, Macmillan Publication.
- International Financial Management – P. G. Apte, Tata Mcgraw Hill Publication.
- International Financial Management - V. Sharan, Prentice Hall of India Publication.
- International Finance - Maurice Levi, McGraw Hill Publication.
- International Financial Management – Madhu Vij

<b>Title of the paper</b>	<b>: Security Analysis and Portfolio Management</b>		
<b>Subject Code</b>	<b>: C23</b>	<b>Contact Hours</b>	<b>: 60 Hours</b>
<b>Work load</b>	<b>: 4 hours per week</b>	<b>Credit Points</b>	<b>: 4</b>
<b>Evaluation</b>	<b>: Continuous Internal Assessment</b>	<b>–</b>	<b>50 marks</b>
	<b>Semester End Examination</b>	<b>--</b>	<b>50 marks</b>

**Objective:** To provide the students with an understanding of process of investments, fundamental analysis, technical analysis and efficient market theories and various inter linkages that influence the securities market and also to provide the students with the in depth knowledge of the theory and practice of portfolio management.

**Pedagogy** : Lectures, Assignments/Project, Practical Exercises and Case Analysis

**Module 1: Investment:** Significance & Dimensions of Investment, Speculation, Gambling, Investment Process. Introduction to stock market indices, types, Construction of Stock Market Index (Price weighted, Capitalization and Free float)

**Module 2: Security Risk, Return & Valuation:** Unsystematic & Systematic Risk, Analysing Risk, Estimation of Beta, Alpha, Correlation and  $r^2$  using SLRM. Stock Return, Anticipate Return, Single period & Multi period Dividend Discount Model, Constant Growth Model, Valuation through P/E Ratio, Preferred Stock Valuation. Practical exercises.

**Module 3: Valuation of Bonds – Current Yield - YTM - Bond Risk - Bond Theories.** Convexity & Duration of the Bond. Practical exercises.

**Module 4: Fundamental Analysis:** Economic, Industry and Company Analysis. Practical exercises.

**Module 5: Technical analysis:** Meaning, Dow Theory, Support & Resistance Levels, Charts & Patterns, Indicators: Volume of Trade, Simple Moving Average, MACD, Oscillators: RSI, ROC, Stochastic Oscillator. Practical exercises.

**Module 6: Efficient Market Hypotheses (EMH) – Forms of EMH – Random Walk Theory - Evidences for EMH – market anomalies.**

**Module 7: Portfolio Models/Theories:** Markowitz Model, Efficient Frontier, Capital allocation between risky and risk free assets, Sharpe Index Model, Corner Portfolio, Capital Asst Pricing Theory, SML, CML, Arbitrage Pricing Theory. Practical exercises.

**Module 8: Portfolio Evaluation & Revision:** Sharpe, Treynor & Jensen performance Indices, Strategies, Portfolio Revision, Techniques, Benefits of International Portfolio Investment & Risk. Asset Management Companies. Practical exercises.

#### **Reference Books:**

- Investment Analysis and Portfolio management – Prasanna Chandra, TMH Publication.
- Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas Publication.
- Security Analysis & Portfolio Management – Fisher and Jordan, Pearson Publishing.
- Security Analysis & Portfolio Management - Kevin S, PHI Publication.
- Analysis of Investments and Portfolio management – Reilly & Brown, Cengage Publication.



## HUMAN RESOURCE SPECIALISATION

**Title: Organization Development & Institution Building**

**Subject code: C24**

**Work load: 4 Hours per Week**

**Contact Hours:60**

**Credit Points:4**

**Evaluation:** Continuous Internal Assessment -50  
Semester End Examination - 50

**Objective:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in Organizational Development and Institutional Building.

**Pedagogy** : Lectures, Assignments, case studies, seminar, project

**Module 1 Introduction to Organizational development:** Definitions and Historical overview of OD, Foundation of OD

**Module 2 Nature of Planned Change:** Theories of Planned change, Lewin's Change Model, Action Research Model, The Positive Model Comparisons of Change Models; General Models of Planned change Entering and Contacting, Diagnosing, Planning and Implementing Change, Evaluating and Institutionalizing Change; Different types of planned change, and OD Practitioner.

**Module 3 Diagnosing Organizations:** Need for diagnostic models, Organizations group, Group-Level Diagnosis, individual level diagnosis, collecting and analyzing the diagnostic information, Feeding back of diagnostic information.

**Module 4 Interpersonal and Group Process Approach:** Process consultation, Individual, group and organisation level interventions- T Group, sensitivity training, team building interventions, formal group diagnostic and team building meeting, process consultation intervention etc, Third party interventions-Intergroup team building interventions, third party peace making interventions partnering. Structural interventions- Self managed teams, MBO, Work redesign, parallel learning structures etc. Team Building.

**Module 5 Institution Building:** Meaning of Institution, how institution differs from organizations, Factors contributing to development of an institution, Process of institution building, Role of CEO in Institution building, Important role of institutions, Great institution builders of India(Vikram Sarabhai, Ravi J Matthai, Vijay Shankar Vyas, Contemporary issues

**Text Book** :Thomas G Cummings and Christopher G Worley: Organization Development & Change, South-Western Cengage Learning

### **Reference Books :**

- Beyond Management by Udai Pareek
- John M. Thomas and Warren O. Beuris: The Management of Change and Conflict, Penguin Book New York.W.W. Cooper, H.J Leavitt and M.W. Shelly D:
- New Perspectives in Organization Research, John Willey & Sons, New York
- .Arthur G. Bedeian: Management, The Dryden Press, Illinois.Roy Wagner:
- The Invention of Culture, University of Chicago Press, and Chicago.Peter F. Drucker:
- The Executive in Action, Harper Collins Publications Inc., New York.Tim Hannagan: Management – Concepts and Practices, McMillan India Ltd., New Delhi

**Title: Compensation Management**

**Subject code: C25**

**Work load: 2 Hours per Week**

**Contact Hours:30**

**Credit Points:2**

**Evaluation:** Continuous Internal Assessment -25  
Semester End Examination - 25

**Objectives of the course:** The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing analyzing and restructuring reward management Systems, policies and strategies.

### **Pedagogy**

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

### **Module 1 Introduction to Compensation**

Introduction to Compensation and Rewards; meaning, Definition, Objective of Compensation and Reward, Importance of Compensation management, Advantages & Disadvantages of Compensation management, Important Issues in Compensation Management. Introduction to Framework of Compensation Policy; Labor market characteristics and pay relatives

### **Module 2 Wage Determinations**

Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Introduction to Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Introduction to the Theory of Wages:Introduction to Minimum, Fair and Living Wage

### **Module 3: Wage Differential**

Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plans; Introduction to Institutional Mechanisms for Wage Determination

### **Module 4: Wage Incentives**

Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Introduction to Prevalent Systems & Guidelines for Effectives Incentive Plans; Introduction to Non- Monetary Incentives

### **Module 5:**

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems,Statutory Provisions governing Different Components of Reward systems.

### **Reference Text:**

- Textbook of HRM – P. Subha Rao.
- Managing Human Resources – Bohlander, Snell, Sherman
- Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications
- Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications
- .Compensation, Milkovich & Newman, Tata McGraw Hill
- .Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
- .Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P)Ltd., Delhi -

- Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House

**Suggested Readings:**

- Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
- Personal & Human Resource Management, by P. Subba Rao, Himalaya Publishing House.
- Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
- Bhawdeep singh & Prem Kumar- Current Trends in HRD: Challenges & Strategies in a changing scenario.
- Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
- Wage and Salary Administration by Leonard R, Berger.s
- Wage and Salary administration by Rock Micton

**Title: International Human Resource Management**

**Subject code: C26**

**Contact Hours:45**

**Work load: 3 Hours per Week**

**Credit Points3**

**Evaluation:** Continuous Internal Assessment -25  
Semester End Examination - 50

**Objectives :** Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**Pedagogy:**Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

**Module 1:** Human Resources in a Comparative Perspective , International Recruitment and Selection

**Module 2:** Developing International Staff and Multinational Teams , Cultural Factors/Issues in Performance Management

**Module3:** Approaches to International Compensation,

**Module 4.** Managing Global, Diverse Work force , Industrial Relations in a Comparative Perspective , Global Unions, Regional Integration and Framework Agreements, International T&D

**Module 5:** Emerging Trends in Employee Relations and Employee Involvement , International Labour Standards, HR/IR issues in MNCs and Corporate Social Responsibility  
Contemporary issues

**Reference Books:**

- The global college framework for international human resource management- Evans, Barsour, TMH
- International Human Resource management- K.Ashwathappa, Das, TMH

**Title: Emotional Intelligence and Managerial Effectiveness****Subject code: C27****Contact Hours:45****Work load: 3 Hours per Week****Credit Points3****Evaluation:** Continuous Internal Assessment -25  
Semester End Examination - 50

**Objectives:**There is a mounting body of evidence that emotion is the most powerful resource we have. Emotions are lifelines to self-awareness and self-preservation that deeply connect us to ourselves and others, to nature and the cosmos. Emotional intelligence is the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

**Pedagogy:**Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

**Module 1**

Introduction, Emotions and the Tripartite Brain, Emotional Competencies Emotional Intelligence What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and, Ability EI. Five Dimensions of Trait EI Model, Self Awareness (SA), Managing Emotions (ME), Motivation, (M), Empathy (E) Social Skills (SS), Determination of EQ.

**Module 2**

Self awareness (SA), Self Awareness, Seeing the other side, Giving in without giving up Life Positions – you and only you can choose your mindset, Self Regulation / Managing Emotions (ME), Self-Regulation/Managing Emotions (ME), The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control... take back your Amygdala, Using Coping Thoughts, Using Relaxation Technique,

**Module 3**

Self-Motivation (M), Self Motivation, Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing

**Module 4**

Empathy (E), Empathy, Barriers to empathy, Developing your empathy

**Module 5**

Social Skills (SS), Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills, Manage emotions, Social Management and Responsibility. Understand Emotions and How to Manage Them in the Workplace, Role of Emotional Intelligence at Work, Articulate your Emotions Using Language, Disagreeing Constructively, Contemporary issues

**BOOKS:**

- Emotional Intelligence: Why It Can Matter More Than IQ By: Daniel Goleman
- Working with Emotional Intelligence By: Daniel Goleman

**Additional Educational Resources**

Emotional Intelligence at Work By: Dalip Singh (Author)

**Title: Talent Management**

**Subject code: C28**

**Work load: 3 Hours per Week**

**Contact Hours:45**

**Credit Points3**

**Evaluation:** Continuous Internal Assessment -25  
Semester End Examination - 50

**Objective:** The objective of this course is to understand the importance of talent management in today's competitive world and also can build the retention strategy.

### **Pedagogy**

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

### **Module 1**

**Introduction to Talent Management:** Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

### **Module 2**

**Building Blocks for Talent Management:** Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management

### **Module 3**

**Life Cycle of Talent Management:** Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

### **Module 4**

**Talent Planning and Acquisition:** Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition

### **Module 5**

**Talent Engagement and Retention:** Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention,

**Role of HR in Talent Management:** Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager, Contemporary issues

### **Reference Books:**

Talent Management- L.A.Berger

**Title: Learning and Development**

**Subject code: C29**

**Work load: 4 Hours per Week**

**Contact Hours:60**

**Credit Points:4**

**Evaluation:** Continuous Internal Assessment -50  
Semester End Examination - 50

**Objective:** The objective of this course is to understand the importance of learning and development as an important tool for need analysis .

**Pedagogy:** Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars

### **Module 1**

Learning and Learning Theories: Learning process, Principles of learning, Theories of learning, process of resistance to learning, Effect of group dynamics on learning, Transfer of learning, Distinct characteristics of Training design that motivate learning, Learning strategies.

### **Module 2**

Learning and Development: Definition and comparison of learning and management technique, benefits of learning and development, Awareness of learning and development setup, various steps in learning and development process, Theoretical prospective of learning and development process.

Adult Learning: Principles of adult learning, Difference between learning of children and adults, Factors which motivate adults to learn Jane Vella's Principles, Kolb's Learning Cycle.

### **Module 3**

Training Objectives, Policies and Strategies: Training policy, Training strategy, Training plans, Training process follow up, Overview of training methodology, Preventing employees obsolescence to training – Steps in training program design, Program sequence and theme, Converting training objective into training program, Criteria for training method selection, Relationship between learning and training methods.

### **Module 4**

Training Methodologies: Overview various training methods, On the job training methods, Off the job training methods, Understanding the method to be applied for applying improvement in knowledge, skills, and attitudes, Advantages of using one training over other, The latest training methods and their applications in different situations – The concept of distance learning, Characteristics of distance learning, Key factors influencing distance learning.

### **Module 5**

Training Evaluation: Meaning, Reasons for evaluating training, Significance of training evaluation, Donald Kirkpatrick's, Return on investing in training, Types of evaluation design, Considerations in choosing an evaluation design, Data collection for training evaluation, Threats to Validity, Determining costs, Evaluation practices in different organizations.

Contemporary Issues in Learning and development

### **Reference Books:**

- Training and Development – By Dr. B Janakirama
- Personnel/Human Resource Management – By David A. Decenzo & Stephen P. Robbins
- The Training Manager's Handbook – By Eddie Davies
- The Trainer's Tool Kit – By Cy Charney & Kathy Conway
- Learning Content Management Systems – By C. Jones, Knowledge Xtensions
- Agent Training: How to motivate and Keep the Best Reps, CommWeb, March 2001
- Effective Training by Blanchard

**Title: Human Resource Information Systems**

**Subject code: C30**

**Contact Hours30**

**Work load: 2 Hours per Week**

**Credit Points2**

**Evaluation:** Continuous Internal Assessment -25  
Semester End Examination - 25

**Objectives of the course:**

- To learn basic concepts, technology, application, and management of HRIS
- To increase student understanding of IT and their application for human resource
- To focus on what the technology brings to HR's most critical functions & to familiarize the applications of HRIS in Organizations

**Pedagogy:**

Lectures, Discussions, Case studies, activities, Assignments, Projects and Seminars.

**Module 1:**

Human Resource Information System: Historical Evolution of HRM and HRIS ,Introduction, Concept ,Meaning, Definition of Human Resource Information System (HRIS), Need for HRIS, Components of HRIS, Benefits of HRIS , Information Provided by HRIS, Objectives and Purpose of HRIS, Designing of HRIS, Advantages of HRIS, Different Types of HRIS, Limitations of HRIS, Significance of HRIS in Today's Corporate World. Contemporary issues

**Module 2:**

Human Resource Information Systems: In Organization: Development of HRIS, Essentials of Good HRIS, Users of HRIS applications ,How HRIS is used in organisation, HRIS functions: A) Integrating the Technologies of HR B) Increased Efficiency C) Increased Effectiveness D) IT-Enabled Processes E) Cost and benefit of HRIS, Steps to Be Followed in Implementing HRIS, The role and impact of HRIS. HRIS Life Cycle/HR responsibility in each phase of HRIS development, Contemporary issues.

**Module 3:**

HR Management Process & HRIS: Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

**Module 4:**

Data Management For HRIS - Data Formats - Entry Procedure & Process – Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms – Standard Software and Customized Software - HRIS : An Investment.

**Module 5:**

Data & Information Needs For HR Manager : Data - Sources of Data - Role of IT in HRM – IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracle's Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantage



**Reference Books :**

- Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite
- Human Resource Information System by P.K.Gupta and Sushil Chaabra
- Human Resource Management by Gary Dessler, Pearson Publication
- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan

**Suggested Readings:**

- Jawadkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
- Kumar, Muneesh, Business Informa House Pvt. Ltd., New Delhi.
- Davis, Gordon, B., Management Information Systems: Conceptual Foundations, Structure and Development, McGraw Hill Book Company, New Delhi.
- O'Brein, James, A., Management Information Systems – A Managerial end User Perspectives, Galgotia, New Delhi.
- Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems – A Contemporary Perspective, Macmillan, New York.
- Davis, B. Gordon and Olson H. Margrethe, Management Information Systems, McGraw Hill Pub., New York.
- Jerome, Kanter, Management Information Systems, Prentice Hall of India, New Delhi