

DHANALAKSHMI SRINIVASAN UNIVERSITY, SAMAYAPURAM
REGULATIONS – 2022
MASTER OF BUSINESS ADMINISTRATION
CURRICULAM AND SYLLABI
I TO IV SEMESTERS
SEMESTER – I

| S. NO | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
|--------------|-------------|---|----------------|-----------|----------|----------|-----------|
| 1 | 22MBT01 | Management Theory and Practice | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBT02 | Managerial Economics | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBT03 | Business Statistics | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBT04 | Organisational Behaviour | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBT05 | Legal aspect of Business | 3 | 3 | 0 | 0 | 3 |
| 6 | 22MBT06 | Financial Report and Statement Analysis | 3 | 3 | 0 | 0 | 3 |
| 7 | 22MBT07 | Information Systems for Business | 3 | 3 | 0 | 0 | 3 |
| Practical | | | | | | | |
| 8 | 22MBP01 | Seminar I | 4 | 0 | 0 | 4 | 2 |
| 9 | 22MBP02 | Professional Communication | 4 | 0 | 0 | 4 | 2 |
| Total | | | 29 | 21 | 0 | 8 | 25 |

SEMESTER - II

| S. NO | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
|--------------|-------------|-------------------------------------|----------------|-----------|----------|----------|-----------|
| 1 | 22MBT08 | Operations Research for Managers | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBT09 | Financial Management | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBT10 | Human Resources Management | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBT11 | Marketing Management | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBT12 | Production and Operation Management | 3 | 3 | 0 | 0 | 3 |
| 6 | 22MBT13 | Business Research Methods | 3 | 3 | 0 | 0 | 3 |
| 7 | 22MBT14 | Business Analytics | 3 | 3 | 0 | 0 | 3 |
| Practical | | | | | | | |
| 8 | 22MBP03 | Seminar II | 4 | 0 | 0 | 4 | 2 |
| 9 | 22MBP04 | Data Analysis Laboratory | 4 | 0 | 0 | 4 | 2 |
| Total | | | 29 | 21 | 0 | 8 | 25 |

SEMESTER - III

| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
|--------------|-------------|---------------------------|----------------|-----------|----------|----------|-----------|
| 1 | 22MBT15 | Strategic Management | 3 | 3 | 0 | 0 | 3 |
| 2 | | Elective I | 3 | 3 | 0 | 0 | 3 |
| 3 | | Elective II | 3 | 3 | 0 | 0 | 3 |
| 4 | | Elective III | 3 | 3 | 0 | 0 | 3 |
| 5 | | Elective IV | 3 | 3 | 0 | 0 | 3 |
| 6 | | Elective V | 3 | 3 | 0 | 0 | 3 |
| 7 | | Elective VI | 3 | 3 | 0 | 0 | 3 |
| Practical | | | | | | | |
| 8 | 22MBP05 | Creativity and Innovation | 4 | 0 | 0 | 4 | 2 |
| 9 | 22MBP06 | Summer Internship | 4 | 0 | 0 | 4 | 2 |
| Total | | | 29 | 21 | 0 | 8 | 25 |

SEMESTER - IV

| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
|--------------|-------------|------------------------|----------------|----------|----------|-----------|-----------|
| 1 | 22MBT16 | International Business | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBT17 | Business Ethics | 3 | 3 | 0 | 0 | 3 |
| Practical | | | | | | | |
| 3 | 22MBP07 | Project Work | 18 | 0 | 0 | 18 | 9 |
| Total | | | 24 | 6 | 0 | 18 | 15 |

Total: 90 Credits

Electives

| HUMAN RESOURCES | | | | | | | |
|-----------------|-------------|---|----------------|---|---|---|---|
| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
| 1 | 22MBE01 | Strategic Human Resources Management | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBE02 | Industrial Relations and Labour Legislation | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBE03 | Organisational Design, Change and Development | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBE04 | Negotiation And Conflict Management | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBE05 | Reward and Compensation Management | 3 | 3 | 0 | 0 | 3 |
| 6 | 22MBE06 | Interational Human Resources Management | 3 | 3 | 0 | 0 | 3 |
| 7 | 22MBE07 | HR Analytics | 3 | 3 | 0 | 0 | 3 |

| FINANCE | | | | | | | |
|----------------|-------------|--|----------------|---|---|---|---|
| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
| 1 | 22MBE11 | Behavioural Finance | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBE12 | International Finance | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBE13 | Financial Derivatives | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBE14 | Investment Analysis and Portfolio Management | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBE15 | Managing Banks & Financial Institutions | 3 | 3 | 0 | 0 | 3 |
| 6 | 22MBE16 | Financial System and Markets | 3 | 3 | 0 | 0 | 3 |

| MARKETING | | | | | | | |
|------------------|-------------|-----------------------------------|----------------|---|---|---|---|
| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
| 1 | 22MBE21 | Digital Marketing | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBE22 | Brand Management | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBE23 | Consumer Behaviour | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBE24 | Sales and Distribution Management | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBE25 | Retail Management | 3 | 3 | 0 | 0 | 3 |
| 6 | 22MBE26 | Marketing Analytics | 3 | 3 | 0 | 0 | 3 |
| 7 | 22MBE27 | Sales and Negotiation | 3 | 3 | 0 | 0 | 3 |

| HOSPITALITY MANAGEMENT | | | | | | | |
|-------------------------------|-------------|----------------------------------|----------------|---|---|---|---|
| S. N O | COURSE CODE | COURSE TITLE | CONTACT PERIOD | L | T | P | C |
| 1 | 22MBE31 | Event Management | 3 | 3 | 0 | 0 | 3 |
| 2 | 22MBE32 | Hospitality Law | 3 | 3 | 0 | 0 | 3 |
| 3 | 22MBE33 | Hospitality Marketing Management | 3 | 3 | 0 | 0 | 3 |
| 4 | 22MBE34 | International Tourism Management | 3 | 3 | 0 | 0 | 3 |
| 5 | 22MBE35 | Project Planning And Management | 3 | 3 | 0 | 0 | 3 |

SEMESTER I

| 22MBT01 | Management Theory and Practice | L | T | P | C |
|---|--------------------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To familiarize the students to the basic concepts of management To have ideas about recent trends and new perspectives in management To expose the students about basic concepts of management scope and functions and evolution of management. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> To familiarize and understand the fundamentals of Management Concept, functions of management and Hierarchies of Management To Understand Planning and its dimensions, To Understand Organizing and its elements thoroughly To know the various tasks involved in Directing, Leadership and Motivation. To Understand the Different aspects of coordination and control mechanism in an organization. | | | | | |
| Unit I – Management | | | | | 9 |
| Definition–Nature–Scope and Functions–Evolution of Management thought–Contributions of F.W Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and Peter F Drucker- Approaches to the Study of Management-Universality of Management - Relevance of management to different types of organization – MBO and MBE | | | | | |
| Unit II - Planning and Decision-Making | | | | | 9 |
| Nature, importance and planning process–Planning premises–Components of Planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures, Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty. | | | | | |
| Unit III - Organizing | | | | | 9 |
| Nature, purpose and kinds of organization–Structure–Principles and theories of organization – Departmentalization – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organization –Joint Ventures and Strategic Alliances. | | | | | |
| Unit IV - Staffing and Directing | | | | | 9 |
| General Principles of Staffing- Importance and techniques of Directing-Motivation – Meaning – Importance – Theories: Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawler, McClelland and Adam – Communication: Meaning–Types–Process–Barriers; Leadership: Significance, Types Styles and Theories- Trait, Contingency, Situation, Path-Goal, Tactical, Transactional and Transformational Leadership- Leadership Grid. | | | | | |
| Unit V - Coordination and Controlling | | | | | 9 |
| Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control techniques-Contemporary Perspectives in Management. | | | | | |
| Unit VI – Case Study | | | | | |
| Studying Management styles of two Indian institutions in the lime-light. Mini Projects on Leadership and Motivation in the locally reputed firms in your Local – Visiting the web-sites of MNCs and top Indian concerns. | | | | | |

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| Text Books |
| <ol style="list-style-type: none"> 1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9 th edition, 2012. 2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 14th edition, 2013. 3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015. |
| References |
| <ol style="list-style-type: none"> 1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008. 2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13 th edition, 2010. 3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012. |

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| 22MBT02 | Managerial Economics | L | T | P | C |
| | | 3 | 0 | 0 | 3 |
| Course Objectives | | | | | |
| <ul style="list-style-type: none"> • To introduce the economic concepts • To familiarize with the students the importance of economic approaches in managerial decision making. • To understand the applications of economic theories in business decisions. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • To relate the economic concepts in management and apply in the business decisions. • To achieve the knowledge about macroeconomics to foresee the external forces to the effective decisions. • To understand the national income calculations. • To Practice the pricing strategies in the organisation. • To acquire the knowledge about the various types of market structure for strategizing and wise decision making | | | | | |
| Unit I - Introduction | | | | | 9 |
| General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting. | | | | | |
| Unit II - Macro Economics | | | | | 9 |
| Macro-Economic Environment – Micro Economic and Macro Economics, Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs) | | | | | |
| Unit III - National Income | | | | | 9 |
| Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies. | | | | | |
| Unit IV - Production and Cost Function | | | | | 9 |

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| Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty. |
| Unit V - Market Structure 9 |
| Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination, Game theory, prisoners dilemma and Nash equilibrium. |
| Unit VI – Case Study |
| Longitudinal and Cross-section Analysis of Profit, Profitability and Market Value of selected companies – Studying issues on the subject as reported in business dailies or periodicals. |
| Text Books |
| 1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 20th edition, Tata McGraw Hill, New Delhi, 2019. 2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 9th Edition, 2012. 3. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2014 |
| References |
| 1. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011. 2. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014. |

| 22MBT03 | Business Statistics | L | T | P | C |
|--|---------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To learn the applications of statistics in business decision making. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Integrate the knowledge and skills in Statistics including Probability. Understand the application of Probability distribution practically. Formulate and test the Hypothesis in various real-time business situations. Giving suggestion based on quantitative analysis. Ability to forecast the future business scenarios by using regression and time series methods. | | | | | |
| Unit I - Introduction | | | | | 9 |
| Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions. | | | | | |
| Unit II - Sampling Distribution and Estimation | | | | | 9 |
| Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size. | | | | | |
| Unit III - Testing of Hypothesis – Parametric Tests | | | | | 9 |
| Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. | | | | | |
| Unit IV - Non – Parametric Tests | | | | | 9 |
| Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test. | | | | | |

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| Unit V - Correlation and Regression | 9 |
| Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate. | |
| Unit VI – Practical | |
| Mini project by applying the above tools in the real time business, like share market etc.,. | |
| Text Books | |
| <ol style="list-style-type: none"> 1. Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th Edition, 2016. 2. Prem.S.Mann, Introductory Statistics, 7th Edition, Wiley India, 2016. 3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, 2016. 4. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012. | |
| References | |
| <ol style="list-style-type: none"> 1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012. 2. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012. 3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012. | |

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| 22MBT04 | Organisational Behaviour | L | T | P | C |
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • Understand the concepts and significance of Organisational Behaviour and its level. • Understand the Individual behaviours like personality, Learning, Attitudes, Motivation, Stress and perception. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • Understand organizational behaviour concepts, models and theories to real life management situations through case analysis; • Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization. • Analyse the complexities associated with management of the group behaviour in the organization. • Experience how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization. • Communicate effectively in oral and written forms about organisational Change and Culture and their application using appropriate concepts, logic and theoretical conventions.. | | | | | |
| Unit I - Introduction | | | | | 9 |
| Meaning–Elements–Need and importance–Approaches–Models – Levels – Global scenario – Socio-cultural, political and economic differences and their influence on International organisational behaviour – Future of organisational behaviour | | | | | |

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| Unit II - Foundations of Individual Behaviour | 9 |
| Individual differences–Personality: Meaning– Personality factors – Learning: Components of learning process – Learning theories – Values: Significance and Types- Attitudes:Components – Formation – Perception: Perceptual process –Motivation: Types – Importance - Ability: Meaning – Types – Their relevance to organisational behaviour. Stress: Meaning - Types – Sources – Impact and consequences of stress on behaviour – Management of stress. | |
| Unit III - Group Dynamics | 9 |
| Group: Definition–Reasons–Types–Formation and development–Group Norms: Meaning – Types – Reasons for enforcement of norms – Norm variation – Norm conformity – Group Cohesiveness: Meaning – Advantages – Group Conflict: Meaning – Reasons – Management of group conflict – Their impact on organisational behavior Leadership: Types and Theories. | |
| Unit IV - Power and Politics | 9 |
| Power: Definition–Power vs Authority–Types of powers–Sources– Characteristics – Effective use of power – Politics: Definition – Political behaviour and organisational politics – Factors influencing political behaviour – Techniques of managing political behaviour. | |
| Unit V - Organisational Dynamics | 9 |
| Organisational Design–Determinants–Forms–Organisational Effectiveness: Meaning – Approaches – Factors contributing effectiveness – Organisational Culture: Meaning – Significance –Organisational Climate: Meaning – Factors influencing climate – Implications on organisational behaviour – Organisational Change: Meaning – Nature – Causes of change – Resistance to change – Management of change – Organisational Development: Meaning – Need – OD interventions. | |
| Unit VI - Practical | |
| Studying Organizational Dynamics of two organizations in limelight – Visiting the web sites of top ranking organizations to see their organizational pattern and structure | |
| Text Books | |
| <ol style="list-style-type: none"> 1. Stephen P. Robins, Organisational Behaviour, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition) 2. Fred Luthans, Organisational Behaviour, McGraw Hill, 12 th Edition, 3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007. 4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2 nd edition. 2012 | |
| References | |
| <ol style="list-style-type: none"> 1. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008. 2. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011. 3. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011 | |

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| 22MBT05 | Legal aspect of Business | L | T | P | C |
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • To understand the law related to contract. • To know the law related to partnership and sale of goods • To understand the role and responsibility of an agency • To understand how to form a company • To understand the consumer rights and law related to cybercrime. | | | | | |
| Unit I - The Indian Contract Act, 1872 | | | | | 9 |

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| Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract. | |
| Unit II - Partnership and Sale of Goods Act | 9 |
| Essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership. Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller. | |
| Unit III - Agency | 9 |
| Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency. | |
| Unit IV - Company | 9 |
| Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up. | |
| Unit V - The Consumer Protection Act, 1986 | 9 |
| Object – Rights of Consumers –Important Terms Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. Cyber Law -Need for Cyber laws – Cyber law In India – InformationTechnology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime. | |
| Unit VI - Case study | |
| Visiting the web sites of top ranking organizations to see their organizational formation and study Memorandum and Article of the company. | |
| Text Books | |
| 1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, NewDelhi,2015 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008. 3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill,2009. 4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015 | |
| References | |
| 1. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015. 2. V.S.Datey, GST Ready Reckoner, Taxmann Publishing, July 2017. | |

| 22MBT06 | Financial Report and Statement Analysis | L | T | P | C |
|--|---|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • Read Understand Interpret and analyse general purpose of financial reports. • To understand different accounting policies and their impact on financial statements. • To Evaluate different types of performance measurement systems in accounting and commonly used financial control systems | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • Understand the basic principles of financial accounting • Student get familiarise, how to analyse the Financial Statements. • Well verse in preparing Fund Flow and Cash Flow statements and get better understanding of fund and cash management concepts. • Practice the tools of Financial Statement Analysis in order to interpret the results thereof. • Students able to understand financial report | | | | | |
| Unit I - Introduction to Financial Accounting | | | | | 9 |
| Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Journal - Ledger - Trial Balance - Final Accounts with simple adjustment, Depreciation - Concept – Objectives. Computerization of accounts. | | | | | |
| Unit II - Financial Statement Analysis | | | | | 9 |
| Objectives - Techniques: Comparative - Common Size - Trend Analysis. | | | | | |
| Unit III - Ratio Analysis | | | | | 9 |
| Calculation of ratios - construction of balance sheet using ratios. Cash flow statement - Preparation of Cash Flow Statement. | | | | | |
| Unit IV - Budget and Budgeting Control | | | | | 9 |
| Meaning - Types of budgets - Preparation of Functional and Flexible budgets and Zero Base Budgeting | | | | | |
| Unit V - Reporting | | | | | 9 |
| Additional information in annual report–segment reporting, notes to financial statement – full disclosure –comparative statement – management discussion and analysis. Recent trends in accounting. | | | | | |
| Unit VI – Case Study | | | | | |
| Glance of 10 Corporate Financial Statements presented in their Annual Reports or in the Media and grasp of the reporting pattern – Working out the ratios. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008. 3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009. 4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015 | | | | | |
| References | | | | | |
| <ol style="list-style-type: none"> 1. R.K.Sharma, Sashi K.Gupta, “Management Accounting, Principles and Practice”, 7th revised Edition, 2008, Kalyani Publishers, New Delhi. 2. M.Y.Khan, P.K.Jain, “Management Accounting Text, problems and cases, 5th Edition, 2010, Tata McGraw Hill publishing company ltd., New Delhi. | | | | | |

| 22MBT07 | Information Systems for Business | L | T | P | C |
|---|----------------------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To understand the importance of information in business To know about the recent information systems and technologies | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Understand the fundamentals of Information systems in the context of Business Management. Describe the types of information systems supporting the major functional areas of the Business. Integrate the concept of Management Support System into various business situations and facilitate decision making. Understand the roles of information systems in the formulation of competitive strategies. Outline the importance of the ethical, social, and security issues of information systems. | | | | | |
| Unit I - Introduction to Information System | | | | | 9 |
| System concepts – Information Systems (IS): Meaning, Need, Components, Activities, Types and Functions; Systems Approach to Problem Solving | | | | | |
| Unit II - Information system | | | | | 9 |
| Marketing Information system- Manufacturing Information System-Human Resource Information System – Accounting Information System – Financial Information System- Transaction Processing System. | | | | | |
| Unit III - Management Information System | | | | | 9 |
| Management Information System(MIS) : Characteristics, Functional Aspects, Sources, Outputs and Benefits; Decision Support system(DSS): Types of Decisions, Capabilities, Components, Types, Applications; Executive Information System(EIS): Need Identification, Characteristics, Components and Development | | | | | |
| Unit IV – Enterprise Resource Planning | | | | | 9 |
| Enterprise Resource Planning: Meaning, Importance, benefits and disadvantages, Features of ERP, ERP system working method, types of ERP Deployment model, modules, Implementation and Integration. | | | | | |
| Unit V - Ethics in Information System | | | | | 9 |
| Ethical Issues in IS: Hacking, Cyber Theft, Internet Abuses, Software Piracy - The Need of Information Security and IS controls - Security Measures- Policies, Firewalls and Encryption – IS Auditing. | | | | | |
| Unit VI – Practical | | | | | |
| Evaluating few Corporate and institutional web sites, Learn the emerging technologies in Information System and Industry 4.0 concepts. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> Ellen F.Monk & Bret J.Wagner, Enterprise Resource Planning, Cengage Learning India Private Limited, New Delhi, 2014 James A. O’Brien, ‘Management Information Systems, Tata McGraw-Hill Education Private Limited, 7th edition, New Delhi, 2013. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi, 2017. | | | | | |

| References | |
|-------------------|---|
| 1. | Mcloed J.R.R., “Management Information Systems”, Maxwell McMillan International, 2015 |
| 2. | Sadagopan, ERP A Managerial Perspective, Tata McGraw-Hill Education Private Limited, 7th ed, New Delhi, 2013. |

| 22MBP01 | Seminar I | L | T | P | C |
|--|-----------|---|---|---|---|
| | | 0 | 0 | 4 | 2 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To enable the learners to have exposure on business ethics and ethical business perspectives. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Students are able to apply the basic concepts and value systems at work. The Students can handle issues of business ethics and offer solutions in ethical perspectives The Students are professionally efficient and skilful in value systems and culture The Students are capable in ethically manage business towards well-being of the society. The Students can be socially effective in undertaking business responsibilities | | | | | |
| <p>The following is the list of topics suggested for preparation and presentation by students twice during the semester,</p> <ol style="list-style-type: none"> Personality Development values for Professional Managers Individual Culture and Ethics Ethical codes of conduct and value Systems Loyalty and Ethical Behaviour Ethical business issues and solutions Social Responsibilities of Business <p>➤ This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester.</p> | | | | | |

| 22MBP02 | Professional Communication | L | T | P | C |
|---|----------------------------|---|---|---|----------|
| | | 0 | 0 | 4 | 2 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> Knowledge on structure & layout of business letters and prepare letters for quotation and queries, sales, collection, complaints and claims. To develop skills in preparing business reports including memos, minutes and notices. Knowledge on workplace etiquettes. Develop skill to communicate through social media. To develop negotiation skills. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Have skill to write letters for getting quotations, sales, collection, complaints and claims. Will have skill to prepare business reports. Behave as per the business etiquettes in the work place. Will have skill to communicate through social media. Will be able to negotiate effectively.. | | | | | |
| Unit I - Written Communication | | | | | 9 |

| | |
|--|----------|
| Business letters – Structure and Layout of business letters –Drafting letters relating to enquiries and replies; Complaints and claims, Sales, Collections, Quotation, #Job Application Letters. | |
| Unit II - Business Reports | 9 |
| Report Writing, Types of Reports, Structure of Reports, Individual and Committee Reports, Essentials of good report writing, Work Place Communication through memos, minutes, notices. | |
| Unit III - Workplace Etiquette | 9 |
| Etiquette - meaning, its need and types of etiquettes, making positive impressions - communicating – meetings, work space- international business etiquette - Telephonic Etiquette – Answering the telephone and asking for someone, Taking and leaving messages, Making enquiries on the phone – calling for appointment – Email Etiquette. | |
| Unit IV - Social Communication | 9 |
| Blogs, Reviews (Books), Posting Comments, Tweets, Cross-cultural Communication, #Gender sensitivity in Communication. | |
| Unit V - Negotiation Skills and Conducting Meetings | 9 |
| Definition, importance, Requirements of a Negotiator, Negotiation Process, Negotiation Techniques, and Conducting Effective Meetings: Selecting Participants, Developing Agendas, Opening the Meeting, Establishing Ground Rules, Time Management in Meetings - Evaluating the Meeting Process - Evaluating the Overall Meeting - Closing the Meeting. | |
| Text Books | |
| <ol style="list-style-type: none"> 1. Business Communication Today, Courtland L. Boovee. John V. Thill, Eight Edition, Pearson Education, New Delhi. 2. Communication for Business, A Practical Approach, Shirley Taylor, Fourth Edition, Pearson Education, New Delhi.. | |
| References | |
| <ol style="list-style-type: none"> 1. Developing Communication Skills, Krishna Mohan, Meera Banerji, 2nd Edition 2. Technical Communication- A Reader-Centered Approach, Paul V.Anderson, Sixth Edition | |

SEMESTER - II

| 22MBT08 | Operations Research for Managers | L | T | P | C |
|--|----------------------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • To acquaint the student with the application of operation research to business and industry. • Students will be tested on the application of operation research to business related problems. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • To identify situations in which linear programming technique can be applied and to understand fundamental concepts. • To make understand that how optimal strategies are formulated in conflict and competitive environment. • To recognize and formulate a transportation problem involving a large number of shipping routes and to solve a profit maximization transportation problem. • To determine the probability of completing a project on or before the schedule date and to know how to update a project along with resource levelling and smoothing. • To make decision under various decision-making environment and make understand the trade-off between cost of service and cost of waiting time | | | | | |
| Unit I - Introduction | | | | | 9 |
| Introduction to Operations research – History, definition, features, models, techniques. Linear programming problem: Formulation, Graphical & Simplex solution of LPP, Duality and Dual Simplex Method. | | | | | |
| Unit II - Linear Programming Problem | | | | | 9 |
| Game Theory, person zero sums game, graphical & simplex method – Markov chain Analysis – Replacement and maintenance models. | | | | | |
| Unit III - Transportation and Assignment Models | | | | | 9 |
| Transportation problem – Balanced and Unbalanced Transportation Problem - North West Corner, Least Cost, Vogel's Approximation Method, MODI method, Degeneracy – Assignment Model: Hungarian method, Travelling Salesman problem | | | | | |
| Unit IV - Network Analysis | | | | | 9 |
| Network Analysis: Critical path method, Total, free and Independent Floats - PERT Problems – Simulation: Inventory Simulation, Queuing Simulation. | | | | | |
| Unit V - Queuing Theory | | | | | 9 |
| Decision Making under Certainty, uncertainty and risk – Queuing Theory: Single Server Model – Software Application in Operations Research – Quantitative Management for Windows | | | | | |
| Unit VI – Practical | | | | | |
| Survey of house hold Income, Assets and Expenditure and Losses – Studying and measuring queuing patterns in petrol bunks, ration shops and in ATMs. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. J.K.Sharma, 'Operations Research-Theory and Applications 'Macmillan Publisher India Ltd, sixth edition (2017) 2. Kanti Swarup, Gupta P.K., and Man Mohan, Operations Research, Sultan Chand & Sons, 2007 | | | | | |

- Handy A. Taha, an Introduction to Operation Research, Prentice Hall, Sixth Edition, 2000.

References

- Hiller and Lieberman , Introduction to Operations Research , McGraw-Hill Higher Education; 9th edition (2010)
- Wagner, Principles of Operations Research: With Applications to Managerial Decisions, Prentice Hall - 1975.

| 22MBT09 | Financial Management | L | T | P | C |
|--|----------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> Facilitate student to understand the operational nuances of a Finance Manager. To comprehend the technique of making decisions related to finance functions. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Demonstrate the applicability of the concept of Financial Management to understand the Finance concepts, functions and Time Value of Money. Apply the Cost of Capital of difference sources and analyses the impact of Leverage. Clear idea about Optimum Capital Structure and familiarize with Capital Structure Theories and EBIT EPS Analysis associate with Financial Data in the corporate. Evaluate the financial proposals through Capital Budgeting Techniques and able to take Financial Decisions. Excel with Working Capital Management and Dividend Distribution Polices with Models. | | | | | |
| Unit I - Introduction | | | | | 9 |
| Importance of Finance – Business Finance – Financial Management – Introduction – Nature - Significance – Finance Functions– Objectives of Financial Management– Time value of money - Concept of risk and return- single asset and of a portfolio | | | | | |
| Unit II - Cost of Capital | | | | | 9 |
| Cost of Capital and its Importance - Factors Influencing Cost of Capital - Computation of Cost of Capital – Cost of Equity, Cost of Debt, Cost of Preference Share, Cost of Retained Earnings and Weighted Average Cost of Capital – Leverage: Operating, Financial and Composite leverages EBIT – EPS Analysis- Indifference point | | | | | |
| Unit III - Capital Structure | | | | | 9 |
| Capital Structure –Sources of Long Term Capital - Optimum Capital Structure, EBIT, Point of Indifference and EPS approach - Capital Structure theories – Net Income approach, Net Operating Income approach, MM approach and Traditional approach | | | | | |
| Unit IV - Capital Budgeting and Dividend Policy | | | | | 9 |
| Capital Budgeting - Principles and techniques – Nature, Importance –Types of Capital Expenditure Decision - Factors influencing capital expenditure decision - Methods of evaluating investments - Pay Back period – Accounting Rate of Return – Net Present Value – Profitability Index – Internal Rate of Return. Dividend –forms of dividend – Dividend policy – Determinants of dividend – Theories of dividend - MM model – Walter’s Model – Gordon’s Model. | | | | | |
| Unit V - Working Capital Management | | | | | 9 |
| Working Capital Management – Nature, Need and Factors determining Working Capital, Operating Cycle, Estimation of Working Capital requirements. - Receivables Management | | | | | |

- Inventory management – Cash management Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.

Unit VI – Practical

Glance of 2 Corporate Financial Statements presented in their Annual Reports and analyse the funds are collected and how they can spend the funds.

Text Books

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.
3. AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning,13th Edition, 2014.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.

References

1. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.
2. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

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|----------------|-----------------------------------|----------|----------|----------|----------|
| 22MBT10 | Human Resources Management | L | T | P | C |
| | | 3 | 0 | 0 | 3 |

Course Objective

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements..

Course Outcomes

- Relating Human resource concept to organization relevance
- Understanding new strategic issues and strategies required to select and develop manpower resources.
- Develop, analyse and apply advanced training strategies and specifications for the delivery of training programs
- Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labour market.
- Analyse, explain change in global scenario and summarize the causes and context of emerging changes

Unit I - Human Resource Management

9

Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

Unit II - Human Resource Planning

9

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources- Organizational Attraction. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process

Unit III - Training and Development

9

Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self-development – Knowledge management.

Unit IV - Compensation and Motivation

9

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behaviour: Theories, Models

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| Unit V - Performance Evaluation 9 |
| Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods, the role played by emerging technologies in HR domain. |
| Unit VI – Practical |
| Analysis of Corporate Appointment Advertisements and discern Job skills and specifications Writing Resume for Corporate Appointments, Survey of Welfare and Safety Provisions in local firms. |
| Text Books |
| 1. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015. 2. David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014. 3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012 4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012. |
| References |
| 1. Wayne Cascio, Managing Human Resource, McGraw Hill, 2015. 2. Ivancevich, Human Resource Management, McGraw Hill 2012. 3. Uday Kumar Halder, Juthika Sarkar. Human Resource management. Oxford. 2012. |

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|--|-----------------------------|----------|----------|----------|----------|
| 22MBT11 | Marketing Management | L | T | P | C |
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Understand the dynamics of marketing concepts in business. Facilitate to make to understand on Consumer Behaviour. Ability to take decisions and plan, develop, execute and control marketing strategies. Determine strategies for developing new products and services that are consistent with evolving market needs. | | | | | |
| Ability to formulate and implement traditional and digital marketing and communications | | | | | |
| Unit I - Introduction 9 | | | | | |
| Concept, nature, scope and importance of marketing, Evaluation of marketing; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; consumer versus organizational buyers; Consumer decision making process. | | | | | |
| Unit II - Product and Pricing Decisions 9 | | | | | |
| Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions-Factors affecting price determination; Pricing policies and strategies; Discounts and rebates. | | | | | |
| Unit III - Product Distribution and Promotion 9 | | | | | |
| Nature, functions, and types of distribution channels, Distribution channel intermediaries, Channel management decisions; Retailing and wholesaling. Promotion Decisions-Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.. | | | | | |
| Unit IV - Marketing Research 9 | | | | | |

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| Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations. |
| Unit V - Issues and Developments in Marketing 9 |
| Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing the role played by emerging technologies in marketing domain. |
| Unit VI – Practical |
| Study of New two product launches, Price Changes, Logistics models and promotion Campaigns reputed media, Journals/Magazines as lead or cover-page articles. |
| Text Books |
| <ol style="list-style-type: none"> 1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012 2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, First edition,2010 3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012 |
| References |
| <ol style="list-style-type: none"> 1. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011. 2. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage, 2000.. |

| 22MBT12 | Production and Operation Management | L | T | P | C |
|--|-------------------------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • To provide a broad introduction to the field of Production and operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • Apply the elements of operations management and various transformation processes to enhance productivity and competitiveness. • Analyse and evaluate various facility alternatives and their capacity decisions, Develop a balanced line of production & scheduling and sequencing techniques in operation environments. • Understand the effect of product, process and schedule design parameters on Plant layout. • Implement the practical application of purchase management in inventory system. • Understand the concepts of inspection and quality control and well verse with modern quality control aspects. | | | | | |
| Unit I - Introduction | | | | | 9 |
| Nature and Scope of Production and Operations Management: Production Function, Types of Production Systems – Decision Making in Operations Management, Factors that affect System and Concept of Production and Operation Management.. | | | | | |
| Unit II - Production System | | | | | 9 |
| Product Design: Types, Importance, Objectives, Characteristics, Factors Influencing Product Design. Capacity Planning: Factors Affecting Plant Capacity - Determination of Plant Capacity, Procedure for Capacity Planning. Plant Location: Meaning, Need for Location Decisions, Factors Influencing Plant Location, Rural and Urban Location. | | | | | |
| Unit III – Plant Layout | | | | | 9 |
| Plant Layout: Introduction, Needs, Objectives of Good Layout, Factors Influencing Plant Layout, Classification of Layouts – Process, Product, Fixed and Service Layouts. Plant Maintenance: Meaning, Scope, Objectives and Types. | | | | | |
| Unit IV - Scheduling and Material Management | | | | | 9 |

Scheduling, Maintenance Management Concepts, TPM, Work-Study, Method Study, Work measurement, Work Sampling, Work Environment and Safety, Material Management. Inventory Control, Inventory Models, JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management

Unit V - Quality in Prod. & Ops Management 9

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards and the role played by Industry 4.0 eco system.

Unit VI – Practical

Developing PERT/CPM Network for Infrastructure Projects and New Product Launch Projects – Visiting web sites of manufacturing firms, particularly their production/storage/warehouse yards.

Text Books

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2015.
4. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
5. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.

References

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
2. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015
3. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008...

| 22MBT13 | Business Research Methods | L | T | P | C |
|---|---------------------------|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • Gain familiarity with a phenomenon to achieve insights by identifying right research problem, process and kinds of research ethically and solutions to meet the future needs, culture values and challenges. • Develop understanding to identify right sampling technique to analyse the real time business problems and common human issues. • Have basic awareness to collect information from right source and testing the Assumptions to attain the legal and social issues in various business problems. • Have adequate knowledge on multivariate analysis. • Expertise in report writing based on the research findings and identifies future direction for research.. | | | | | |
| Unit I – Introduction | | 9 | | | |
| Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research. | | | | | |

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| Unit II - Research Design and Measurement | 9 |
| Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument. | |
| Unit III - Data Collection | 9 |
| Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods. | |
| Unit IV - Data Preparation And Analysis | 9 |
| Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis. | |
| Unit V - Report Design, Writing and Ethics in Business Research | 9 |
| Research report – Different types – Contents of report – need of executive summary – chapterisation – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research. | |
| Unit VI – Practical | |
| Tool design, conduct of business/consumer/employee/executive surveys and reporting- Review and evaluation of Business Reports. | |
| Text Books | |
| <ol style="list-style-type: none"> 1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012. 2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011. 3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012 | |
| References | |
| <ol style="list-style-type: none"> 1. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012. | |

| 22MBT14 | Business Analytics | L | T | P | C |
|---|--------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To use business analytics for decision making To apply the appropriate analytics and generate solutions | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Ability to understand the role of Business Analytics in decision making Ability to identify the appropriate tool for the analytics scenario Ability to apply the descriptive analytics tools and generate solutions Understanding of Predictive Analytics and applications Knowledge of Prescriptive Analytics and demonstrating business process improvement | | | | | |
| Unit I – Introduction | | | | | 9 |
| Introduction to Business analytics: Definition, Categories of Business analytics models, Business analytics in practice, big data – Overview of using data, Types of Data. | | | | | |
| Unit II - Organizing Data | | | | | 9 |
| Data Issues - Organization and sources of data – Importance of data quality – Dealing with missing or incomplete data – Data Classification | | | | | |
| Unit III - Descriptive analytics | | | | | 9 |
| Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics – Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics | | | | | |
| Unit IV - Predictive analysis | | | | | 9 |
| Trend lines, Regression analysis – Linear & Multiple, Forecasting techniques, Data mining – Definition, Approaches – Data Exploration & Reduction, Classification, Association Rules, Cause - Effect modelling | | | | | |
| Unit V - Prescriptive analysis | | | | | 9 |
| Overview of linear optimization, linear programming and Decision analysis – Decision trees - Risk and uncertainty methods. | | | | | |
| Unit VI – Practical | | | | | |
| Mini project on preparing a questionnaire, collect data from the friends and neighbours and organise it. From the data you collected use any one tool and analyse the data. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014 Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015. | | | | | |
| References | | | | | |
| 1. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012. | | | | | |

| 22MBP03 | Seminar II | L | T | P | C |
|--|------------|---|---|---|---|
| | | 0 | 0 | 4 | 2 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To enable the learners to have exposure on latest trends in Business. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Students are able understand the recent trends in business. The Students can efficiently handle issues of business. The Students are capable in ethically manage business towards well-being of the society. The Students can be socially effective in undertaking business responsibilities. | | | | | |
| <p>The following is the list of topics suggested for preparation and presentation by students twice during the semester,</p> <ul style="list-style-type: none"> Characteristics of Mixed Economy Cross Culture Communication Asset Management System Bench Marking in Service Industry. Banking System in India Business Process Outsourcing Brand Awareness Techniques. Green Marketing <p>This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester.</p> | | | | | |

| 22MBP04 | DATA ANALYSIS LABORATORY | L | T | P | C |
|--|--------------------------|---|---|---|---|
| | | 0 | 0 | 0 | 4 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> To use business analytics for decision making To apply the appropriate analytics and generate solutions | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques Facilitates to identify the relationship between variables using data analytical tools Provides understanding about forecasting in real time business world using analytical tools Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data Enhances knowledge about networking, inventory models and queuing theory using data analytical tools | | | | | |
| List of Experiments | | | | | |
| <ol style="list-style-type: none"> Descriptive Statistics Parametric Tests Non-parametric Tests Correlation & Regression Forecasting Portfolio Selection Risk Analysis & Sensitivity Analysis Revenue Management Transportation & Assignment Networking Models Queuing Theory Inventory Models | | | | | |

Spreadsheet software and Data Analysis Tools (SPSS, TORA etc.) are used for analysis.

Text Books

1. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to Decision Making", (13th edition) South-Western College Pub, 2011.
2. William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using MicrosoftExcel" PHI, 2017.

References

1. David M. Levine et al, "Statistics for Managers using MS Excel" (6th Edition) Pearson, 2010

SEMESTER - III

| 22MBT15 | STRATEGIC MANAGEMENT | L | T | P | C |
|---|----------------------|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> ➤ A clear understanding of the key concepts and principles of strategy formulation and competitive analysis ➤ A set of useful analytical skills, tools and techniques for analysing a company strategically ➤ To develop Conceptual, diagnostic and analytical and conceptual skills in strategy formulation and execution ➤ Identification, appreciation and interpretation of the critical challenges and opportunities before an organization | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. Ability to understand the Strategic management process and social responsibility of business organizations 2. In-depth understanding about the need for developing competitive advantage for organizations 3. Provides insights into various corporate and business level strategies 4. Facilitates to identify the various control systems required for organizational strategy implementation process 5. Enhances the cognitive knowledge about various strategic issues and development of new business models | | | | | |
| Unit I | | Introduction | | | 9 |
| Meaning, Scope and Importance of Strategic Management, Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model, Dimension and Levels of Strategy, Role of Strategists in business Policy | | | | | |
| Unit II | | Strategy Formulation | | | 9 |
| Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, Mission, and Purpose, Objectives and goals of a business organisation- Types of Strategies- Guidelines for crafting successful business strategies. | | | | | |
| Unit III | | Environmental Appraisal | | | 9 |
| External Analysis - Industry Analysis, Remote Environmental Analysis, competitive analysis, global environmental analysis. Internal Analysis – Resource based view of the firm, capabilities, core competency, value chain analysis, VRHN analysis, distinctive competency, Sustainable competitive advantage and profitability, SWOT Analysis, Synergy. | | | | | |
| Unit IV | | Strategic Analysis And Choice | | | 9 |
| Environmental Threat and Opportunity Profile (ETOP), BCG, TOWS, GE, Directional Policy Matrix – Organizational Capability Profile – Strategic Advantage Profile – Strategic Advantage Profile, Corporate Level Strategies, growth, stability, renewal, corporate portfolio analysis, grand strategies, Mckinsey’s 7S Framework, Business level strategies – Michael Porter’s Generic Strategies. Functional level strategies. | | | | | |
| Unit V | | Strategic Implementation And Evaluation | | | 9 |
| Strategic Implementation, Structure, systems and people, issues in Implementation, Models of strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation, Budgets, Organisational Structure, Different types of Organisational structure, social responsibility and ethics – Building a capable organisation, Functional Issues. Symptoms of malfunctioning of strategy – Operations control and strategic control, An overview of strategic Evaluation and control – measurement of performance – Analysing variances – Role of organizational system in evaluation. Strategic Management for non-profit organizations. | | | | | |
| Unit VI | | Case Study | | | |
| Case Study Analysis in Strategic Management | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. Strategic Management and Business policy by Azar Kazmi, Tata Mcgraw Hill – www. tata mcgraw hill. Com 2. An integrated approach to strategic Management, Charles Wl Hill. Gareth R. Jones, Indian Edition, Cengage learning – www.cengage.co.in 3. Strategic management, Theory and Application by Adriar Haberberg & Alison Rieple – Oxford University Press – www.oup.com | | | | | |

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|---|
| 4. Strategic Management concepts and cases Indian Edition. By Fred R. David, PHI learning PVT Ltd., www.phindia.com |
| References |
| 1. Strategic business management Dr. KNS. Kang, Deep and Deep publishers. www.ddpbooks.com |
| 2. Strategic management, India edition by Ireland, Hoskisson and Hitt, Cengage learning. |
| 3. Strategic management text and cases by Degs, lump kin and Eisner, Indian Edition Tata Mcgraw Hill. |
| 4. Understanding Strategic management by Anthony Henry, Oxford University Press. |

| 22MBP05 | CREATIVITY AND INNOVATION | L | T | P | C |
|--|---|----------|---|---|---|
| | | 0 | 0 | 4 | 2 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To understand the nuances involved in Creativity & Innovation. ➤ To get hands on experience in applying creativity in problem solving. | | | | | |
| Course Outcomes. | | | | | |
| <ol style="list-style-type: none"> 1. Provides insights about approaches to creativity and innovation 2. Understanding of heuristic models and its applications 3. Enhances the knowledge of nature of creativity 4. Ability to apply creativity in problem solving 5. Knowledge about radical and disruptive models of innovation | | | | | |
| Unit I | The Creativity Phenomenon | 9 | | | |
| Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity Credible Evaluation- Improving the quality of our creativity. | | | | | |
| Unit II | Mastering Creative Problem Solving | 9 | | | |
| Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving | | | | | |
| Unit III | Creative Intelligence | 9 | | | |
| Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity Motivation and Creativity- Blocks to creativity- fears and Disabilities Strategies for Unblocking Energy for your creativity- Designing Creative genic Environment | | | | | |
| Unit IV | Innovation Management | 9 | | | |
| Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories. | | | | | |
| Unit V | Micro and Macro Perspectives of Innovation | 9 | | | |
| Systems Approach to Innovation. Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level Leadership and Innovations- Open Innovation- Innovation Framework. Innovations developed by Open Technology Communities. | | | | | |
| Unit VI | Case Study | | | | |
| Case Study on contemporary trends in Innovation Management. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999 2. Geoffrey Petty, ” how to be better at Creativity”, The Industrial Society 2012 3. Clayton M. Christensen Michael E. Raynor, ” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2007 | | | | | |
| References | | | | | |
| <ol style="list-style-type: none"> 1. Semyon D. Savransky, ” Engineering of Creativity – TRIZ”, CRC Press NewYork USA, 1st edition 2000 2. CSG Krishnamacharyalu, lalitha R Innovation management, Himalaya Publishing House 2013 | | | | | |

SEMESTER IV

| 22MBT16 | INTERNATIONAL BUSINESS MANAGEMENT | L | T | P | C |
|--|-----------------------------------|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| <p>Course Objective</p> <ul style="list-style-type: none"> ➤ Analyse the role and impact of international business on national economic development. ➤ Explain how the economic, political/legal, and financial environments affect international business operations. ➤ Discuss international trade theory and how government and business decisions influence international trade. ➤ Assess the effects of current regional trade agreements and economic integration on developing countries. ➤ Discuss how environmental differences support or complicate marketing, export and import strategies | | | | | |
| <p>Course Outcomes</p> <ol style="list-style-type: none"> 1. In Depth knowledge of driving factors of international Business 2. Understanding of theories of trade and investment practiced in the global world 3. Deep Insights in to various market entry strategies followed by Global Organizations 4. Ability to identify the various global production and suppl chain issues and have an understanding of foreign exchange determination system 5. Enhance the cognitive knowledge of managing business across the cultures | | | | | |
| Unit I | | An Overview Of International Business Environment | | | 9 |
| Economic environment – political and regulatory environment – demographic environment – social, cultural and technological environment | | | | | |
| Unit II | | International Economic Environment | | | 9 |
| Regional integration and trade blocks –European union – regional groupings – integration of developing countries – SAARC, SAPTA, international commodity agreements – quota agreements – Cartels – Bi-lateral & Multi-lateral contracts– Economic institutions – International Monetary Funds (IMF) – World Bank, Asian Development Bank, UNCTAD, UNIDO, International Trade Centre, WTO, GATT, GATS, TRIM, TRIPS. | | | | | |
| Unit III | | International Trade And Investment Theory | | | 9 |
| Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalisation – Appropriability – Location specific advantage | | | | | |
| Unit IV | | International Trade And Payments | | | 9 |
| Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India | | | | | |
| Unit V | | International Investments & MNCS | | | 9 |
| Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness | | | | | |
| Unit VI | | | | | |
| Case Study on experts FDI & FII, SEZ, Governmental initiatives to boost exports, Cross cultural issues and their managerial implications. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010. 2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7 th Edition, Cengage Learning, New Delhi, 2010. 3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012. | | | | | |
| References | | | | | |
| <ol style="list-style-type: none"> 1. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011. 2. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009. | | | | | |

| 22MBT17 | BUSINESS ETHICS | L | T | P | C |
|--|-----------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| ➤ To help the students understand the significance of ethics and values and the importance of practicing ethics and be socially responsible. | | | | | |
| Course Outcomes | | | | | |
| 1. Learn and define basic concepts of business ethics and values. | | | | | |
| 2. Understand the relevance of ethics and values in business | | | | | |
| 3. Analyse relationship between ethics and corporate excellence. | | | | | |
| 4. Evaluate issues related to Corporate Governance and Social responsibility. | | | | | |
| 5. Create code of ethics and corporate governance guidelines for successful business. | | | | | |
| Unit I | | An Overview Of Business Ethics | | | 9 |
| Definition and Concept of Ethics, Morals and Values; Ethics and Indian Ethos; Indian Ethos and Games Business Ethics; Characteristics of Business Ethics; Need and Importance of Business Ethics; Sources of Business Ethics; Causes of Unethical Behavior and Ethical Abuses. Guidelines for developing Code of Ethics; Cost of Ethics in Corporate Ethics Evaluation; Ethics and Profitability; Ethics Committee; Work ethics; Public Good | | | | | |
| Unit II | | Ethics Theories And Dilemmas | | | 9 |
| Ethical Theories: Deontological Theory, Teleological Theory, Utilitarian Theory, Virtue Theory, Modern Virtue Theory, Justice Theory, Theory of Egoism, Theory of Relativism, Friedman's Economic Theory, Gandhian Approach in Management and Trusteeship in Modern Business Ethics Analysis: Hosmer Model, Ethical Dilemmas in Business, Right versus Right and Right versus Wrong Ethical Dilemma, Concepts like – Conflict of Interest, Self - Serving Bias, Moral Equilibrium. | | | | | |
| Unit III | | Ethics In Management And Corporate Frauds | | | 9 |
| Marketing and Advertising, Production, Finance and Accounting and so on Ethics for Managers: Comparative Ethical Behavior of Managers, Impact of Ethics on Competitive Business Strategy, Role of International Trade and Business Organizations in developing Business Ethics. Ethical Issues in the Indian Context and Case Studies with special emphasis on corporate frauds- Accounting Frauds, Bank Frauds, Employee Frauds Preventive Measures adopted to Curb Frauds | | | | | |
| Unit IV | | Conceptual Framework Of Corporate Governance | | | 9 |
| Conceptual Framework of Corporate Governance , Meaning and features of Corporate Governance; Evolution of Corporate governance; Principles of Corporate Governance; Importance of Corporate Governance; Elements of Good Corporate Governance, Theories and Models of Corporate Governance; Green Governance/ E-Governance; Shareholder Activism, Failure of Corporate Governance in India-Consequences. | | | | | |
| Unit V | | Legal And Regulatory Framework Of Corporate Governance | | | 9 |
| Structure and Development of Corporate Boards; Changing Roles of Corporate Boards Audit Committee; Future of Governance-Innovative Practices , Role of Independent Directors: Role of corporate governance in Protecting Stakeholders, Employees, and consumers, Regulatory Framework of Corporate Governance in India; SEBI Guidelines and Clause 49; Kumar Mangalam Birla Committee Report and Cadbury Committee Report; Reforms in the Companies Act, 2013; Corporate Governance in PSU and Banks | | | | | |
| Unit VI | | Case Study on Ethical issues | | | |
| Text Books | | | | | |
| 1. Kitson Alan and Robert Campbel- Ethical Organisation, Palgrave Business & Management Collection, Business and Management (R0), https://doi.org/10.1007/978-1-349-24405-8 | | | | | |
| 2. L. T. Hosmer : The Ethics of Management, McGraw-Hill Higher Education; 5th edition, ISBN: 978-0071244527 | | | | | |
| 3. S. K. Chakraborty : Values and Ethics for Organisation, Oxford University Press, 1999 ISBN: 9780195647648 | | | | | |
| References | | | | | |
| 1. S K Bhatia: Business Ethics and Corporate Governance, 2004, Deep and Deep Publications, ISBN: 978-8176295925 | | | | | |
| 2. Goel P: Ethics and Corporate Governance, 2017, Kalyani Publishers. ISBN: 978-93-272-7462-2 | | | | | |

ELECTIVES
Human Resources

| 22MBE01 | STRATEGIC HRM | L | T | P | C |
|--|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| ➤ To help students understand the transformation in the role of HR functions from being a supportfunction to strategic function. | | | | | |
| Course Outcomes | | | | | |
| 1. After the course student will be able to: Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems. | | | | | |
| 2. Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges. | | | | | |
| 3. To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks. | | | | | |
| 4. Providing an overview of the counselling and coaching processes and techniques, developing alternative approach to dealing with problem situations in organisations. | | | | | |
| 5. Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers | | | | | |
| Unit I | Context of SHRM | 9 | | | |
| SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking. | | | | | |
| Unit II | E-HRM | 9 | | | |
| Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit. | | | | | |
| Unit III | Behavioural Factors And Financial Markets | 9 | | | |
| e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals Issues in employee privacy – Employee surveys online. | | | | | |
| Unit IV | Career & Competency Development | 9 | | | |
| Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation. | | | | | |
| Unit V | Employee Coaching & Counseling | 9 | | | |
| Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs. | | | | | |
| Unit VI Case Study | | | | | |
| Case Study and Emerging Techniques in Strategic HRM | | | | | |
| TEXT BOOKS | | | | | |
| 1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7 th edition, 2016. | | | | | |
| 2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011. | | | | | |
| REFERENCE BOOKS | | | | | |
| 1. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011 | | | | | |

| 22MBE02 | INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS | L | T | P | C |
|---|--|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To explore contemporary knowledge and gain a conceptual understanding of industrial relations. ➤ To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. Industrial relations system and Trade unions 2. Industrial Disputes and labour welfare measures 3. Labour legislation introduction and legal provisions for factory workers, wages and Bonus 4. Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship 5. Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention | | | | | |
| Unit I | | Industrial Relations | | | 9 |
| Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act, 1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector. | | | | | |
| Unit II | | Industrial Conflicts And Labour Welfare | | | 9 |
| The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary- welfare funds-welfare of unorganized labour | | | | | |
| Unit III | | Labour Legislations-I | | | 9 |
| Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965. | | | | | |
| Unit IV | | Labour Legislations-II | | | 9 |
| The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013 | | | | | |
| Unit V | | Labour Legislations-III | | | 9 |
| Employees’ Provident fund and Miscellaneous provisions act, 1952- Employees’ state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Industrial Relation and Labour Legislation | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016. 2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014. 3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relation & Labour Laws. TataMcGraw Hill. 2012 | | | | | |
| REFERENCES : | | | | | |
| <ol style="list-style-type: none"> 1. P.K. Padhi, Industrial Laws, PHI, 2017. 2. P.R.N Sinha, InduBala Sinha, Seema PriyadarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017 Tax Mann, Labour Laws, 2018. | | | | | |

| 22MBE03 | ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT | L | T | P | C |
|---|---|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively ➤ To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations. | | | | | |
| Course Outcomes | | | | | |
| The student gets to learn about | | | | | |
| 1. The fundamentals of organizational design and structure | | | | | |
| 2. Change process, types, and models of change in organizations | | | | | |
| 3. The fundamentals of organizational development | | | | | |
| 4. Organizational development Interventions | | | | | |
| 5. Organizational evolution and sustenance | | | | | |
| UNIT I | | Organizational Design | | | 9 |
| Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment - Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design.. | | | | | |
| UNIT II | | Organizational Change | | | 9 |
| Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign | | | | | |
| UNIT III | | Organizational Development | | | 9 |
| Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information. | | | | | |
| UNIT IV | | OD Intervention | | | 9 |
| Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development. | | | | | |
| UNIT V | | Organizational Evolution And Sustenance | | | 9 |
| Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Organisational Design and Changes | | | | | |
| TEXT BOOKS | | | | | |
| 1. French & Bell: Organisational Development, McGraw-Hill, 2005 | | | | | |
| 2. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017 | | | | | |
| 3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House. | | | | | |
| 4. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning. | | | | | |
| 5. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications | | | | | |
| REFERENCES : | | | | | |
| 1. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H. Bell, Veena, Jr, Pearson, PHI | | | | | |
| 2. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, ExcelBooks, 1st Ed. | | | | | |
| 3. Management of Organizational Change – K Harigopal – Response BOOKS, 2 nd edition, 2006 | | | | | |
| 4. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education | | | | | |

| 22MBE04 | NEGOTIATION AND CONFLICT MANAGEMENT | L | T | P | C |
|--|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To develop an understanding of the nature and strategies of negotiation. ➤ To understand conflict and strategies to resolve the conflict. | | | | | |
| Course Outcomes | | | | | |
| The student gets to learn about | | | | | |
| 1. The fundamentals of Negotiation, Types, process and techniques | | | | | |
| 2. Strategies and tactics in Negotiation | | | | | |
| 3. The basics of Conflict management, models, approaches and process | | | | | |
| 4. Managing interpersonal, group and organizational conflict | | | | | |
| 5. Conflict resolution models and cost of workplace conflict | | | | | |
| UNIT I | Fundamentals Of Negotiation | 9 | | | |
| Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation- Communication and Influence- Techniques of Negotiation- Issues in negotiation. | | | | | |
| UNIT II | Negotiation Strategies | 9 | | | |
| strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation. | | | | | |
| UNIT III | Introduction To Conflict Management | 9 | | | |
| Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.. | | | | | |
| UNIT IV | Managing Interpersonal, Group And Organizational Conflict | 9 | | | |
| Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies. | | | | | |
| UNIT V | Conflict Resolution And Cost | 9 | | | |
| Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Negotiation and Conflict Management | | | | | |
| TEXT BOOKS | | | | | |
| 1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014 | | | | | |
| 2. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007 | | | | | |
| 3. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008 | | | | | |
| 4. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008. | | | | | |
| 5. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426 | | | | | |
| REFERENCES : | | | | | |
| 1. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011,ISBN 1412844258, 9781412844253. | | | | | |
| 2. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003 | | | | | |
| 3. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010 | | | | | |
| 4. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005 | | | | | |

| 22MBE05 | REWARD AND COMPENSATION MANAGEMENT | L | T | P | C |
|---|------------------------------------|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To impart skills in designing analyzing and restructuring reward management systems, policies and strategies. ➤ To understand the various dimensions of Compensation Management | | | | | |
| Course Outcomes | | | | | |
| The student gets to learn about | | | | | |
| <ol style="list-style-type: none"> 1. The basics of Compensation Management and Reward system, Theories and strategies 2. Macro and micro economics of labour market and employee compensation 3. Managing employee benefits and rewards 4. Performance related compensation 5. Executive and sales compensation plans, theories and design | | | | | |
| UNIT I | | Introduction | | | 9 |
| Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India. | | | | | |
| UNIT II | | Employee Compensation And Labour Market | | | 9 |
| Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade - offs - valuation of employee compensation. | | | | | |
| UNIT III | | Managing Employee Benefits And Rewards | | | 9 |
| Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation. | | | | | |
| UNIT IV | | Executive And Sales Compensation Plan | | | 9 |
| Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations | | | | | |
| UNIT V | | Performance Related Compensation | | | 9 |
| Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Reward and Compensation. | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall,2007. 2. Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000 3. Reward Management: A Handbook of salary administration by Armstrong, Michael and 4. Marlis, Kogan page business books, 2005 5. Thomas.P. Plannery, David.A. Hofrichter&Paul.E.Platten: People Performance & Pay – Free Press. | | | | | |
| REFERENCES : | | | | | |
| <ol style="list-style-type: none"> 1. Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House. 2. Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach –Prentice-Hall. 3. Edwarde.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass. | | | | | |

| 22MBE06 | INTERNATIONAL HUMAN RESOURCE MANAGEMENT | L | T | P | C |
|--|--|-----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| ➤ The course aims to provide students insights to HR practices followed in Global organizations. | | | | | |
| Course Outcomes | | | | | |
| The student gets to learn about | | | | | |
| 1. the basics of IHRM, models and practices | | | | | |
| 2. strategic orientation and cultural context towards IHRM | | | | | |
| 3. International practices on recruitment and selection | | | | | |
| 4. International perspectives on Training, development, performance appraisal | | | | | |
| 5. International practices on Compensation management | | | | | |
| UNIT I | Introduction to IHRM | 9 | | | |
| Definition — Evolution of HRM- Importance of IHRM, Models of IHRM — Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices | | | | | |
| UNIT II | HRM Strategies | 10 | | | |
| Internationalization and world business — Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM | | | | | |
| UNIT III | Recruitment And Selection | 6 | | | |
| International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices | | | | | |
| UNIT IV | Training And Development, Performance Appraisal | 10 | | | |
| Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management | | | | | |
| UNIT V | International Compensation | 10 | | | |
| Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in International HRM | | | | | |
| TEXT BOOKS | | | | | |
| 1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7thEdition IE.,2017 | | | | | |
| 2. Monir H. Tayeb: International Human Resource Management,A Multinational Company PerspectiveOxford University Press, IE | | | | | |
| 3. IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies andpractices for Multinational Enterprises, Routledge, 5 th edition | | | | | |
| 4. Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3 rd edition, SagePublication | | | | | |
| REFERENCES : | | | | | |
| 1. P L Rao, International Human resource Management- Text and Cases, Excel Books | | | | | |
| 2. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International HumanResource Management, Kogan Page Publishers | | | | | |

| 22MBE07 | HR ANALYTICS | L | T | P | C |
|---|---|---|---|----------|---|
| | | 3 | 0 | 0 | 3 |
| COURSE OBJECTIVE: | | | | | |
| ➤ To help students understand the transformation in the role of HR functions from being a supportfunction to strategic function. | | | | | |
| Course Outcome: | | | | | |
| The students will be able to. | | | | | |
| <ol style="list-style-type: none"> 1. Have an understanding of How HR function adds value and demonstrates the value in business terms 2. Have an understanding of planning and forecasting of Human Resources. 3. Able to understand the evaluation of performance and compensation system. 4. Understand stress level and how to reduce the stress. | | | | | |
| Able to know the application of Human resource matrices and Creating dashboards | | | | | |
| Unit I | Introduction to HR Analytics | | | 9 | |
| Evolution of HR Analytics, HR Information Systems and Data Sources, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition Versus Analytical Thinking; HRMS/HRIS and Data Sources; Analytics Frameworks Like LAMP, HR Scorecard & Workforce Scorecard. | | | | | |
| Unit II | Human Resource Planning and Forecasting | | | 9 | |
| Quantitative and Qualitative Dimensions of HR Planning, Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting. Evaluating Reliability and Validity of Selection Models, Finding out Selection Bias, Predicting the Performance and Turnover. | | | | | |
| Unit III | Performance Analysis and Designing a Compensation System | | | 9 | |
| Predicting Employee Performance, Training Requirements, Evaluating Training and Development, Optimizing Selection and Promotion Decisions, Analysing and Classifying Training Needs, Measuring Training Effectiveness, Predicting Training Effectiveness and Performance. Understanding compensation Analytics, quantifiable Data, Factors Affecting Compensation & Benefits, Analytics for Compensation Planning, Competency Scorecard. | | | | | |
| Unit IV | Monitoring impact of Interventions | | | 9 | |
| Tracking Impact Interventions, Evaluating Stress Levels and Value-Change. Formulating Evidence Based Practices and Responsible Investment, Evaluation Mediation Process, Moderation and Interaction Analysis | | | | | |
| Unit V | Applications of HR Metrics and Creating HR Dashboards | | | 9 | |
| HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-Oriented Exercises : Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding: Connecting the Dots and Integrating the Findings | | | | | |
| Unit VI | Guest Lecture from industry experts | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008. 2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. 3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013. | | | | | |
| REFERENCE BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001. 2. HR Analytics: The What, Why and How, by Tracey Smith 3. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010. | | | | | |

FINANCE ELECTIVES

| 22MBE11 | BEHAVIOURAL FINANCE | L | T | P | C |
|--|---------------------|--|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| <p>Course Objective</p> <p>➤ The course is focused on behavioral factors influencing financial markets and corporate world. This course targets the link between the peculiarities of human behavior and aspects of financial and investment management, as well as corporate and risk management. In addition, the course puts various “behavioral mechanisms” into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention.</p> | | | | | |
| <p>Course Outcomes</p> <p>After the course student will be able to:</p> <ol style="list-style-type: none"> 1. compare expected utility theory with the prospect theory; 2. explain and demonstrate using empirical data the challenges to the efficient market hypothesis; 3. explain the nature and forecast the consequences of key behavioral biases of investors; 4. Describe the process of behavioral biases contribution to the asset prices models; 5. Describe how behavioral biases of managers affect the decision making process in a corporation. | | | | | |
| Unit I | | Basics Of Behavioural Finance | | | 9 |
| Introduction to Behavioural Finance: Nature, Scope, Objectives, Significance and Application. Investment decision under risk and uncertainty. Introduction to neoclassical economics and expected utility theory for decision making – Return predictability in stock market - Limitations to arbitrage | | | | | |
| Unit II | | Behavioral Theories | | | 9 |
| Nash Equilibrium: Keynesian Beauty Context and The Prisoner’s Dilemma, The Monthly Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox. Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests | | | | | |
| Unit III | | Behavioural Factors And Financial Markets | | | 9 |
| The roles of securities prices in the economy; Efficient markets hypothesis (EMH): Definitions; EMH in supply and demand framework; Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency. Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Active portfolio management: return statistics and sources of systematic underperformance. | | | | | |
| Unit IV | | External Factors And Investor Behavior | | | 9 |
| External factors and investor behaviour: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns | | | | | |
| Unit V | | Behavioural Corporate Finance | | | 9 |
| Behavioural factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner’s Curse. IPO under-pricing. Systematic excessive optimism and overconfidence in managers’ decisions. Systematic approach to using behavioural factors in corporate decision-making. | | | | | |
| Unit VI | | | | | |
| Case Study on contemporary behavioural finance issues | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India). 2. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010. | | | | | |

| 22MBE12 | INTERNATIONAL FINANCE | L | T | P | C |
|---|--|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objectives | | | | | |
| ➤ To make the students acquainted with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, risks and management. | | | | | |
| Course Outcomes | | | | | |
| 1. The students will be able to Get knowledge on international monetary system | | | | | |
| 2. Having a clear understanding of the subject related concepts and of contemporary issues | | | | | |
| 3. Having problem solving ability – solving social issues and business problems | | | | | |
| 4. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice | | | | | |
| Unit I | Introduction To International Finance | | | | 9 |
| Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process –International Monetary and Financial System Current multinational financial challenges - Experiences from India Openness of Indian Economy – Indicators | | | | | |
| Unit II | Foreign Exchange Market | | | | 9 |
| Evolution of foreign exchange market and foreign exchange System- Brief introduction to currency systems- Balance of Payments - Market participants - types of transactions and settlements, Foreign exchange quotations, process of arbitrage. | | | | | |
| Unit III | Foreign Exchange Exposure | | | | 9 |
| Kinds of Foreign Exchange exposures - Transaction exposure and its measurement - Operating exposure - Sources - Measurement and difficulties associated with the measurement - Impact - Translation Exposure- Transaction and Economic Exposure Vs Translation exposure | | | | | |
| Unit IV | Risk In International Finance | | | | 9 |
| International Trade & Risk Associated with International Trade - Introduction to different types of trade risk - Credit risk, Carriage Risk, Currency Risk, Country risk – Measuring risk exposure – Devices – Payoffs to risk management | | | | | |
| Unit V | Multinational Financing Institutions | | | | 9 |
| The International Bank for Reconstruction and Development, the International development association, The International Finance Corporation, International monetary fund, Export and Import financing. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in International Finance | | | | | |
| TEXT BOOKS | | | | | |
| 1. Jeff Madura, Multinational Financial Management, New Delhi : Cengage Pvt Ltd, 2015 | | | | | |
| 2. Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications, 2008. | | | | | |
| 3. Shapiro Alan C, Multinational Financial Management, New Delhi : Wiley India Pvt Ltd, 2008 | | | | | |
| 4. T. Siddaiah International Financial Management, Pearson, 2009. 5 .O.P.Agarwal , International Financial Management Himalaya publishing house | | | | | |
| REFERENCES | | | | | |
| 1. Machi Raju International Financial Management, HPH, 2008. | | | | | |
| 2. V. A Avadhani International Financial Management, Himalaya 2008 | | | | | |
| 3. Eiteman&Stonchill, “Multinational Business Finance”, Addison Wesley Longman, New Delhi,2001 | | | | | |

| 22MBE13 | FINANCIAL DERIVATIVES | L | T | P | C |
|--|------------------------------------|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> ➤ The course aims to describe, analyze and evaluate the characteristics of some of the most important financial derivative instruments ➤ This course equips students with essential techniques to be applied when valuing these financial derivatives and hedging the associated financial market risk exposures ➤ It emphasizes the general principles central to derivatives valuation | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. Have an ability to apply mathematics/business problem solving techniques in business applications. 2. Have design thinking capability 3. Have computational thinking. 4. Have ability to design and conduct simulation/experiments as well as to analyze and interpret data. 5. Have critical thinking and innovative skills. | | | | | |
| Unit I | Introduction To Derivatives | 9 | | | |
| Introduction to Financial Derivatives – Types of Derivatives –Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management. | | | | | |
| Unit II | Forward And Futures | 9 | | | |
| Forward contract and Futures Contract – Forwards – futures – Pricing of Futures and Forwards – Hedging strategies - Valuation- Risk management using Forwards and Futures | | | | | |
| Unit III | Options | 9 | | | |
| Types of Options – Differentiate European & American options – Call option and put Option – option pricing models – Binomial Model – Black and Scholes – Interest Rate Options – Currency Options and Trading Strategies. | | | | | |
| Unit IV | SWAPS | 9 | | | |
| Characteristics of Swaps- Categories of Swaps- Mechanics of interest rate swaps - Currency swaps - Application- Valuation- Usage of Swaps in Risk Management. | | | | | |
| Unit V | Other Derivatives | 9 | | | |
| Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Pitfalls - Current trends in India . | | | | | |
| Unit VI | | | | | |
| Case Study on contemporary hedging strategies used by the corporate world to avoid risk. | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. . Hull.c.John. and Sankarshan Basu. Options, Futures and Other Derivatives, 10 th edition, Pearson Education, Chennai (2018). 2. Gupta S L.,Financial Derivatives: Theory, Concepts and Problems, 2 nd edition, PHI learning, New Delhi (2017). | | | | | |
| REFERENCES | | | | | |
| <ol style="list-style-type: none"> 1. John C. Hull, SankarshanBasu (2016), Options, Futures and other Derivatives, 9thEdition, Pearson education. | | | | | |

| 22MBE14 | INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT | L | T | P | C |
|---|---|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| ➤ To help the participant comprehend the relationship between risk and return in investment and assimilate the portfolio theories to design the optimal portfolio. To equip in evaluating the performance of the constructed portfolio and to revise if needed. | | | | | |
| Course Outcomes | | | | | |
| Students will be able to | | | | | |
| <ol style="list-style-type: none"> 1. Having an ability to apply mathematics / business problem solving techniques in business applications 2. Having a clear understanding of the subject related concepts and of contemporary issues 3. Having problem solving ability – solving social issues and business problems 4. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice. | | | | | |
| Unit I | Introduction To Investment | | | | 9 |
| Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Types of Risk - Risk Return Trade off – Risk Exposure – Expected Return - Risk and Return analysis of individual securities | | | | | |
| Unit II | Fundamental Analysis | | | | 9 |
| Fundamental analysis: Economic analysis – Economic forecasting and Stock Investment Decisions. Industry analysis – Industry classification - Industry life cycle – Evaluating Industry Relevant factors. Company Analysis – Forecasting earnings. | | | | | |
| Unit III | Technicalanalysis | | | | 9 |
| Technical Analysis – ROC –MACC – Oscillators –Trends – RSI. Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application. Capital allocation between risky and risk free assets-Utility analysis. | | | | | |
| Unit IV | Valuation Of Securities | | | | 9 |
| Valuation of Securities – Valuation of Equity – dividend discount model – Zero Growth Model – Constant Growth Model. Valuation of Preference shares – Valuation of Bonds – YTM – YTC Arbitrage pricing Theory – CAPM – EMH | | | | | |
| Unit V | Portfolio Management | | | | 9 |
| Portfolio Management – Steps in Portfolio Construction – Diversification – types of Diversification – Portfolio Risk and Return analysis – Marowitz portfolio selection model. Portfolio Evaluation – Jenson Index – Sharpe Index – Treynor’s Index — Portfolio Revision – Optimal Portfolio | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Investment and Portfolio Management. | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management, 10th Edition, Cengage Learning. 2. Herbert B. Mayo, (2017), Investments – An introduction, 12thEdition, Cengage Learning. | | | | | |
| REFERENCES | | | | | |
| <ol style="list-style-type: none"> 1. ZviBodie, Alex Kane, Alan Marcus, PitabasMohanty, (2017), Investments, 10thedition, McGraw-Hill. 2. ShaliniTalwar, (2016), Security Analysis and Portfolio Management, Cengage Learning. 3. Prasanna Chandra, (2017), Investment Analysis and Portfolio Management,5th edition, McGraw Hill 4. Dhanesh kumar Khatri, (2012), Investment management and Security analysis – Text and cases, 2ndedition, Trinity Press. | | | | | |

| 22MBE15 | MANAGING BANKS & FINANCIAL INSTITUTIONS | L | T | P | C |
|---|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> ➤ To familiarize the students on the overview of Indian Banking System and policies ➤ To help students to identify the role played by the Central Bank and instruments of credit control. ➤ This course comprehensively covers the Indian aspect of banking it not only delves in the traditional but also contemporary topics on banking | | | | | |
| Course Outcomes | | | | | |
| Students will be able to | | | | | |
| <ol style="list-style-type: none"> 1. Having an ability to apply mathematics / business problem solving techniques in business applications 2. Having a clear understanding of the subject related concepts and of contemporary issues 3. Having a clear understanding of professional and ethical responsibility 4. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice | | | | | |
| Unit I | Introduction To Indian Banking System | 9 | | | |
| Overview of Indian Banking system – Structure – Functions - emerging trends. Banking regulation: Monitoring and Control- Central banking-RBI and its functions Provisions Relating to CRR – Provision for NPA’s - Overview of Financial Statements of banks. | | | | | |
| Unit II | Managing Bank Funds/ Products | 9 | | | |
| Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management. Micro finance. Customer relations – Know your Customer (KYC) guidelines, Anti Money Laundering | | | | | |
| Unit III | Banking Functions | 9 | | | |
| Loans and Advances: Secured Advances, Agricultural Finance, credit to priority sectors. Corporate banking –debt restructuring –working capital financing –loan syndication/ consortium advance International Banking – Forex dealing room operations - FEDAI guidelines - Letter of Credit - Foreign Exchange and Export finance - Forfaiting and Factoring - Exchange and Trade Control– Role of ECGC, Role of EXIM Bank. | | | | | |
| Unit IV | Banking Technology | 9 | | | |
| Payment system in India – paper based – e payment –electronic banking –plastic money – e-money –forecasting of cash demand at ATM’s. Home Banking (Corporate and Personal) Electronic Payment Systems Electronic funds transfer systems -RTGS –NEFT. Fintech – Future of financial services, Embedding fintech in banking, Developing fintech framework. | | | | | |
| Unit V | Asset Based Financial Services | 9 | | | |
| Introduction – Need for Financial Services – Financial Services Market in India –NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting – mutual funds. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Banking System. | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Peter Rose, Sylvia Hudgins, (2014), Bank Management and Financial Services, 8th edition, McGraw Hill 2. Padmalatha Suresh Justin Paul, (2014), Management of Banking and Financial Services, 3rd edition, Pearson Education, India. | | | | | |
| REFERENCES | | | | | |
| <ol style="list-style-type: none"> 1. Kanhaiya Singh, VinayDutta, (2013), Commercial Bank Management, 1st edition, McGraw Hill. 2. IIBF, (2010), Security and Electronic Banking, 2nd edition, Macmillan India. 3. CAIIB, (2010), Retail Banking, 1st edition, Macmillan Publishers, India. 4. Finance Indian Institute Of Banking, (2010),Banking Products And Services, Taxmann Allied Services Pvt. Ltd.. | | | | | |

| 22MBE16 | FINANCIAL SYSTEM AND MARKETS | L | T | P | C |
|---|------------------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| Course Objective <ul style="list-style-type: none"> ➤ To grasp the structure and operation of Indian capital market ➤ To equip the students to realize the role played by the financial intermediaries and the challenges faced by them while rendering the financial services. | | | | | |
| Course Outcomes Students will be able to <ol style="list-style-type: none"> 1. Having an ability to apply mathematics / business problem solving techniques in business applications 2. Having a clear understanding of the subject related concepts and of contemporary issues 3. Having problem solving ability – solving social issues and business problems 4. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice | | | | | |
| Unit I | | Indian Financial System | | | 9 |
| Overview of Indian Financial system – Financial Institutions – Financial Instruments – Financial Markets –structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment. | | | | | |
| Unit II | | Primary Market | | | 9 |
| Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market. | | | | | |
| Unit III | | Secondary Market | | | 9 |
| Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation | | | | | |
| Unit IV | | Foreign Exchange Market | | | 9 |
| Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Exchange Rate Theories | | | | | |
| Unit V | | Derivatives Market | | | 9 |
| Derivatives – Definition – Types – Forward – Futures – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Derivatives market in India. | | | | | |
| Unit VI | | Case Study on contemporary developments in capital market performance and implication of securitization in Indian scenario. | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Khan M.Y, (2015), Financial Services, 8th edition, Mcgraw Hill. 2. K Sasidharan, Alex. K Mathews, (2008), Financial Services and System, Tata McGraw Hill. 3. Jeff Madura (2014), Financial Institutions and Markets, 10thEdition, Cengage Learning. | | | | | |
| REFERENCES | | | | | |
| <ol style="list-style-type: none"> 1. NISM-Series-XII: Securities Markets Foundation Certification Examination Work Book 2. Stephen Cecchetti, Kermit Schoenholtz, (2014), Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education. 3. MadhuVij, Swati Dhawan (2011), Merchant Banking and Financial Services, 1st edition, McGraw Hill. 4. Tripathy, NaliniPrava (2007), Financial Services, PHI, Learning Pvt. Ltd. | | | | | |

MARKETING ELECTIVES

| 22MBE21 | DIGITAL MARKETING | L | T | P | C |
|--|-------------------|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objectives ➤ The main goal of the course is to understand and evaluate digital marketing methods and web analytics tools, from a variety of perspectives—as analysts, consumers, entrepreneurs, and investor. | | | | | |
| Course Outcomes Students will be able to 1. Having a clear understanding of the subject related concepts and of contemporary issues 2. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice 3. Having a good digital footprint 4. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data | | | | | |
| Unit I Introduction To Digital Marketing | | 9 | | | |
| Introduction To Online Digital Marketing- Importance, Traditional vs Digital Marketing, Digital Marketing Strategy- Components -Opportunities for building Brand Website - Planning and Creation- Content Marketing | | | | | |
| Unit II Search Engine Marketing | | 9 | | | |
| Search Engine marketing-Understanding Search Engine Marketing. Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors -On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement | | | | | |
| Unit III Social Media Marketing | | 9 | | | |
| Social media marketing- Understanding Social Media, Participating in Social Networking, Marketing on Facebook, MySpace, and Twitter and Tracking Social Media Marketing Performance. Blog marketing- Understanding Blog Marketing, Creating a Company or Product Blog, Marketing to the Blogosphere and Tracking Blog Marketing Performance. Multimedia marketing- Understanding Multimedia Marketing, Podcast Marketing, Video Marketing and Tracking Multimedia Marketing Performance | | | | | |
| Unit IV Mobile Marketing | | 9 | | | |
| Mobile Marketing- Designing a Mobile-Friendly Website - Marketing via Mobile Apps and Tracking Mobile Marketing Performance - Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.. | | | | | |
| Unit V WEB Analytics | | 9 | | | |
| Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, use ability research - Clickstream data collection techniques compared: web server log analysis, page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Web Analytics at e-Business scale - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk | | | | | |
| Unit VI | | | | | |
| Case study and Emerging Trends on contemporary digital media tools, Web Analytics like Mobile Analytic- Game Analytics, Video Analytics, Twitter/Facebook/LinkedIn Analytics and Viral Analytics | | | | | |
| TEXT BOOKS | | | | | |
| 1. Bell, David R., Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One, Boston, New Harvest, 2014 [ISBN#978-0-544-26227-0] 2. Kaufman, Ira and Chris Horton, Digital Marketing: Integrating Strategy and Tacticswith Values, New York, Routledge, 2014 [ISBN#978-0-415-71675-8] 3. Stokes, Rob and the Minds of Quirk, eMarketing: The essential guide to marketing in a digital world, Quirk Education (Pty.) Ltd., 5th edition, 2013 4. Miller, Michael. The ultimate web marketing guide. Pearson Education, 2010. 5. Kaushik, A. | | | | | |

(2009). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.

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1. Blum, B. S., & Goldfarb, A. (2006). Does the internet defy the law of gravity?. Journal of international economics, 70(2), 384-405.
2. Choi, J., & Bell, D. R. (2011). Preference minorities and the Internet. Journal of Marketing Research, 48(4), 670-682.
3. Dellarocas, C. (2010). Online reputation systems: How to design one that does what you need. MIT Sloan management review, 51(3), 33.
4. Bonfrer, A., & Drèze, X. (2009). Real-time evaluation of e-mail campaign performance. Marketing Science, 28(2), 251-263.

| | | | | | |
|----------------|-------------------------|----------|----------|----------|----------|
| 22MBE22 | BRAND MANAGEMENT | L | T | P | C |
| | | 3 | 0 | 0 | 3 |

Course Objectives

- To explore the various aspects related to Product and Brand Management and to enhance the understanding for decision making.

Course Outcomes
Students will be able to

1. Design a Quantitative / product / service solutions applying all the relevant standards and with realistic constraints, in different managerial contexts
2. Solve problems - social issues and business problems
3. Have adaptive thinking and adaptability
4. Have an ability to design and conduct case analysis, simulation / survey / experiments, as well
5. Have critical thinking and innovative skills as to analyze and interpret data

Unit I Introduction 9
Basic understanding of brands – concepts and process – significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors

Unit II Brand Positioning 9
Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference – Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term

Unit III Brand Image 9
Brand Image: Image Dimensions, Brand Associations & Image, And Brand Identity: Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

Unit IV Brand Valuation 9
Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

Unit V International Branding 9
Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

Unit VI
Case Study and Emerging Techniques in Brand Management

TEXT BOOKS

1. Harsh V Verma, Brand Management, Excel Books, New Delhi(2013)
2. Jean Noel Kapferer, “Strategic Brand Management”, Global Business Press, New Delhi(2012)
3. SubratoSengupta, Brand Positioning, Tata McGraw Hill, 2nd edition, (2005)
4. S.Ramesh Kumar, “Managing Indian Brands”, Vikas publishing House, 2/e, New Delhi(2003)
5. Ramesh Kumar, Consumer Behaviour and Branding, Pearson,1/e New Delhi(2009)

| REFERENCES | |
|-------------------|--|
| 1. | Kevin Lane Keller, “Strategic Brand Management”, Person Education, New Delhi(2012) |
| 2. | Daniel Lehman and Rusell Winer, “Product Management”, Tata McGraw Hill |

| 22MBE23 | CONSUMER BEHAVIOUR | L | T | P | C |
|---------|--------------------|---|---|---|---|
| | | 3 | 0 | 0 | 3 |

Course Objective
 ➤ To provide the basic understanding about the consumer decision making and the factors influencing the consumer decision making process.

Course Outcomes
 Students will be able to
 1. Having an ability to apply mathematics/ business problem solving techniques in business applications
 2. Having sense- making Skills of creating unique insights in what is being seen or observed.
 3. Having adaptive thinking and adaptability.
 4. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data.

Unit I Introduction To Consumer Behaviour 9

Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behaviour, Dimensions of Consumerism, The Changing Patterns of Consumer Behaviour in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, Consumer Behaviour and its Applications in Marketing.

Unit II Factors Affecting Consumer Behaviour 9

Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes

Unit III Consumer Decision Making Process 9

Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search and Evaluation –Purchasing Process – Post purchase Evaluation and behaviour, Buying pattern in the new digital era

Unit IV Consumer Motivation & Personality 9

Consumer Motivation– Needs, Goals, Motive arousal, Maslow’s Hierarchy of Needs, Freud’s Theory of Motivation , Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory.

UnitV Marketing Communications, Decision Making Models, Consumer Rights 9

Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Consumer Protection Act 1986, rights of consumers

Unit VI

Case Study and contemporary tools used to capture factors influencing the consumer decision making.

TEXT BOOKS

1. Kanuk L , Schiffman, L and Ramesh Kumar.S., Consumer Behaviuor, Prentice Hall, New Delhi., Eleventh edition, (2014)
2. Hawkins, Del I., Roger J. Best, and Kenneth A. Coney., Consumer Behaviour, Tata McGraw Hill, New Delhi, (2005)
3. Kumar, S. Ramesh. Consumer Behaviour: The Indian Context (Concepts and Cases). Pearson Education India, (2017)
4. Batra, Satish K., and S. H. H. Kazmi. Consumer Behaviour, Excel Books India, 2nd edition, (2014)
5. Majumdar, Ramanuj. Consumer behaviour: Insights from Indian market. PHI Learning Pvt. Ltd., (2010)
6. Loudon, David L., and Albert J. Della Bitta. Consumer behavior: Concepts and applications.

| |
|---|
| McGraw-Hill Companies, Fourth edition, (2017) |
| REFERENCES |
| 1. Hoyer, Wayne D., Deborah J. Macinnis, and Rik Pieters, Consumer behaviour, Boston, Houghton Mifflin Company, 4 revised edition, (2006) |
| 2. Assael, Henry. Consumer behavior and marketing action, Cengage learning, (2007) |

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|----------------|--|----------|----------|----------|----------|
| 22MBE24 | SALES AND DISTRIBUTION MANAGEMENT | L | T | P | C |
| | | 3 | 0 | 0 | 3 |

Course Objective
 ➤ To expose the participants to the field sales environment and to teach them the tactics and case studies for a career in sales.

Course Outcomes
 Students will be able to

1. Having Sense-making Skills of creating unique insights in what is being seen or observed (Higher level thinking skills which cannot be codified)
2. Having a clear understanding of professional and ethical responsibility
3. Having adaptive thinking and adaptability
4. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice

Unit I Introduction To Sales Management 9

Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing,

Unit II Sales Planning & Organization 9

Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions

Unit III Sales Force Management 9

Sales Job Analysis, Recruitment & Selection, Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits and Ethics in Sales

Unit IV Distribution Management 9

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners

Unit V Market Logistics And Supply Chain Management 9

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.

Unit VI

Case Study and Emerging Techniques Sales and Distribution System.

TEXT BOOKS

1. Mark W. Johnston and Greg W. Marshall, “Sales Force Management”, Tata McGraw-Hill Publishing Company Limited, (2006)
2. Still,R.R. &Cundiffetal., “Sales Management Decision Strategies & Cases”, Prentice Hall, 4 ed., NewDelhi, (1996)

REFERENCES

1. Spiro, Stanton, Rich, “Management of Sales Force”, Tata – Mcgraw Hill, 7th edition, New Delhi(2003)

| 22MBE25 | RETAIL MANAGEMENT | L | T | P | C |
|---|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| ➤ To introduce the participants to the organized retail industry and to provide them with a overall view of the retail environment and the real life exposure with case studies from international retailers. | | | | | |
| Course Outcomes | | | | | |
| Students will be able to | | | | | |
| 1. Having a clear understanding of the subject related concepts and of contemporary issues. | | | | | |
| 2. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data. | | | | | |
| 3. Having Sense-making Skills of creating unique insights in what is being seen or observed (Higher level thinking skills which cannot be codified). | | | | | |
| 4. Having an ability to design a Quantitative / product / service solutions applying all the relevant standards and with realistic constraints, in different managerial errors. | | | | | |
| 5. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice. | | | | | |
| Unit I | Introduction To Retailing | 9 | | | |
| Definition and scope, evolution of retailing, types of retail, trends in retailing industry, benefits of retailing, retailing environment | | | | | |
| Unit II | Retail Purchasing And Pricing | 9 | | | |
| Purchase management: - Merchandise purchasing, open to buy, open to buy planning, analysing the merchandise performance, pricing strategies:-every day pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing. | | | | | |
| Unit III | Retail Marketing And Promotion | 9 | | | |
| Nature and scope:-relationship marketing, market strategies, retail research Understanding the retail customer: - retail market, population analysis, demographic analysis, consumer behaviour Retail promotion Mix: - Retail promotion programme, retail advertising media, and promotional budget. Customer services: - customer services, services quality gaps, service recovery. | | | | | |
| Unit IV | Information System And Retailing In India | 9 | | | |
| Acquiring and using information strategies, technology in retail, information sources, and retail information system. Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India. | | | | | |
| Unit V | Ethical And Legal Issues In Retailing | 9 | | | |
| Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores. | | | | | |
| Unit VI | | | | | |
| Case Study and Emerging Techniques in Retail Business. | | | | | |
| TEXT BOOKS | | | | | |
| 1. Michael Levy, Barton A Weitz and Ajay Pandit, "Retailing Management" 6th edition, McGraw Hill publishing house, (2008) | | | | | |
| 2. Swapna Pradhan, "Retail Merchandising", McGraw Gill Publishing house, (2010) | | | | | |
| REFERENCES | | | | | |
| 1. Barry Bermans and Joel Evans, "Retail Management – A Strategic Approach", 8th edition, PHI private limited, Newdelhi, (2002) | | | | | |
| 2. A.J.Lamba, "The Art of Retailing", 1st edition, Tata McGrawHill, New Delhi, (2003) | | | | | |

| 22MBE26 | MARKETING ANALYTICS | L | T | P | C |
|---|---|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <p>➤ This course is a comprehensive representation of Data Analytics, as applied in Marketing. There are four levels embedded in three units that cover functional, strategic, methodological and technological aspects in marketing, supplemented with case studies. A variety of relevant topics like market sizing, forecasting and positioning, promotion designing and budget allocation, profit maximization and data-driven presentation will transform the students into industry-ready managers</p> <p>➤ This course is designed for students who might seek employment in analytics as well as for students who would want to broaden their understanding of the field.</p> | | | | | |
| Course Outcomes | | | | | |
| Students will be able to | | | | | |
| <ol style="list-style-type: none"> 1. Having an ability to apply mathematics / business problem solving techniques in business applications 2. Having a clear understanding of the subject related concepts and of contemporary issues 3. Having problem solving ability – solving social issues and business problems 4. Having an ability to design and conduct case analysis, simulation / survey / experiments, as well as to analyze and interpret data 5. Having an ability to use techniques, skills and modern managerial tools & techniques necessary for business practice | | | | | |
| Unit I | Segmentation Analytics | 9 | | | |
| Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing “Voice of the Customer” Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach. | | | | | |
| Unit II | Approaches To Choosing Target Segment | 9 | | | |
| Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi-Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping | | | | | |
| Unit III | Analytics For Product/Service Design | 9 | | | |
| The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results | | | | | |
| Unit IV | Analytics For Tracking Customer Growth | 9 | | | |
| Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analysing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model. | | | | | |
| Unit V | Modelling New Marketing Initiatives | 9 | | | |
| Introduction to modelling, Evaluating new ad channels, Modelling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. | | | | | |
| Unit VI | | | | | |
| Case Study on contemporary issues and opportunities in application of marketing analytics in different sectors | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press. 2. Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, Trafford Publishing UK | | | | | |
| REFERENCES | | | | | |

1. Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.
2. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.

HOSPITALITY MANAGEMENT ELECTIVES

| 22MBE31 | EVENT MANAGEMENT | L | T | P | C |
|---|------------------|---|---|---|----------|
| | | 3 | 0 | 0 | 3 |
| <p>Course Objective</p> <ul style="list-style-type: none"> ➤ Understand the relationship between events management, event tourism management & hospitality, and understand the different types of events. ➤ To explain why meetings, incentives, conventions and exhibitions are an important part of the tourism and hospitality industry, and to understand what impacts MICE can bring to a destination in terms of economy and social. ➤ To outline the characteristics of different markets, and understand the difference between the various professional planners and clients. ➤ Understand the planning process components and to explore the basic tasks involved in planning. ➤ To understand the travel industry and fairs. Explore tourist brochures and tourism associations. | | | | | |
| <p>Course Outcomes</p> <ol style="list-style-type: none"> 1. Would have understood the relationship between events management, event tourism management & hospitality, and Understand the different types of events. 2. Would have understood why meetings, incentives, conventions and exhibitions are an important part of the tourism and hospitality industry. 3. Would have understood the characteristics of different markets, and understand the difference between the various professional planners and clients. 4. Would have understood how to plan and execute the planning components in the planning process. 5. Would have understood travel industry and fairs. Explore tourist brochures and tourism associations | | | | | |
| UNIT I | | | | | 9 |
| <p>Concepts of resorts management - planning - marketing - maintaining and development of resorts, Types of resorts - major players in resort industry in India - Sterling group, Mahindra group, etc., Introduction to Conventions, Exhibitions and Meetings (MICE), components of the conference market. Introduction to convention venues - Characteristics of conferences and conventions.</p> | | | | | |
| UNIT II | | | | | 9 |
| <p>The nature of conference markets - the demand for conference facilities. The economic and social significance of conventions. The impacts of conventions on local and national communities - demographic trends - geographical distribution. An international market perspective. An introduction to planning professional meets. Management of conference at site. Role of Travel agency in the management conference.</p> | | | | | |
| UNIT III | | | | | 9 |
| <p>Contract negotiations: The law of professional Meeting and convention check list. Development of convention - hotel sales and marketing plan - hotel convention service management.</p> | | | | | |
| UNIT IV | | | | | 9 |
| <p>Practices in Event management - Organizing and Planning events - customer care</p> | | | | | |

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|---|----------|
| management - starting and managing event business - Event Marketing - Marketing Equipments & tools - Eventcoordination | |
| UNIT V | 9 |
| Travel Industry Fairs - Benefits of Fairs - marketing tour brochures through fairs. ITB - WTM - BTF - TTW - PATA TRAVEL MART. | |
| UNIT VI | |
| Case Study and Emerging Techniques in Event Management. | |
| TEXT BOOKS | |
| 1. A.K. Bhatia, 'Event Management', Sterling Publishers Pvt.Ltd.Delhi,2001 | |
| 2. Anton Shone & Bryn Parry, 'Successful Event Management', 2002 | |
| 3. Dr.Joe Gold Blatt, 'Special Events' | |
| 4. Leonard H. Hoyle, Jr, 'Event Marketing' | |
| REFERENCES: | |
| 1. Peter E. Tarlow, 'Event Risk Management Safety' | |
| 2. Avrich,Barry 'Event and Entertainment Marketing', Vikas, Delhi,1994 | |
| 3. Panwar J.S, 'Marketing in the New Era', Sage, Delhi, 1998. | |

| 22MBE27 | Sales and Negotiation | L | T | P | C |
|--|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> • The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management. • The module is designed to introduce the students to the basic elements of the selling • The module will give the students a broad understanding regarding different models used for effective selling and negotiations. | | | | | |
| Course Outcomes | | | | | |
| <ul style="list-style-type: none"> • Able to understanding the negotiation, and process. • Able to understand the various moels of Negotiation.. • Identify and solve the conflict. • Identify selling methodology to various persons. • Integrate biblical principles within the field of leadership. | | | | | |
| Unit-1 | Introduction | 9 | | | |
| Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation. Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator. | | | | | |
| Unit-2 | Negotiation Models | 9 | | | |
| Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement. | | | | | |
| Unit-3 | Marketing and Selling | 9 | | | |
| Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson. Understanding Successful Selling Process & Models (7 Steps Model) | | | | | |
| Unit-4 | Selling methodology | 9 | | | |
| Customer Focussed Selling, Art of Persuasion Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers. | | | | | |
| Unit-5 | Negotiations/Negotiation strategies | 9 | | | |
| Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects Strategic Selling for Start-ups. Body Language for Negotiation & Selling. | | | | | |
| Unit VI – Case Study | | | | | |
| Case study in conflict Management. | | | | | |
| Text Books | | | | | |
| <ol style="list-style-type: none"> 1. The Essentials of Negotiation – Harvard Business School Press 2. Negotiations Selling by Sameer Kulkarni – Excel Books 3. Managing Conflict & Negotiation by B. D. Singh – Excel Books | | | | | |
| References | | | | | |
| 1. Organizational Behavior by Fred Luthans (9th edition) | | | | | |

| 22MBE32 | HOSPITALITY LAW | L | T | P | C |
|---|-----------------|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> ➤ To understand the basic legal system involved rules and principles involved in the Hospitality operations ➤ To understand the legal regulations between the hotel and guest. ➤ To understand the responsibilities and rights of the hotel and guest with special reference to possession. ➤ To identify the laws relating to frauds & crimes, wages & hours and other applicable laws relating to food service. ➤ To understand Health and safety requirements to be adopted by a hotel Consumer Protection Laws Affecting hotels | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. Students will learn the basic laws and regulations for running a hotel operation. Students will have a detailed study on various contracts under legal system in governing a hotel. 2. Students will discuss on the various laws of torts and negligence which has special reference to guest and also learn about the various legal responsibilities involved between the hotel and guest. 3. Students will learn the rights of guest with regard to their privacy and hotel responsibility to their possessions along with proper records and registers.. The circumstances under which guest are evicted from the hotel will also be discussed. 4. Students will learn the basic laws and regulations for frauds and crimes committed against hotels. They will also learn the basic laws related to food service with special reference to wage and hours applicable to hotel employees. 5. Students will discuss on various consumer protection laws and how the same can affect the hotels. They will also learn about the various Health and safety requirements to be adopted by a hotel | | | | | |
| UNIT I | | 9 | | | |
| Basic Legal Principles Governing Hospitality Operations - The Common Law Basis for Laws Governing the Hotelkeeper - The Hotelkeeper and the Law of Contracts | | | | | |
| UNIT II | | 9 | | | |
| The Hotelkeeper and the Laws of Torts and Negligence - The Hotel's Duty to Receive Guests and Its Right to Refuse Guests - The Hotel's Duty to Protect Guests | | | | | |
| UNIT III | | 9 | | | |
| The Hotel's Right to Evict a Guest, Tenant, Restaurant Patron, or Others - The Guest's Right to Privacy - The Hotel's Liability Regarding Guests' Property - Maintenance of Guest Registers | | | | | |
| UNIT IV | | 9 | | | |
| Frauds Committed Against Hotels and Crimes of Trespass - Other Laws Relating to Food Service - Wage and Hour Laws Applicable to Hotel Employees | | | | | |
| UNIT V | | 9 | | | |
| Consumer Protection Laws Affecting Hotels - Public Health and Safety Requirements. | | | | | |
| UNIT VI | | | | | |
| Case study Analysis and recent law related to Hospitality. | | | | | |
| TEXT BOOKS | | | | | |
| <ol style="list-style-type: none"> 1. Understanding hospitality Law, Jack.P. Jeffries and Banks Brown 4th edition. Chips Books, Texas. 2. Hospitality and tourism law, M.Boustiv, J.Ross, N.Geddes, W.Stewart, International Thomson Business press 1999. | | | | | |
| REFERENCES: | | | | | |
| <ol style="list-style-type: none"> 1. Food Safety and Standards Act, 2006., International Law Book Company, New Delhi. 2. Principles of Hospitality Law, Mike Boella, Alan Pannett, 2nd edition, Cengage Learning Business Press. | | | | | |

| 22MBE33 | HOSPITALITY MARKETING MANAGEMENT | L | T | P | C |
|--|--|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ol style="list-style-type: none"> 1. To define the role of marketing and discuss its core concept 2. To identify the service characteristics and management strategies that has an impact on hospitality marketing 3. To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors. 4. To understand the various models of consumer behavior and the factors affecting the same. 5. To understand the advertising, promotional and customer handling strategies for food and beverage. | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. Students should understand the various marketing environment influencing the business and how marketing concepts call for a customer orientation 2. Students should be able to differentiate between the characteristics of a product and service and discuss on the various management strategies for service business with more understanding over the role of internal customers or employees. 3. Students should be able to understand the customer value and satisfaction and how important is to retain guest. Students will also learn on handling customer complaints and how to provide a quality service that can create outstanding customer satisfaction. 4. Students will understand the pattern of consumer behavior with that of the various models involved and also learn about Cultural, Social, Personal and psychological factors affecting the consumer behavior in the buying decisions. 5. Students will learn the various steps involved in advertising and promoting food & beverage in hotels. They will also learn on various strategies adopted by hotel to attract to attract guest to their food and beverage outlets and the importance of guest handling and customer satisfaction. | | | | | |
| UNIT I | Introduction To Marketing | 9 | | | |
| Marketing conceptual framework - marketing environment - customer oriented organization - marketing interface with other functional areas marketing in a globalized environment. - Marketing Mix | | | | | |
| UNIT II | Services Marketing | 9 | | | |
| Definition - Difference between goods and Services - Characteristics of services - management strategies for service business - role of employees in service process - Internal marketing | | | | | |
| UNIT III | Customer Satisfaction And Quality | 9 | | | |
| Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing - Monitoring and measuring customer satisfaction | | | | | |
| UNIT IV | Consumer Behaviour | 9 | | | |
| Definition - Consumer Behaviour models - Factors affecting Consumer Behaviour - Cultural, Social, Personal, Psychological. | | | | | |
| UNIT V | Advertising, Promoting, Merchandising Food And Beverage | 9 | | | |
| Guest handling - special occasion - Advertising - promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and suggestive selling. Guest handling - identifying guest needs - Maintaining guest history card and records - Effective public relationship - Effective social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation - Special menu - planning - coordinating the activities. | | | | | |
| UNIT VI | | | | | |

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| Case Study and Emerging Techniques in Hospitality Marketing Management. |
| REFERENCES: |
| 1. Marketing for Hospitality& Tourism - Philip Kotler, Bowen and Makens Prentice -Hall Inc. |
| 2. Services Marketing - M.K. Ram Pal & S.L. Gupta - Galgotia Publishing Concept,Application& Cases Co. - New Delhi |
| 3. Services Marketing Kenneth Clow, David Kurtz Biz Tantra - New Delhi Operation managementand strategies |
| 4. Hotel Marketing -S.M.Jha -Himalaya publishing House - Mumbai |
| 5. Hospitality Marketing -Neil Wearne - Hospitality Press Pvt Ltd. – Australia |

| 22MBE34 | INTERNATIONAL TOURISM MANAGEMENT | L | T | P | C |
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| | | 3 | 0 | 0 | 3 |
| Course Objective | | | | | |
| <ul style="list-style-type: none"> ➤ Should be able to understand the meaning of Globalisation and tourism sector Globalisation and should be able to understand the contemporary trends in International Tourism Movements. ➤ Should understand the emergence of International Hotels and Tourism ➤ Should understand the balancing of International hotels between global and local perspectives. ➤ Should understand the tourism sales and marketing concepts and product positioning ➤ Should understand the global competition trends and growth in various regions, transportation, technology and automation and also understand its relationship with the environment. | | | | | |
| Course Outcomes | | | | | |
| <ol style="list-style-type: none"> 1. The student should be able to discuss the factors affecting Global and regional tourist movements, Demand and Origin factors, destination and resource factors. 2. The student should be able to describe the historical aspects and developments and also be able to visualize the political aspects, barriers and supporters of International Tourism Movement 3. The student should be able to discuss the rules and regulations, cultural considerations in negotiations. 4. The student should be able to develop an international marketing strategy by understanding the various travel distribution systems. 5. The student should be able to analyse the long term tourism growth trends in major regions, transportation developments, technology and automation. | | | | | |
| UNIT I | | Introduction | | | 9 |
| Globalization & tourism sector Globalization & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. Contemporary trends in international tourist movements. | | | | | |
| UNIT II | | International Tourism Organizations | | | 9 |
| The emergence of international hotels & tourism .Historical aspects, development of chains, development abroad, airline connection .-Political aspects of the international travel, tourism -Barriers to travel, tourism investment & business, regulations, international organizations dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management | | | | | |
| UNIT III | | Culture | | | 9 |
| International hotels -Balancing global & local perspectives -Operating in a multinational environment--International rules & regulations -a brief study Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions, business protocol, cultural considerations in negotiations | | | | | |

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| UNIT IV | International Marketing Strategy | 9 |
| International tourism sales & marketing -Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, product positioning | | |
| UNIT V | Global Competition And Issues | 9 |
| Global competition & the future -Long -term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, Development issues, tourism & the environment. | | |
| UNIT VI | Case Study and Emerging Trends in International Tourism. | |
| TEXT BOOKS | | |
| <ol style="list-style-type: none"> 1. International Tourism by H.L.Bhattia 2. Contemporary tourism: an international approach-Chris Cooper&C.Michael Hail 3. International cases in Tourism Management-Susan Horner&John Susan Brooke | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. The International Marketing of Travel and Tourism: A Strategic approach by Francois Vellas &Lionel Becherel 2. Human Resource Management for Tourism ,Hospitality and Leisure Industries: An International Perspective by Tom Baum Times) | | |

| 22MBE35 | PROJECT PLANNING AND MANAGEMENT | L | T | P | C |
|--|---|----------|---|---|---|
| | | 3 | 0 | 0 | 3 |
| Course Objective: | | | | | |
| <ul style="list-style-type: none"> ➤ To define the project and its appraisal ➤ To know the technical appraisal of cost and evaluation of projects ➤ To study the factors determining the size and scale ➤ To familiarize with the integrated approach of time and resource planning | | | | | |
| UNIT I | Introduction | 9 | | | |
| Project - Definition and meaning - types of projects - appraisal of projects - need for project appraisal. | | | | | |
| UNIT II | Technical Appraisal | 9 | | | |
| Technical appraisal - objectives - project concept - capacity of plant - flexibility of plant and manufacturing systems - evaluation of technology - inputs - location - interdependence of the parameters of the projects - project charts and layouts - cost of production. | | | | | |
| UNIT III | Project Management | 9 | | | |
| Project management - meaning - need for the professional management - systems approach to project management - systems development cycle - management function pertinent to project management - elements of project management - network developmental analysis. | | | | | |
| UNIT IV | Construction Management | 9 | | | |
| Factors determining size and scale of establishment - construction management - financial institution survey - project implementation - scope - division of responsibilities: planning, scheduling, monitoring and reporting - management of information system - procurement of materials and equipment - manpower preparedness - environment factors affecting project implementation. | | | | | |
| UNIT V | Resource Planning | 9 | | | |
| Integrated approach of time and resource planning - the integration process - cost of delays - resource management - preparation of budgets for crisis management - cost control - need for training programmes for project management - quality standards and practice in project management | | | | | |
| Global competition & the future -Long -term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, Development issues, tourism & the environment. | | | | | |
| UNIT VI | Case Study and Emerging Techniques in Project Planning and Management. | | | | |
| REFERENCES: | | | | | |
| 1. Dennis Lock, "Project Management" Coles Publishing Co., Ltd., Latest Edition | | | | | |
| 2. Vasant Desai, "Project Management", Himalaya Puublishing House, 2000. | | | | | |