

**10** YEARS  
OF UNIVERSITY  
RECOGNITION  
**20** YEARS OF  
ACADEMIC  
EXCELLENCE



**REVA**  
UNIVERSITY  
Bengaluru, India

# School Of Management Studies

## Hand Book (2017 – 2019)



# **School of Management Studies**

## **MBA (MASTER OF BUSINESS ADMINISTRATION)**

### **HAND BOOK**

**2016 and 2017**

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**Rukmini Educational**  
Charitable Trust

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## PREFACE

Today, as you prepare to join our campus and start the next chapter of your lives, in what can only be described as an increasingly divided and fast-shifting world, I want to offer some thoughts specific to the challenging times in which we find ourselves. Your responsibilities as Management student to lead businesses are more important today than ever. You are entering into a world in which trust and faith in business has declined significantly, and you have to develop the personality reflecting honesty and trust, per se.

My hope is that the many discussions you will have, in courses as varied as Leadership and Corporate Accountability and Finance, Ethical Management, Governance, HRM, HR, will give you tools and perspectives that will serve as a guide to you in the future. I hope you will develop, and will continue to develop, both the competence and character of true leadership. You will need both to fulfill your responsibility to rebuild trust.

Many of our alumni currently lead some of the most admired and most valuable companies on the planet. They have been crucial to the creation and evolution of entire industries, including management consulting, mutual funds, private equity, venture capital, and social entrepreneurship, HR, Marketing, Entrepreneurship, and the like. We develop three types of behavior in this school: 1. Modesty; 2. Honesty; and 3. Winning Attitude, focusing on knowledge, skills, and competency.

Finally we ask that you RESPECT the people who are most important in your lives, and everyone with whom you interact along your road to leadership. Remember that nothing can be accomplished without the help of everyone in REVA University. Show respect on a daily basis to everyone you interact with: your co-students. As students, you will often get more credit than you deserve; be sure to share this credit by giving respect to all who contribute to any success. Let me in that spirit take a moment to thank your parents, guardian who have collectively helped to educate you and bring you to this wonderful moment of Management World at REVA University.

As you begin this exciting journey, I wish you all the best.

**Dr. M M Bagali**  
**Director - School of Management**  
**Studies**

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## **RUKMINI EDUCATIONAL CHARITABLE TRUST**

It was the dream of late Smt. Rukmini Shyama Raju to impart education to millions of underprivileged children as she knew the importance of education in the contemporary society. The dream of Smt. Rukmini Shyama Raju came true with the establishment of Rukmini Educational Charitable Trust (RECT), in the year 2002. The Rukmini Educational Charitable Trust (RECT) is a Public Charitable Trust, set up in 2002 with the objective of promoting, establishing and conducting academic activities in the fields of Arts, Commerce, Education, Engineering, Environmental Science, Management and Science & Technology, among others. In furtherance of these objectives, the Trust has set up the REVA Group of Educational Institutions comprising of REVA Institute of Technology & Management (RITM), REVA Institute of Science and Management (RISM), REVA Institute of Management Studies, (RIMS) REVA Institute of Education, (RIE) REVA First Grade College, (RFGC) REVA Degree College (Evening), REVA Independent PU College at Kattigenahalli, Ganganagar and Sanjaynagar and now REVA University. Through these institutions, the Trust seeks to fulfill its vision of providing world class education and create abundant opportunities for the youth of this nation to excel in the areas of Engineering, Commerce, Management, Education, Arts and Science & Technology.

Every great human enterprise is powered by the vision of one or more extraordinary individuals and is sustained by the people who derive their motivation from the founders. The Chairman of the Trust is Dr. P. Shyama Raju, a developer and builder of repute, a captain of the industry in his own right and the Chairman and Managing Director of the DivyaSree Group of companies. The idea of creating these top notched educational institutions was born of the philanthropic instincts of Dr. P. Shyama Raju to do public good, quite in keeping with his support to other socially relevant charities such as maintaining the Richmond road park, building and donating a police station, gifting assets to organizations providing accident and trauma care, to name a few.

The Rukmini Educational Charitable Trust drives with the main aim to help students who are in pursuit of quality education for life. REVA is today a family of ten institutions providing education from PU to Post Graduation and Research leading to M. Phil and Ph D degrees. REVA has well qualified experienced teaching faculty of whom majority are doctorates. The faculty is supported by committed administrative and technical staff. Over 9,000 students study various courses across REVA's three campuses equipped with exemplary state-of-the-art infrastructure and conducive environment for the knowledge driven community.

## **ABOUT REVA UNIVERSITY**

REVA University established under the Government of Karnataka Act 80 of the year 2012 and notified in the Karnataka Gazette dated 7th Feb, 2013, is located 14 kms away from the Bangalore International Airport on the way to Bangalore city. The university has a sprawling lush green campus spread over 42 acres of land equipped with state-of-the-art infrastructure and conducive environment for higher learning.

The REVA campus has well equipped laboratories, custom-built teaching facilities designed specifically to emulate working conditions, fully air-conditioned library and central computer centre kept open from morning 8.00 AM till mid-night for the students and the faculty. The well planned sports facility for variety of sports activities, facilities for cultural programs and friendly campus lifestyle add to the overall personality development of students. The campus also has residential facility for students, faculty and staff.

Currently, REVA University offers 18 Post Graduate programs and 15 Graduate programs in Engineering, Architecture, Science and Technology, Commerce, Management Studies, Humanities and Legal Studies in addition to research degrees leading to PhD in different disciplines. The University aims to offer many more PG and UG programs in Science, Arts & Humanities, Architecture, Commerce, Engineering, Science & Technology, Management Studies, Legal Studies, and Education in the years to come.

The programs being offered by REVA University are well planned and designed after detailed study in emphasis with knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities / institutions, experts from industries and business sectors have contributed in preparing the scheme of instruction and detailed curricula for this program. Greater emphasis on practice in respective areas and skill development to suit respective job environment has been given while designing the curricula. The Choice Based Credit System and Continuous Assessment Grading Pattern (CBCS – CAGP) of education has been introduced in all programs to facilitate students to opt for subjects of their choice in addition to the core subjects of the study and prepare them with needed skills. The system also allows students to move forward under fast track for those who have the capabilities to surpass others. These programs are taught by well experienced qualified faculty supported by the experts from industries, business sectors and such other organizations. REVA University has also initiated many supportive measures such as bridge courses, special coaching, remedial classes, etc., for slow learners so as to give them the needed input and build in them confidence and courage to

move forward and accomplish success in their career. The University has also entered into MOUs with many industries, business firms and other institutions seeking their help in imparting quality education through practice, internship and also assisting students' placements.

## **ABOUT SCHOOL OF MANAGEMENT STUDIES**

The School of Management Studies offers BBM (Industry Integrated) and MBA Programs. It also facilitates research leading to Doctoral degree. The BBM and MBA are designed to provide adequate scope students to enter into wide range of business spheres, entrepreneurship, and reduce the widening gap between Industry – Academia. The BBM (Industry Integrated) degree offered by this school enriches the students knowledge horizon and enables them to work in different national and multinational organizations and face the global challenges arising there from. It not only aims at imparting knowledge and skills in different areas of management and accounting, but also provides inputs necessary for the overall development of the personality of the students. It prepares student's right from the inception to get equipped with required skills through continuous training programs that adopt various methods of learning - case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical events in the global market milieu.

The Masters degree in Management Studies not only provides adequate scope to enter into wide range of business spheres, and entrepreneurship but also teaching and research fields in different educational / research institutions. This program aims at imparting knowledge and skills in different areas of management, finance, accounting, marketing, human resource, banking and insurance, operations management and actuarial management. It further provides inputs necessary for the overall development of the personality of the students. It induces students' right from the beginning to get equipped with required skills through case studies, group discussions / analysis, simulation, games, debates, seminars, quiz and the like. The students are groomed with the right exposure to the practical environment through a semester long project work. The program also inculcates research culture and entrepreneurship.

The programs offered by REVA University are well planned and designed after detailed study with emphasis on knowledge assimilation, applications, global job market and their social relevance. Highly qualified, experienced faculty and scholars from reputed universities, institutions, experts from industries and business sectors have contributed in preparing schemes of instruction and curriculum for these programs.

## **VISION OF THE SCHOOL OF MANAGEMENT STUDIES**

- “To produce world class management experts through excellent teaching and research so as to offer professional services at National and International levels”

## **MISSION**

- To provide high-standard, forward-looking, morally, socially and ethically responsive, coherent, interdisciplinary and career-oriented programs in a dynamic global education environment.
- To contribute to the enrichment and dissemination of knowledge through theoretical, applied and problem-oriented research for the benefit of students, faculty, and society in general;
- To serve the community by undertaking customer-oriented research, providing training and professional consultation for business, industry and government and pursue research in partnership with business and governmental organizations.

## **VALUES**

- Excellence in all our academic and research endeavors
- Dedication and service to our stakeholders
- Leadership through innovation
- Accountability and transparency
- Creating conducive academic environment with service motto
- Integrity and intellectual honesty
- Ethical and moral behavior
- Freedom of thought and expression
- Adaptability to the change
- Team-work

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### **“Seven Deadly Sins**

**Wealth without work  
Pleasure without conscience  
Science without humanity**



**Knowledge without character  
Politics without principle  
Commerce without morality  
Worship without sacrifice.”**

**— Mahatma Gandhi**

**Advisory Board**

<b>Sl. No.</b>	<b>Name of Members</b>
1	<b>Dr. B. Mahadevan</b> Professor, IIM – Bangalore, Bannerghatta Road, Bangalore Phone: +91-80-26993275 E-mail: <a href="mailto:b.mahadevan@iimb.ernet.in">b.mahadevan@iimb.ernet.in</a>
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## **CBCS (CHOICE BASED CREDIT SYSTEM) AND CAGP (CONTINUOUS ASSESSMENT AND GRADING PATTERN) OF EDUCATION AND ITS ADVANTAGES**

**CBCS** is a proven, advanced mode of learning in higher education. It facilitates students to have freedom in making their own choices for acquiring a Degree / Master's Degree program. It is more focused towards the student's choice in providing a wide range of UNITS available in a single campus across various disciplines offered by experts in the subjects. It leads to quality education with active teacher-student participation.

Studying under CBCS has following advantages:

- Students may undergo training in cross-disciplinary and multi-disciplinary subjects and acquire more focused and preferred knowledge.
- Students may get more skills from other subject(s) which are required for the career path in addition to their regular subject knowledge.
- Students may get ample opportunities to use the laboratories and gain practical exposure to the much needed UNITS available in other departments/schools for want of scientific inputs.
- Courses are conducted by subject experts identified on the basis of their experiences. Courses taught by such experts may provide in-depth information and clear understanding of the UNITS.
- Students may get an opportunity to study courses with other students of different programs and exchange their views and knowledge in a common class room.
- CBCS provides a cross-cultural learning environment.
- Students may benefit much from selecting the right options to successfully face the public service examinations like UPSC, KPSC, IES wherein the knowledge of additional subjects become mandatory for general or optional papers.
- Students are exposed to the culture of universal brotherhood during their campus life.
- Students are allowed to practice various methods of learning a subject.



## **Brief Summary of REVA University Regulations for Choice Based Credit System (CBCS) and Continuous Assessment Grading Pattern (CAGP) for Master's Degree Program, 2017**

### **1. Teaching and Learning Process:**

The Master's Degree programs of REVA University comprise of various courses stipulated by the concerned Board of Studies. Each of the courses offered under Master's Degree programs will have three components associated with the teaching-learning process, namely:

(i) L= Lecture (ii) T= Tutorial (iii) P=Practice; where:

**L** stands for **Lecture** session consisting of classroom instruction.

**T** stands for **Tutorial** session consisting participatory discussion / self study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture classes.

**P** stands for **Practice** session and it consists of Hands on Experience / Laboratory Experiments / Field Studies / Case Studies that equip students to acquire the much required skill component.

In terms of credits, every **one hour session of L amounts to 1 credit per Semester**, a minimum of **two hour session of T or P amounts to 1 credit per Semester**, and a minimum of **three hour session of T or P amounts to 2 credits per Semester** over a period of one Semester of 16 weeks for teaching-learning process. **The total duration of a semester is 20 weeks inclusive of semester-end examination.**

**A course shall have either or all the three components.** That means a course may have only lecture component, or only practical component or combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing the course are L + T + P. **The credit pattern of the course is indicated as L: T: P.**

If a course is of 4 credits then the different credit distribution patterns in L: T: P format could be:

4 : 0 : 0, 1 : 2 : 1, 1 : 1 : 2, 1 : 0 : 3, 1 : 3 : 0,  
2 : 1 : 1, 2 : 2 : 0, 2 : 0 : 2, 3 : 1 : 0, 3 : 0 : 1,  
0 : 2 : 2, 0 : 4 : 0, 0 : 0 : 4, 0 : 1 : 3, 0 : 3 : 1,

*The concerned BoS will choose the convenient Credit Pattern for every course based on the requirement. However, generally, a course shall be of FOUR Credits and occasionally may be of TWO Credits.*

Different Courses of Study are labeled and defined as follows:

**Core Course:**

A course which should compulsorily be studied by a candidate as a core-requirement is termed as a Core course. The CORE courses of Study are of TWO types, viz – (i) Hard Core Course, and (ii) Soft Core Course.

(i) **Hard Core Course:**

The **Hard Core Course** is a Core Course in the main discipline / subject of study that the candidates have to study compulsorily.

(ii) **Soft Core Course:**

A Core course may be a **Soft Core** if there is a choice or an option for the candidate to choose a course from a pool of courses from the main discipline / subject of study or from a sister/related discipline / subject which supports the main discipline / subject.

**Elective Course:**

Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline / subject of study or which provides an extended scope or which enables an exposure to some other discipline / subject/domain or nurtures the candidate's proficiency/ skill is called an Elective Course. Elective courses may be offered by the main discipline / subject of study or by sister / related discipline / subject of study. A Soft Core course may also be considered as an elective.

**Open Elective Course:**

An elective course chosen generally from other discipline / subject, with an intention to seek exposure is called an **Open Elective Course**.

**Self-Study Elective Course:**

An elective course designed to acquire a special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher is called a **Self Study Elective**.

**Project work/Dissertation:**

Project work/Dissertation work is a special course involving application of knowledge in solving / analyzing /exploring a real life situation / difficult problem. A project work up to **FOUR** credits is called **Minor Project** work. A project work of **SIX** or **EIGHT** credits is called **Major Project** work. **Dissertation** work can be of **TEN** or **TWELVE** credits. A **Project/Dissertation work may be a hard core or a soft core as decided by the BoS concerned.**

**1. Eligibility for Admission:**

1.1 Candidates possessing a degree of any University, equivalent thereto and complying with the eligibility criteria fixed and notified by the University from time to time are eligible for admission to Post-graduate degree programs mentioned in Regulation No.2 above.

**2. Scheme , Medium of Instructions and Credits to be Earned:**

2.1 A **Post-graduate / Masters Degree** program is of **4 Semesters - two years duration**. A candidate can avail a **maximum of 8 successive semesters** (including blank semesters, if any) – **4 years (in one stretch) to complete Masters degree**. A candidate opting for **Blank Semester(s)** should have to study the prevailing courses offered by the department when he / she continues his / her studies.

2.2 The medium of instruction shall be English.

2.3 **Credits to be earned to pass Master’s degree program:** A candidate has to earn a minimum of 96 credits, for successful completion of a Master’s Degree with a distribution of credits for different courses as given in the following table.

Course Type	Credits
Hard Core	A minimum of 54, but not exceeding 68
Soft Core	A minimum of 24 but not exceeding 38
Open Elective	A minimum of 04

Every course including project work, practical work, field work, self-study elective should be entitled as **Hard Core or Soft Core or Open Elective** by the BoS concerned.

2.4 A candidate can enroll for a **minimum of 20 credits and a maximum of 32 credits per semester**.

2.5 **Only such candidates who register for a minimum of 20 credits per semester in the first two semesters and complete successfully 96 credits in 4 successive semesters shall be considered for declaration of ranks, medals and are eligible to apply for student fellowship, scholarship, free ships and hostel facilities.**

2.6 **Add on Proficiency Diploma:**

In excess to the minimum of 96 credits for masters degree in the concerned discipline / Subject of study, a candidate can opt to complete a minimum of 18 extra credits to acquire **add on proficiency diploma** in that particular discipline / subject along with the masters’ degree.

2.7 **Add on Proficiency Certification:**

In such of **add on proficiency certification** the cases wherein, a candidate opts to **earn at least 4 extra credits** in different discipline(s) / subject(s) in addition to a minimum of 76 credits at Masters level as said above then an **add on proficiency certification** will be issued to the candidate by listing the courses studied and grades earned.

3. **Continuous Assessment, Earning of Credits and Award of Grades.**

3.1 The assessment and evaluation process happen in a continuous mode. However, for

reporting purpose, a semester is divided into 2 components as **Internal assessment (IA) and Semester End Examination (SEE)**. The performance of a candidate in a course will be assessed for a maximum of 100 marks as explained below:

**(i) Internal Assessment (IA):**

**The Internal Assessment component is for 40 marks.** This will be based on tests, assignments / seminars. There will be three tests (IA1, IA2 and IA3) which are conducted periodically as per the Academic Calendar of the University. Each test will be conducted for 20 marks but for the IA component two best performance in tests will be considered to add to get 40 Marks.

The finer split - up for the award of marks in IA1, IA2 and IA3 is as follows:

Assignment / Seminar	5 marks (From the prescribed portion of syllabus)
Test (IA1, IA2, IA3)	20 marks(From the prescribed portion of syllabus)
Total	25 marks

(ii) The outline for continuous internal assessment activities will be proposed by the teacher(s) concerned before the commencement of the semester and will be discussed and decided in the respective School Board. The students should be informed about the modalities well in advance. The evaluated courses / assignments of internal assessment are immediately brought to the notice of the students individually and obtain acknowledgement of students in the register maintained by the concerned teacher for this purpose. All such records relating to assignments, tests etc, shall be maintained in the respective Schools for a period of one academic year excluding the year of study.

**(iii) Semester End Examination (SEE)**

The end semester examination of 3 hours duration for each course shall be conducted at the end of the semester and the examination covers entire 4 units of syllabus. **This forms the final component of assessment (SEE) and the maximum marks for the final component will be 50.**

**3.2 Setting question paper and evaluation of answer scripts.**

- i. Questions papers (SEE) in **three** sets shall be set by the internal examiners and one set shall be set by the external examiner for each course. The internal examiners shall be those who taught the concerned course.
- ii. The Chairman of BoE shall get the question papers set by internal and external



examiners.

- iii. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation. It is the responsibility of the BoE to see that all questions contained in the question paper are within the prescribed syllabus of the concerned course.
- iv. There shall be double valuation for all theory papers, one by internal examiner and one by external examiner who has adequate knowledge in the subject.
- v. The SEE examination for Practical work / Field work / Project work/Internship will be conducted jointly by internal and external examiners as detailed below: However, the BoE on its discretion can also permit two internal examiners.
- vi. If a course is fully of (L=0):T:(P=0) type or a course is partly P type i. e, (L=3):(T=0) (P=1), then the examination for SEE component will be as decided by the BoS concerned.

### **3.3 Evaluation of Practical's and Minor Project / Major Project / Dissertation**

3.3.1 A practical examination shall be assessed on the basis of:

- a) Knowledge of relevant processes;
- b) Skills and operations involved;
- c) Results / products including calculation and reporting.

3.3.2 In case a course is fully of P type (L=0:T=0:P=4), the performance of a candidate shall be assessed for a maximum of 100 marks as explained below:

- a) Continuous assessment (IA1 and IA2) = 50 marks
- b) Semester end (SEE) practical examination = 50 marks

The 50 marks meant for continuous assessment shall further be allocated as under:

- |      |   |            |
|------|---|------------|
| i.   | Conduction of regular practical throughout the semester | = 25 marks |
| ii.  | Maintenance of lab records                              | = 10 marks |
| iii. | Performance of mid-term test                            | = 15 marks |
|      | Total   | = 50 marks |

The 50 marks meant for Semester End (SEE) Examination, shall be allocated as under:

- |      |   |            |
|------|---|------------|
| i.   | Conduction of semester end practical examination    | = 30 marks |
| ii.  | Write up about the experiment / practical conducted | = 10 marks |
| iii. | Viva Voce   | = 10 marks |
|      | Total   | = 50 marks |

3.3.3 The SEE examination for Practical work will be conducted jointly by internal and external examiners. However, if external examiner does not turn up, then both the examiners will be internal examiners.

- 3.3.4 In case a course is partly P type i.e, (L=3): (T=0) (P=1), then the examination for SEE component will be as decided by the BoS concerned.
- 3.3.5 The duration for semester-end practical examination shall be decided by the concerned School Board.

**3.4 Evaluation of Minor Project / Major Project / Dissertation:**

Right from the initial stage of defining the problem, the candidate has to submit the progress reports periodically and also present his/her progress in the form of seminars in addition to the regular discussion with the supervisor. At the end of the semester, the candidate has to submit final report of the project / dissertation, as the case may be, for final evaluation. The components of evaluation are as follows:

Component – I	(IA1)	Periodic Progress and Progress Reports (25%)
Component – II	(IA2)	Results of Work and Draft Report (25%)
Component– III	(SEE)	Final Evaluation and Viva-Voce (50%). Evaluation of the report is for 30% and the Viva-Voce examination is for 20%.

- 3.5 If X is the marks scored by the candidate out of 50 in SEE in theory examination, if Y is the marks scored by the candidate out of SEE in Practical examination, and if Z is the marks scored by the candidate out of 50 in SEE for a course of (L=0):T:(P=0) type that is entirely Tutorial based course, then the final marks M in SEE is decided as per the following table.

<b>L.T. P Distribution</b>	<b>Final Marks in SEE</b>
L:T:P	$\frac{[(L+T)*X]+[(T+P)*Y]}{L+2T+P}$
L:(T=0):P	$\frac{(L*X)+(P*Y)}{L+P}$
L:T:(P=0)	X
L:(T=0):(P=0)	X
(L=0 ):T :P	Y
(L=0): (T=0):P	Y
(L=0): T:( P=0)	Z

**4 Provision for Appeal**

If a candidate is not satisfied with the evaluation of IA components, he/she can approach the grievance cell with the written submission together with all facts, the assignments, test papers etc, which were evaluated. He/she can do so before the commencement of semester-end examination. The grievance cell is empowered to revise the marks if the case is genuine and is also empowered to levy penalty as prescribed by the university on the candidate if his/her submission is found to be baseless and unduly motivated. This cell may recommend taking disciplinary/corrective action on an evaluator if he/she is found guilty. The decision taken by the grievance cell is final.

For every program there will be one grievance cell. The composition of the grievance cell is as follows:-

- The Registrar (Evaluation) - Ex-officio Chairman / Convener
- One Senior Faculty Member (other than those concerned with the evaluation of the course concerned) drawn from the school / department/discipline and/or from the sister schools / departments/sister disciplines – Member.
- One Senior Faculty Members / Subject Experts drawn from outside the University school / department – Member.

## 5 **Eligibility to Appear SEE (Semester - end) Examination**

Only those students who fulfill a minimum of 75% attendance in aggregate of all the courses including practical courses / field visits etc, as part of the course(s) shall be eligible to appear for SEE examination.

## 6 **Requirements to Pass the Semester and to Carry Forward the Failed Subjects / Courses:**

6.1 To pass the semester a candidate has to secure minimum of 40% marks in each subject / course of study prescribed in that semester

### 6.2 **Requirements to Pass a Course**

A candidate's performance from all 3 components will be in terms of scores, and the sum of all three scores will be for a maximum of 100 marks (i.e., IA + SEE) and have to secure a minimum of 40% to declare pass in the course. However, a candidate has to secure a minimum of 30% (15 marks) in SEE which is compulsory.

#### 6.2.1 **Provision to Carry Forward the Failed Subjects / Courses:**

A student who has failed in a given number of courses in odd and even semesters of first year shall move to second year of the study. However, he / she shall have to clear all courses of all semesters within the double duration, i.e., within **FOUR** years of admission of the first semester failing which the student has to re-register to the entire program.

### 6.3 **Re-Registration and Re-Admission:**

- a) In case a candidate's class attendance in aggregate of all courses in a semester is less than 75% or as stipulated by the University, such a candidate is considered as dropped the semester and is not allowed to appear for end semester examination (SEE) and he / she shall have to seek re-admission to that semester during subsequent semester / year within a stipulated period.
- b) In such a case where in a candidate drops all the courses in semester due to personal reasons, it is considered that the candidate has dropped the semester and he / she shall seek re-admission to such dropped semester.

## 7 **Attendance Requirement:**

7.1 All students must attend every lecture, tutorial and practical classes.

- 7.2 In case a student is on approved leave of absence (e g:- representing the university in sports, games or athletics, placement activities, NCC, NSS activities and such others) and / or any other such contingencies like medical emergencies, the attendance requirement shall be minimum of 75% of the classes taught.
- 7.3 Any student with less than 75% of attendance in aggregate of all the courses including practical courses / field visits etc, during a semester shall not be permitted to appear to the end semester (SEE) examination and such student shall seek re-admission as provided above.
- 7.4 Teachers offering the courses will place the above details in the School Board meeting during the last week of the semester, before the commencement of SEE, and subsequently a notification pertaining to the above will be brought out by the Director of the School before the commencement of SEE examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

## 8 **Grade Card and Grade Point:**

- 8.1 **Provisional Grade Card:** The tentative / provisional Grade Card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. The provisional grade card provides **Semester Grade Point Average (SGPA)**.
- 8.2 **Final Grade Card:** Upon successful completion of Master's Degree a Final Grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).
- 8.3 **The Grade and the Grade Point:** The Grade and the Grade Point earned by the candidate in the subject will be as given below:

Marks P	Grade G	Grade Point (GP=V x G)	Letter Grade
90 > 100	10	v*10	O
80 > 90	9	v*9	A+
70 > 80	8	v*8	A
60 > 70	7	v*7	B+
55 > 60	6	v*6	B
50 > 55	5.5	V*5.5	C
40 > 50	5	v*5	P
0-40	0	v*0	F
ABSENT			AB

*O - Outstanding; A-Excellent; B-Very Good; C-Good; D-Fair; E-Satisfactory; F - Fail*

Here, P is the percentage of marks ( $P=[(IA)+M]$ ) secured by a candidate in a course

which is **rounded to nearest integer**. V is the credit value of the course. G is the grade and GP is the grade point.

### 8.3.1 Computation of SGPA and CGPA

The Following procedure to compute the Semester Grade Point Average (SGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student in a given semester, i.e :

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

#### Illustration for Computation of SGPA and CGPA

##### Illustration No. 1

Course	Grade Point	Grade letter	Credit	Credit Point (Credit x Grade)
Course 1	9	A+	4	4X9=36
Course 2	8	A	4	4X8=32
Course 3	7	B+	3	3X7=21
Course 4	10	O	3	3X10=30
Course 5	5	C	3	3X5=15
Course 6	6	B	3	3X6=18
Course 7	10	O	2	2X10=20
Course 8	8	A	2	2X8=16
			24	188

Thus,  $\text{SGPA} = 188 \div 24 = 7.83$

##### Illustration No.2

Course	Credit	Grade Point	Grade Letter	Credit Point (Credit x Grade point)
Course 1	4	10	O	4 x 10 = 40
Course 2	4	9	A+	4 x 9 = 36
Course 3	3	7	B+	3 x 7 = 21
Course 4	3	8	A	3 x 8 = 24
Course 5	3	9	A+	3 x 9 = 27
Course 6	3	9	A+	3 x 9 = 27
Course 7	4	10	O	4 x 10 = 40
	24			215

Thus,  $\text{SGPA} = 215 \div 24 = 8.99$

### 8.3.2 Cumulative Grade Point Average (CGPA):

Overall Cumulative Grade Point Average (CGPA) of a candidate after successful

completion of the required number of credits (96) for Master's degree is calculated taking into account all the courses undergone by a student over all the semesters of a program i. e.,

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

Where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

**Illustration:**

**CGPA after Final Semester**

Semester (ith)	No. of Credits (Ci)	SGPA (Si)	Credits x SGPA (Ci X Si)
1	24	7.83	24 x 7.83 = 187.92
2	24	8.99	24 x 8.99= 215.76
3	24	8.68	24 x 8.68 = 208.32
4	24	9.20	24 x 9.20 = 220.80
Cumulative	96		832.80

Thus,  $CGPA = \frac{24 \times 7.83 + 24 \times 8.99 + 24 \times 8.68 + 24 \times 9.20}{96} = 8.67$

8.4 **CONVERSION OF GRADES INTO PERCENTAGE:**

Conversion formula for the conversion of CGPA into Percentage is:

Percentage of marks scored = CGPA Earned x 10

**Illustration:** CGPA Earned 8.67 x 10 = 86.7

9 **Classification of Results**

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

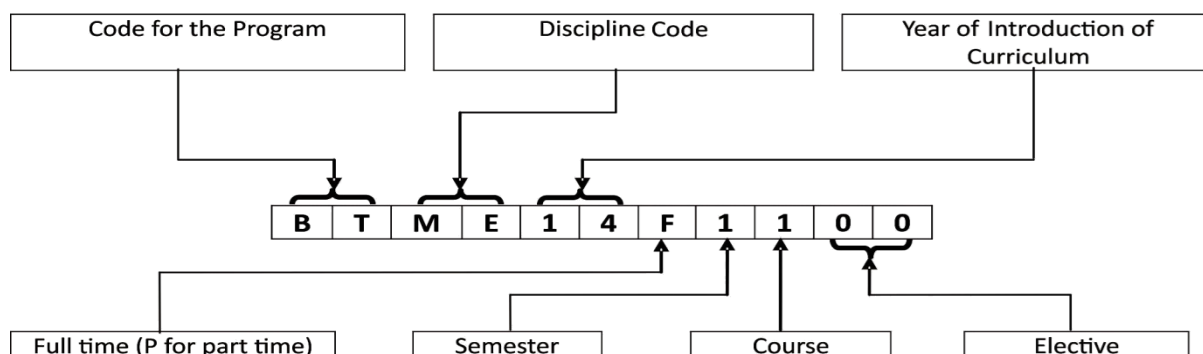
CGPA	Grade (Numerical Index)	Letter Grade	Performance	FGP
	G			Qualitative Index
9 >= CGPA 10	10	O	Outstanding	Distinction
8 >= CGPA < 9	9	A+	Excellent	
7 >= CGPA < 8	8	A	Very Good	First Class
6 >= CGPA < 7	7	B+	Good	
5.5 >= CGPA < 6	6	B	Above average	Second Class
> 5 CGPA < 5.5	5.5	C	Average	
> 4 CGPA < 5	5	P	Pass	Satisfactory
CGPA < 4	-	F	Fail	-

**Overall percentage=10\*CGPA**

10 **Challenge Valuation**

- a. A student who desires to apply for challenge valuation shall obtain a photo copy of the answer script by paying the prescribed fee within 10 days after the announcement of the results. He / She can challenge the grade awarded to him/her by surrendering the grade card and by submitting an application along with the prescribed fee to the Registrar (Evaluation) within 10 days after the announcement of the results. This challenge valuation is only for SEE component.
  
- b. **The answer scripts for which challenge valuation is sought for shall be evaluated by the external examiner who has not involved in the first evaluation. The higher of two marks from first valuation and challenge valuation shall be the final.**

## Course Numbering Scheme



### List of Codes for Programs and Disciplines / Branch of Study

Program Code	Title of the Program	Discipline Code	Name of the Discipline / Branch of Study
BA	Bachelor of Arts	AE	Advanced Embedded Systems
BB	BBM (Bachelor of Business	AI	Advanced Information Technology
BC	B.Com (Bachelor of	AP	Advanced Power Electronics
BR	B. Arch (Bachelor of Architecture)	CA	Computer Aided Structural Engineering
BS	B Sc, BS (Bachelor of Science)	CE	Civil Engineering
BT	B.Tech (Bachelor of Technology)	CH	Chemistry
BP	Bachelor of Computer Applications	CO	Commerce
BL	LLB (Bachelor of Law)	CS	Computer Science and Engineering / Computer Science
MA	Master of Arts	DE	Data Engineering and Cloud Computing
MB	MBA (Master of Business Administration)	EC	Electronics and Communication Engineering
MC	M.Com (Master of Commerce)	EN	English
MS	M.Sc / MS (Master of Science)	MD	Machine Design and Dynamics
MT	M Tech (Master of Technology)	ME	Mechanical Engineering
MC	Master of Computer Applications	EE	Electrical & Electronics Engineering



**SCHOOL OF MANAGEMENT STUDIES**

**MBA (MASTER OF BUSINESS ADMINISTRATION)**

**DUAL SPECIALISATION PROGRAM**

**Scheme of Instruction**

Sl. No	Course Code	Course Title	Course Type	Credit Pattern			Total	Contact Hrs.
				L	T	P		
<b>FIRST SEMESTER</b>								
1	MBAD16F1100	Management and Organization Behaviour	HC	3	1	0	04	05
2	MBAD16F1200	Accounting for Managers	HC	2	0	2	04	06
3	MBAD16F1300	Marketing Management	HC	3	1	0	04	05
4	MBAD16F1400	Corporate Finance	HC	2	0	2	04	06
5	MBAD16F1500	Human Resource Management	HC	3	1	0	04	05
6	MBAD16F1600	Economics and Business Environment	HC	3	1	0	04	05
7	MBAD16F1700	Managerial Communications	HC	1	0	1	02	03
8	MBAD16F1800	R-Transform Series-I (Self Discovery)	HC	1	0	1	02	03
<b>TOTAL</b>							<b>28</b>	<b>38</b>
<b>SECOND SEMESTER</b>								
1	MBAD16F2100	Business Research Methods	HC	3	1	0	04	05
2	MBAD16F2200	Innovation and Entrepreneurship	HC	3	0	1	04	05
3	MBAD16F2300	R-Transform Series-II (Leadership)	HC	1	0	1	02	03
4	MBAD16F2400	Minor Project	HC	0	0	4	04	
<b>Specializations</b>								
<b>Note 1:</b> Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
<b>2.1. Marketing Specialization</b>								
2.1.1	MBAD16F22M1	Consumer Behaviour	SC	2	1	0	03	04
2.1.2	MBAD16F22M2	Services Marketing	SC	2	1	0	03	04
2.1.3	MBAD16F22M3	Product and Brand Management	SC	2	1	0	03	04
2.1.4	MBAD16F22M4	Rural Marketing	SC	2	1	0	03	04
<b>2.2. Human Resource Specialization</b>								
2.2.1	MBAD16F22H1	Personnel Growth and Interpersonal Effectiveness	SC	2	1	0	03	04
2.2.2	MBAD16F22H2	Legal Aspects and Industrial Relations	SC	2	1	0	03	04
2.2.3	MBAD16F22H3	Strategic Talent Management	SC	2	1	0	03	04

2.2.4	MBAD16F22H4	Leadership and Ethics	SC	2	1	0	03	04
<b>2.3. Finance Specialization</b>								
2.3.1	MBAD16F22F1	Mergers Acquisitions & Corporate Restructuring	SC	2	1	0	03	04
2.3.2	MBAD16F22F2	Financial Markets and Services	SC	2	1	0	03	04
2.3.3	MBAD16F22F3	Investment Analysis and Portfolio Management	SC	2	1	0	03	04
2.3.4	MBAD16F22F4	Derivatives & Risk Management	SC	2	1	0	03	04
<b>2.4. Banking and Insurance Specialization</b>								
2.4.1	MBAD16F22B1	Credit Management	SC	2	1	0	03	04
2.4.2	MBAD16F22B2	Bank Management and Retail Banking operations	SC	2	1	0	03	04
2.4.3	MBAD16F22B3	Fundamentals of Actuarial Science	SC	2	1	0	03	04
2.4.4	MBAD16F22B4	Banking Related Laws and Practices	SC	2	1	0	03	04
<b>2.5. Operations Management Specialization:</b>								
2.5.1	MBAD16F22O1	BPR & Enterprise Resource Planning	SC	2	1	0	03	04
2.5.2	MBAD16F22O2	Supply Chain Management	SC	2	1	0	03	04
2.5.3	MBAD16F22O3	Productions and Operations Management	SC	2	1	0	03	04
2.5.4	MBAD16F22O4	Materials Management	SC	2	1	0	03	04
<b>2.6. Actuarial Management Specialization:</b>								
2.6.1	MBAD16F22A1	Introduction to Actuarial Management	SC	2	1	0	03	04
2.6.2	MBAD16F22A2	Marketing of Insurance products and Services	SC	2	1	0	03	04
2.6.3	MBAD16F22A3	Insurance Business Environment	SC	2	1	0	03	04
2.6.4	MBAD16F22A4	Life Insurance	SC	2	1	0	03	04
<b>Total</b>							<b>29</b>	<b>33</b>
<b>2.7. Marketing &amp; Mass Communication Specialization:</b>								
2.7.1	MBAD16F22C1	Mass Communication & Media Studies	SC	2	1	0	03	04
2.7.2	MBAD16F22C2	Digital Marketing	SC	2	1	0	03	04

<b>THIRD SEMESTER</b>								
1	MBAD16F3100	ITM & Business Analytics	HC	1	1	1	03	05
2	MBAD16F3200	R-Transform Series–III(Career Planning)	HC	1	0	1	02	03
3	MBAD16F3300	Introduction to Management	OE	3	1	0	04	05
<b>Specializations</b>								
<b>Note 1:</b> Choose any three courses in any one of the specialization given below and two courses in the other specialization.								
<b>3. 1. Marketing Specialization</b>								
3.1.1	MBAD16F33M1	Sales and Channel Management	SC	2	1	0	03	04
3.1.2	MBAD16F33M2	B2B Marketing	SC	2	1	0	03	04

3.1.3	MBAD16F33M3	Integrated Marketing Communication	SC	2	1	0	03	04
3.1.4	MBAD16F33M4	Retail Management	SC	2	1	0	03	04
<b>3.2. Human Resource Specialization</b>								
3.2.1	MBAD16F33H1	International Human Resource Management	SC	2	1	0	03	04
3.2.2	MBAD16F33H2	Organization Development and Change Management System	SC	2	1	0	03	04
3.2.3	MBAD16F33H3	Competency Based HRM	SC	2	1	0	03	04
3.2.4	MBAD16F33H4	HR Tools & Analytics	SC	2	1	0	03	04
<b>3.3. Finance Specialization</b>								
3.3.1	MBAD16F33F1	Corporate Taxation for Business Decision	SC	2	1	0	03	04
3.3.2	MBAD16F33F2	International Financial Management	SC	2	1	0	03	04
3.3.3	MBAD16F33F3	Financial Modeling using Excel	SC	2	1	0	03	04
3.3.4	MBAD16F33F4	Project Appraisal, Planning & Control	SC	2	1	0	03	04
<b>3.4. Banking and Insurance Specialization</b>								
3.4.1	MBAD16F33B1	Fundamentals of Insurance	SC	2	1	0	03	04
3.4.2	MBAD16F33B2	Treasury and Risk Management	SC	2	1	0	03	04
3.4.3	MBAD16F33B3	Life and Non-Life Insurance Products	SC	2	1	0	03	04
3.4.4	MBAD16F33B4	Developmental Banking Institutions	SC	2	1	0	03	04

<b>3.5. Operations Management Specialization:</b>								
3.5.1	MBAD16F33O1	Total Quality Management	SC	2	1	0	03	04
3.5.2	MBAD16F33O2	Technology and Innovation Management	SC	2	1	0	03	04
3.5.3	MBAD16F33O3	World Class Manufacturing	SC	2	1	0	03	04
3.5.4	MBAD16F33O4	Advanced Production Planning & Control	SC	2	1	0	03	04
<b>3.6. Actuarial Management Specialization:</b>								
3.6.1	MBAD16F33A1	General Insurance	SC	2	1	0	03	04
3.6.2	MBAD16F33A2	Investments and Finance	SC	2	1	0	03	04
3.6.3	MBAD16F33A3	Health Care Insurance	SC	2	1	0	03	04
3.6.4	MBAD16F33A4	Pension Fund Management	SC	2	1	0	03	04
		<b>Total</b>					<b>24</b>	<b>33</b>
<b>2.7. Marketing &amp; Mass Communication Specialization:</b>								
2.7.1	MBAD16F33C1	Advertising Management	SC	2	1	0	03	04
2.7.2	MBAD16F33C2	Visual Communication	SC	2	1	0	03	04
2.7.2	MBAD16F33C3	Communicative Design & Writing	SC	2	1	0	03	04
<b>FOURTH SEMESTER</b>								
1	MBAD16F4100	Strategic Management	HC	2	1	0	03	04

2	MBAD16F4200	Business Development Models	HC	1	0	1	02	03
3	MBAD16F4300	Project Work	HC	0	1	9	10	02
<b>Total Credits of Four Semesters</b>							<b>15</b>	<b>09</b>

**Total Credits for MBA Program:**

Semester	Credits
I	28
II	29
III	24
IV	15
<b>TOTAL</b>	<b>96</b>

**FIRST SEMESTER**

<b>Course Code: MBAD16F1100</b>	<b>Management &amp; Organizational Behavior</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

**Course Objective**

The main objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behavior.

**Course Contents:**

**UNIT-1: Introduction**

Introduction, Definition of management, Importance and functions of management, Managerial skills, Principles of management, Evolution of management, Major school of management thought: An overview and recent trends in management. Case to explain the management concepts.

**UNIT-2: Planning and Organizing**

Planning, Importance of planning, Types of plans, Planning and decision making process, Organization and Control, Process of organizing, Organizational structure and design- vertical and horizontal dimensions. Case to explain planning and organizing things.

**UNIT-3: Organizational Behaviour:**

**Individual Behavior:** Introduction to organizational behavior in management; Foundations of individual behavior - Personality, Perception, Learning, Attitudes & Values. Case to explain concepts of individual behavior.

**UNIT-4: Group Behavior** - Foundations – Group Process, Group Tasks, Types, Group Development – Conflict Management –organizational behaviour, Case in group behaviour and also organizational behaviour to reflect the concepts.

**Assignments:** Assignments must reflect the practical elements of planning organizing, behaviour of individual group and organizational context.

**Recommended Books:**

1. Essentials of Management-Koontz, 8/e, McGraw Hill
2. Gene Burton & Manab Thakur, 'Management Today-Principles & Practice', Tata McGraw Hill Public Company Ltd., New Delhi, 2009.
3. Fred Luthans - 'Organisational Behavior', McGraw Hill Publishing Company, New York, 2011.
4. Robins, S.P., 'Management', Englewood Cliffs, Prentice Hall Inc., New Jersey, 2009.

**Reference Books:**

1. Management: Text and Cases- V.S.P.Rao, Excel Books
2. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 14th Edition, 2012.

<b>Course Code: MBAD16F1200</b>	<b>Accounting for Managers</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 2:0:2</b>	

**Course Objective:**

The purpose of the course is to make the student conversant with principles and concepts underlying accounting that enable to prepare books of accounts, Annual reports and interpret them.

**Course Contents:**

**UNIT-1**

Introduction to Accounting -Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations. Preparation of Books of Accounts - Journals, Subsidiary books, three column cash book, ledgers and trial balance.

**UNIT-2**

Preparation of Financial Statements -Preparation of final accounts of sole traders and Companies in both Horizontal format & Vertical format. Bank Reconciliation Statement, inventory valuation.

**UNIT-3**

Analysis of Financial Statements - Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Cash flow Statement [With special reference to AS 3]

**UNIT-4**

Audit Report, Directors' Report and basics of MAOCARO 1998 (Amended 2003). Corporate Governance, Forensic Accounting and Window Dressing. , IFRS and proposed changes in accounting

**Practical Components:**

1. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Analyzing the companies' cash flow statements and presenting the same in the class.
3. Exposing the students to usage of accounting software

### Recommended books:

1. Accounting for Managers, Maheswari and Maheswari, Vikas Publishing House Limited,
2. Accounting for Managers, JawaharLal, Himalaya Publishing House, 4<sup>th</sup> edition
3. Financial Accounting – A Managerial Perspective, R. NarayanaSwamy, Prentice Hall India, 3<sup>rd</sup> edition
4. Financial Accounting, PC Tulsian, Pearson Education India, 1<sup>st</sup> Edition

<b>Course Code: MBAD16F1300</b>	<b>MARKETING MANAGEMENT</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

### Course Objective:

- The objective of the course is to provide students an insight to basic concepts of Marketing Management.
- To help students understand various marketing tools / models for solving marketing problems in the changing business environment.
- The students can also learn the skills of personal selling & customer management.

### Course Contents:

#### UNIT-1:

**Introduction to Marketing** - Core concepts, Needs, Wants & Demand, Marketing Orientations, Marketing Environment (Micro & Macro), Business vs. Retail Marketing, Consumer Behaviour, Consumer Protection Act, Segmentation, Targeting & Positioning, New trends in Marketing, Marketing Mix. Services – Concept, Services Marketing Mix.

#### UNIT-2:

**Product Decisions:** Concept, Product line, Product mix, Product mix strategies, Product life cycle and its strategies, New Product Development, Packaging as a marketing tool, Role of labeling.

Brand - Meaning, Branding strategies and brand equity.

#### UNIT-3:

**Pricing:** Significance of pricing, factors influencing pricing (Internal and External factors), objectives, Pricing Strategies, Pricing Procedure. **Distribution Decisions:** Marketing Channels : Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.

#### UNIT-4:

**Integrated Marketing communication:** Meaning and Importance of Marketing Communication, Communication Objectives, Steps in Developing Effective Communication Advertising, Sales Promotion - Push and Pull Strategies, Personnel Selling - Concept, Features, Functions, and Steps involved in personal Selling, Sales territories & Quotas, latest trends in sales, Publicity -Functions of Public relations, Direct Marketing, Basic Concepts of E-Commerce, E-Business.





**Practical Component:**

1. Identify the segmentation, targeting and positioning of various products and services of a particular Industry.
2. Analyze Product Life Cycle of few Products like-Electronic goods, Computers.
3. Analyze Packaging strategies used by FMCG companies.
4. Perform role plays on personal selling, up selling and cross selling of bank products.
5. Study the IMC activities of a particular organization.
6. Study the product mix of two national and two international corporate groups.
7. Analyze Marketing strategies/planning used by automobile cosmetic and FMCG

**Text Books:**

1. Marketing Management: A South Asian Perspective – Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha, 14/e, Pearson, 2013.
2. Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton,14/e, MH, 2012
3. Marketing Management Concepts & Cases –S.A.Sherlekar
4. Marketing Management, Tapan Panda, 2/e, Excel Publication

**Reference Books:**

1. Marketing Management – RajanSaxena, 4/e, Cenage Learning
2. Marketing Management – Ramaswamy V S, Namakumari S, 4/e, Macmillan Publishers, 2011

<b>Course Code: MBAD16F1400</b>	<b>CORPORATE FINANCE</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 2:0:2</b>	

**Course Objective:**

The course provides a strong fundamental foundation for corporate finance. It covers decisions that the firm takes on investment, financing and dividend distribution.

**Course Contents:**

**UNIT-1:** Indian Financial System- Components and Importance, Introduction to Financial Management- Goals, Objectives, Functions, Interface; Time Value of Money- Discounting and Compounding techniques.

**UNIT -2:** Sources of long term finance, Cost of Capital- Cost of Equity, Debt, Preference Share Capital, Overall cost of capital; Capital Structure and Leverages, Capital Budgeting - Discounting and Non-Discounting Techniques.

**UNIT -3:** Dividend Decisions - Factors affecting, types, Working Capital Management- Operating Cycle, Cash Cycle, Estimation of Working Capital requirements; Short term lending and borrowing; Bank financing and other sources of short term financing

**UNIT-4:** Financial Planning and Financial Analysis- Forecasting financial statements, Innovative financial products Angel Financing, Venture Capital.

Four real companies as case studies to be analysed to reflect four UNITS

**Core Text:**

1. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.
2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.

**Reference Books:**

1. Financial Management - Pandey I. M, 10/e, Vikas.
2. Fundamentals of Financial management – Brigham & Houston , 10<sup>th</sup> Ed, Cengage
3. Financial Management & Policy – James C VanHorne, 12<sup>th</sup>ed, Pearson, 2012.

<b>Course Code: MBAD16F1500</b>	<b>Human Resource Management</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

**Course Objective:**

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today’s increasingly complex workplace.

**Course Contents:****UNIT-1: Understanding the concept of HRM**

Importance, Evolution of HRM, Difference between HRM and PM, Model of HRM, HR’s Role as Strategic Partner, HRIS, Managing global HR

**UNIT-2: Procurement of Human Resource**

Job Analysis, HRP Process, Recruitment, Sources of Recruitment, Selection process, Interview and Types of Interviewing, Induction & Placement

**UNIT-3: Managing Human Resource**

Training, Training need and process, Performance Management System, Job Evaluation and methods of Job Evaluation, Career Planning, Managing Promotions and Transfers, international HR practices.

**UNIT-4: Compensation and Productivity Management**

Wage and Salary Administration, Preparation of Salary Structure, Types of Benefits and Services, types of incentive Schemes, Performance productivity management-through TQM, Kaizen, Quality Circles.

Four cases to be discussed to reflect the four UNITS

Assignments: Assignments must reflect practical issues in the HRM practices

**Recommended Books:**

1. Human Resource Management by Gary Dessler
2. Human Resources Management by K Ashwathappa

3. Human Resources Management by C.B. Mamoria

**Reference Books:**

1. Recent experiences in HRD by T V Rao
2. Designing and Managing HRS by Udai Pareek
3. Strategic Human Resource planning and management by Rothwell and Kazanas

<b>Course Code: MBAD16F1600</b>	<b>Economics &amp; Business Environment</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

**Course Objective:** The course facilitates the students to develop and hone mathematical and statistical skills for decision making

**Course Contents:**

**UNIT-1: Introduction**

Managerial Economics- Meaning, Nature, Scope, & significance. Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model.

Demand analysis: Law Of Demand, Elasticity of demand. Measurement of elasticity of demand. Demand forecasting: Meaning & Significance, Methods of demand forecasting. Law of supply, Elasticity of supply.

**Note:** Illustrative numerical examples to be used to explain the concepts.

**UNIT-2: Cost Analysis and Market Structure**

Costs Analysis: Concept, Types of costs, Cost curves, Cost – Output relationship in the short run and in the long run, LAC curve. Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Market structure and pricing practices: types of markets, Perfect Competition, imperfect, monopoly, monopolistic, oligopoly Features, Determination of price under various market conditions.

**UNIT-3: Indian Economy and Business environment**

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma Sectors. Globalization and Indian Business Environment: Meaning and Implications, Phases, Globalization Impact on Indian Economy across Sectors.

**UNIT-4: Macro Economic Policies and Measuring the Economy**

Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state. Recent Foreign Trade and Exim policies. Disinvestments in Indian public sector UNITs since 1991.

Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy.

Measuring GDP and GDP Growth rate. Components of GDP. Business Cycle- Features, Phases, Economic Time series – Economic indicators, Correlation, persistence, coherence. Inflation: Types, Measurement, Kinds of Price Indices. National Income: Estimates, Trends, Measurement, Problems in measuring National Income.

**Practical component:**

1. Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
2. Study of demand elasticity for a product when there is a price increase or price decrease.
3. Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
4. International Cultural environment- The problems faced by MNC’s – A Case study.
5. ‘Disinvestment in PSU’s since 1991’- A case study
6. Tracking of business cycle for India using GDP data.

**Text Books:**

1. Managerial Economics –D M Mithani, 5/e, Himalaya Publication. 2011.
2. Managerial Economics – D N Dwivedi, 7/e, Vikas Publication. 2008
3. Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, 2010.
4. Business Environment: Text and Cases - Justin Paul, 3/e, McGraw Hill, 2011.
5. Economic Environment of Business – Misra S. K &Puri V. K. , 6/e, Himalaya publishing house, 2010.
6. Business Environment - Fernando, 1/e, Pearson, 2011.

**Reference Books:**

1. Economics – Samuelson & Marks, 5/e, Wiley, 2009.
2. Managerial Economics - Craig H Petersen, W. Chris Lewis &Sudhir K Jain, 4/e, Pearson Education, 2006.
3. Macro Economic Theory – Kennedy,1/e , PHI, 2011.

<b>Course Code: MBAD16F1700</b>	<b>Managerial Communication</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 02</b>
<b>LTP = 1:0:1</b>	

**Course Objective**

The course aims at improving the oral as well as the Written communication skills of the students by focusing on the corporate requirements. The student will gain an understanding of what are the skills that he/she is required to possess to communicate within the organization, outside the organization etc.

## **Course Contents:**

### **UNIT-1: Introduction to Managerial Communication**

Meaning, Importance & objective,- Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication, Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting.

### **UNIT-2: Oral Communication**

Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Listening, Feedback, Telephone messages, Public Speaking,

Presentation, Communication through organizing various events like conference, press meet, seminars, fests etc. Interview Techniques, Group communication, Importance, Meetings - group discussions. Video conferencing. **Non-verbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of eliciting response, probing questions, Observation. Business and social etiquettes.

### **UNIT-3: Business Letters And Reports**

Writing Commercial Letters: Business Letter Format, Types of letter – Routine Business Letters, Sales Letters, Business Memos, Resume and job applications, E- Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication. **Report writing:** Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication.

### **UNIT-4: ROUTINE CORRESPONDENCE**

Circulars, drafting notices, handling complaints, evaluating interview performance, articles, formal invitations, proforma for performance appraisal, letters of appointment, captions for advertising, company notice related shares, dividends, MoA, AoA, Annual Reports, Minutes of Meeting, action taken report on previous resolution.

### **BOOKS RECOMMENDED**

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). Effective Communication. Pan Mcmillan.
4. Scot Ober, Contemporary Business Communication, Biztantra
5. Bovee, Thill and Schatzman, Business Communication today, Pearson
6. Nageshwar Rao and Rajendra Das, Business Skills, HPH
7. Mary ellen Guffy, Business Communication, Thomson

<b>Course Code: MBAD16F1800</b>	<b>R-Transform Series-I (Self Discovery)</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 02</b>
<b>LTP = 1:0:1</b>	

**Course objectives:** Personal development is a lifelong process. During the 1.5 years of their MBA program, this course sets the foundation for a holistic development of the student; with an inside –outside approach. The goal is to provide tools for both personal and professional effectiveness.

The course will be of 2 Credits each (30 hours of training) with continuous assessment process. There will not be a final written examination. The course will use Experiential Learning as pedagogy with role plays, activities and simulations.

### **Series 1: Self-Discovery – 30 hours**

#### **Module 1: 10 Hours**

**Goal setting (4 hours):** Goal setting is a powerful process of thinking about one’s ideal future, and for motivating self to turn the vision into reality. The trainer must facilitate the participants to set SMART goals and create a road map to achieve them.

**Time Management (2 hours):** The trainer must help the participants to effectively plan their time on important activities, leading to increased efficiency and productivity.

**Professionalism and Etiquettes (4 hours):** The students must be trained on keeping up with professional ways of handling tasks and follow business etiquettes with all the stakeholders. A strict adherence to courtesy, honesty and responsibility when dealing with people. A strong work ethic and value system to be ingrained using anecdotes, case studies and activities.

#### **Module 2: 10 hours**

**7 habits of highly effective people (10 hours):** A work shop based training on Stephen Covey’s classic book which can transform persons and bring in great learning’s. The outcome would be personal mastery and effective leadership abilities.

#### **Module 3: 10 hours**

**Book Review (4 hours):** The students will be provided with some of the best books in management / self-help books genre at the beginning of the semester. A list of 60 books are attached at the end of this document. The faculty will guide the students on the process and format of Book review. Each student must read and comprehend the contents of the book and must be able to present to the class or discuss with other members.

**Media Analysis – Online and Offline media (6 hours):** In order to update the students on current affairs, the faculty can help the students to make newspaper and magazine (online and offline) reading as a daily habit. They must be able to present facts, argue for or against and develop deep understanding of issues of the world.

#### **Assessment:**

The students will be assessed continuously on Presentations and written report.

**Presentation: 50 marks:** After every module, individually or as a team (not more than 4 members), the students will present the learning outcome to the trainer / the class. The faculty can decide on the number of assignments and presentations. The students also could develop their own blogs, websites etc based on their interests.

**I-Transform Scrap Booklet: 50 marks:** The students need to submit a personal transformation scrap book with the learning and action points. The book could be very creative showing one's transformation through collage, mind maps, pictures and so on.

## SECOND SEMESTER

<b>Course Code MBAD16F2100</b>	<b>Business Research Methods</b>
<b>Course Type: HARD CORE (HC)</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

**Course Objective:** The course facilitates the students to develop and hone mathematical and statistical skills for decision making.

### **Course Contents:**

#### **UNIT-1: Business Research**

Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection, hypothesis formulation. Descriptive research: Meaning, types of descriptive studies, data collection methods Causal research: Meaning, various types of experimental designs, types of errors affecting research design. Analytical research: Introduction to analytical research.

#### **UNIT-2: Sampling & Testing of Hypothesis**

Sampling and Sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and Non probability Sampling Techniques, validation of sample size.

Data collection: Primary and Secondary data Data collection Methods – Observations, Survey, Interview and Questionnaire design, Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.(Only Theory)

**UNIT-3:** Hypothesis Testing for means and proportions for small samples and large samples(only Z- test), ANOVA test(Problems on One way table only), Chi-square test (Theory and Numerical Problems only on Simple chi-square, 2X2 and 2XK Contingency table and **not include test for several proportions and population variance**).**Time series Analysis and Index numbers:** Time Series, Model Time Series (Mathematical Models only theory, Method of Curve fitting-Numerical Problems only on straight line trend  $y=a+bx$ ., Trend Seasonal Variation(only theory).Correlation Techniques : Scattered method (only Theory), Karl Pearsons-Coefficient of Correlation –Numerical Problems, Spearman's Rank Correlation Method (With Ranks ,Without Ranks, Repeated Ranks Methods-Numerical Problems on these)

Regression analysis: Problems on Simple Regression, Regression Coefficients, Regressions Equations (Theory and Numerical Problems only on simple regression))

#### **UNIT-4: Report writing**

Introduction to report writing, importance, types of reports, qualities of a good report, features of report writing, contents of a report, bibliography.

### **Text Books:**

1. S C Gupta, Fundamentals of Statistics, 7<sup>th</sup> Edition Himalaya Publications
2. J K Sharma, Business Statistics, Pearson
3. Business Research Methods–Donald R. Cooper & Pamela S Schindler, 9/e,



4. C R Kothari, Research Methodology TMH,2007.

**Reference Book:** B R Dey, Managerial Statistics, McMillan.

<b>Course Code MBAD16F2200</b>	<b>Innovation and Entrepreneurship</b>
<b>Course Type: HARD CORE (HC)</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:0:1</b>	

**Course Objective:** The aim is to enable those who take the course to become familiar with Innovation skills and associated elements and apply those skills to be effective as Intrapreneurs or Entrepreneurs.

**Course Contents:**

**UNIT-1:**

Define and Differentiate Creativity and Innovation, Explain Drivers of innovation, Analyze Role of innovation in Entrepreneurship, Explain Types of Innovation: Product innovation, process innovation and service innovation. Describe radical, incremental and disruptive Innovation, Draw and explain the innovation process, Meaning of frugal innovation with examples from Indian context, Case study based on development of Jugaad innovation, Differentiate blue ocean strategy and red ocean strategy with examples. Explain the ERRC framework in Blue Ocean strategy.

**UNIT-2:**

Define entrepreneurship and startup, Why Entrepreneurship is important for India, Explain the drivers of entrepreneurship, List out the typology of Entrepreneurs, describe the traits and characteristics of entrepreneurs vs small business owners, how organizations can bring entrepreneurial mindset among employees, explain with examples of successful entrepreneurs, Draw a flowchart of entrepreneurial process, Explain the origin and validity of effectuation as entrepreneurial process, Explain the five principles of Effectuation with relevant examples, Differentiate commercial and social entrepreneurship, explain the concept of triple bottom lines, Explain the importance of social entrepreneurship in developing economy with examples.

**UNIT-3:**

List out the sources of entrepreneurial ideas, Differentiate ideas and business opportunity, Explain the process of opportunity evaluation using Porter's Fiver Forces Model and Mullin's seven Domain Models. Draw and evaluate John Mullin's Seven Domain Framework for a business opportunity, Create a market research design for a business venture, Define business model, Explain the importance of Business Models, Draw and explain Alexander Osterwalders' business Model canvas, Explain the meaning of revenue models, Describe how business model helps startups to bring competitive advantage, Develop a business model for a viable business opportunity.

**UNIT-4:**

Explain the components of a Business Plan, Describe the contents of a 3 minute pitch and executive Summary, what are the dos and don'ts while writing and presenting business plans,

Explain how do you build a startup team, Define and Explain sweat equity / ESOP / NDAs, How does a startup attract and retain talents, Describe various funding options and explain the pros and cons of each options, Explain the role of venture capitalists, angel investors, private equity investors and banks, Explain the key features of MUDRA scheme for entrepreneurs,

Project a three year financial plan for a startup, Explain a set of low cost and high impact marketing tools for entrepreneurs, Explain the components of a marketing plan, Describe the growth challenges and solutions for entrepreneurs, Define succession plans, IPRs and Patents, explain the options and process of registering a startup and filing patents.

Four practical case studies to reflect entrepreneurial dimensions.

### Assignments and Practical Components:

1. Generating Business Ideas –brainstorming
2. Business Model Canvas
3. Developing a Business Plan
4. Pitching the Plan

### Text Books:

1. Hisrich, R. D., Peters, Manimala, J. Mathew, M. P., & Shepherd, D. A. (2013). *Entrepreneurship* (9th ed.).India: McGraw-Hill Higher Education
2. Narayanareddy P. *Entrepreneurship Text and Cases*, Cengage Learning. New delhi.
3. O'Sullivan, David, and Lawrence Dooley. (2008). *Applying innovation*. Sage publications. Pdf available [http://www.sagepub.com/sites/default/files/upm-binaries/23137\\_Chapter\\_1.pdf](http://www.sagepub.com/sites/default/files/upm-binaries/23137_Chapter_1.pdf)/[http://www.nuigalway.ie/staff-sites/david\\_osullivan/documents/2011\\_ai\\_booklet.pdf](http://www.nuigalway.ie/staff-sites/david_osullivan/documents/2011_ai_booklet.pdf)
4. Drucker, P. (2014). *Innovation and entrepreneurship*. Routledge.
5. Kuratko, D. (2016). *Entrepreneurship: Theory, process, and practice*. Cengage Learning.

### Reference Books:

1. Saras D. Sarasvathy, (2009). *Effectuation: Elements of Entrepreneurial Expertise*, Edward Elgar Publishing.
2. Osterwalder, Alexander & Yves Pigneur (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons
3. Mullins, John.(2010), *The new business road test: What entrepreneurs and executives should do before writing a business plan*. FT Press
4. Maital, S., Seshadri, & Seshadri, D. V. R. (2007). *Innovation management: strategies, concepts and tools for growth and profit*. New Delhi: Response Books.
5. Timmons, J.A. and Spinelli, S (2009) *New Venture Creation – Entrepreneurship for the 21<sup>st</sup> Century* New Delhi: Tata McGraw-Hill

<b>Course Code: MBAD16F2300</b>	<b>R-Transform Series-II (Leadership)</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 02</b>
<b>LTP = 1:0:1</b>	

**Course objectives:** Personal development is a lifelong process. During the 1.5 years of their MBA program, this course sets the foundation for a holistic development of the student; with an inside –outside approach. The goal is to provide tools for both personal and professional effectiveness.

The course will be of 2 Credits each (30 hours of training) with continuous assessment process. There will not be a final written examination. The course will use Experiential Learning as pedagogy with role plays, activities and simulations.

## **Series 2: Leadership – (2 credits) 30 hours**

### **Module 1: 10 hours**

**Team Building (5 hours):** Working in a team cohesively is an important skill for a management professional. This module will explore oneself to understand team dynamics and work to achieve the team goals. Team dynamics and tools to help team performance.

**Leadership Traits (5 hours):** This module will help develop the skills and attitude of a leader. The students must be able to demonstrate leadership skills in in all the situations. Leadership Essentials; key leadership competencies that drive strategy and business results; The Leadership Framework; Foundation for building and sustaining high-performance organizations.

### **Module 2: 10 Hours**

**Negotiation skills (4 hours):** Build a stronger negotiation base to improve the outcome. Develop analytical tools and frameworks for understanding and create win-win negotiations.

**Media Analysis – Online and Offline media (6 hours):** In continuation of previous course, the students must develop daily habit of exploring national and international news along with the current updates on their functional areas. They must present the readings through group discussions and debates.

### **Module 3: 10 hours**

**Industry and company analysis (6 hours):** The students must study at least two industries of their choice and understand the major companies. Conduct a thorough analysis on the dynamics of the industry and develop competitor analysis and SWOT.

**Presentation Skills (4 hours):** Students must be able to present their ideas through multiple tools visually and powerfully.

### **Assessment**

The students will be assessed continuously on Presentations and written report.

**Presentation: 50 marks:** After every module, individually or as a team (not more than 4 members), the students will present the learning outcome to the trainer / the class. The faculty can decide on the number of assignments and presentations. The students also could develop their own blogs, websites etc based on their interests.

**I-Transform Scrap Booklet: 50 marks:** The students need to submit a personal transformation scrap book with the learning and action points. The book could be very creative showing one's transformation through collage, mind maps, pictures and so on.

## MARKETING SPECIALIZATION

<b>Course Code: MBAD16F22M1</b>	<b>Consumer Behaviour</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### Course Objective:

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

### Course Contents:

#### UNIT-1: Introduction to the study of Consumer Behaviour

Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Model of Consumer Behaviour: Input-Process-Output Model, Levels of Consumer Decision Making – Consumer Buying Decision Process, Consumer Research -Qualitative & Quantitative Research Methods, Consumer Research Process.

#### UNIT-2: Psychological Influences on Consumer Behaviour:

**A) Motivation:** Basics of Motivation, Needs, Goals, Rational vs. Emotional motives, Motivation Process, Maslow's Hierarchy of Needs.

**B) Personality:** Basics of Personality, Theories of Personality, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Consumer Materialism, Consumer Ethnocentrism, Brand Personality, Self and Self-Image.

**D) Perception:** Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk)

**E) Learning:** Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning

**UNIT-3: Psychological Influences on Consumer Behaviour:**

**F) Attitude:** Basics of attitude, Models of attitude and Marketing Implication.

**G) Persuasive Communication:** Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

**Sociological Influences on Consumer Behaviour:**

**A) Social Class:** Social Class Basics, Features of Social Class, Five Social-Class Categories in India.

**B) Culture and Subculture:** Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures  
Cross-cultural consumer analysis: Cross-cultural marketing strategy.

**UNIT-4: Sociological Influences on Consumer Behaviour:**

**C) Groups:** Meaning and Nature of Groups, Types of Group for consumer.

**D) Family:** The changing structure of family, Family decision making, Key family consumption roles, Traditional family life cycle & marketing implications.

**E) Reference Groups:** Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals.

**Consumer Influence and Diffusion of Innovations:**

**Opinion Leadership:** Dynamics of opinion leadership process, Market Mavens, Opinion Leadership & Marketing Strategy.

**Diffusion of Innovations:** Diffusion Process Adoption Process: Stages, categories of adopters

**Practical Component:**

Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.

Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.

Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?

Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products –how do they deal with this information overload?

**Recommended Books:**

1. Consumer Behaviour - Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer behavior – David L. Louden, Della Bitta, 4/e, McGraw Hill.
3. Consumer behaviour - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
4. Consumer Behaviour – Raju M. S & Dominique Xardel, Vikas Publishing House.

**Reference Books:**

1. Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publisher.
2. Customer Behavior : A Managerial Perspective – Sheth, Mittal, Cengage Learning.
3. Consumer Behaviour- Satish K. Batra & S H HKazmi, Excell Books.
4. Consumer Behaviour – Kumar Rajeev, Himalaya Publisher.

<b>Course Code: MBAD16F22M2</b>	<b>Services Marketing</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

- The course equips the students to acquire core competencies & skill sets to make a successful career in the ever expanding Services Industry.
- To enable the students acquire an understanding of the concept and meaning of services management and the relationship process.
- To enhance students skills and knowledge in dealing effectively with a portfolio of services customers in a business setting.

**Course Contents:**

**UNIT-1:**

**Introduction to services:** Concepts, Contribution & reasons for the growth of services sector, Difference in goods and service in marketing, Characteristics of Services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality. Marketing challenges in service industry.

**Consumer behavior in services:** Search, Experience and Credence properties, Customer expectation of services, Two levels of expectation, Zone of tolerance.

**Customer perception of services-** Factors that influence customer perception of service, Service encounters, Service Quality, Service recovery, Five dimensions of service quality (SERVQUAL Attributes).

## UNIT-2:

**Understanding customer expectation through market research:** Using marketing research to understand customer expectations, Types of service research.

Relationship Marketing: Benefits of relationship marketing, Strategies for building relationships, Four levels of retention strategies.

**Service design and Positioning** – New service development process, Service blue printing, blue print components.

**Customer defined service standards:** “Hard” & “Soft” standards, Process for developing customer defined standards.

## UNIT-3:

**Employee role in service designing:** Importance of service employee, Problems faced by service personnel, Emotional labour, Source of conflict, Boundary spanning roles, People Strategies for closing GAP 3.

**Customer’s role in service delivery-** Importance of customer & customer’s role in service delivery, Strategies for enhancing Customer participation.

**Managing demand and capacity** – Understanding demand patterns, Capacity constraints, Strategies & Tools for matching capacity and demand, waiting line strategies

## UNIT-4:

**Role of marketing communication** – Communications and the services marketing triangle, Four categories of strategies to match service promises with delivery

**Pricing of services-** Role of price and value in provider GAP 4, Role of non monetary cost, Price as an indicator of service quality, pricing strategies

**Physical evidence in services:** Elements of physical evidence, Roles of service scape, Significance of physical evidence, Guidelines for physical evidence strategies.

### Recommended Books:

1. Services Marketing-Valarie A. Zeithmal& Mary Jo Bitner,5/e,TMH, 2011.
2. Services Marketing- Christopher Lovelock, Pearson Education,2004.
3. Services Marketing: The Indian Perspective- Ravi Shankar, Excel Books, 2006.

### Reference Books:

1. Services Marketing - RajendraNargundkar, 3/e, TMH, 2010.
2. Services Marketing - GovindApte, Oxford, 2007.
3. Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning, 2007.

<b>Course Code: MBAD16F22M3</b>	<b>Product &amp; Brand Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>

**Course Objective:**

The purpose of the subject is to establish the role of product in marketing and give a fundamental understanding of how to build, measure, and manage a Product and further a brand. This course will enable students to apply the Brand equity and positioning Model to set mental perception in consumers mind.

**Part I – Product Management****Course Contents:****UNIT-1**

Introduction: Product focused and Market focused organizations; Functionally Focused Organization; Product Management: Changes affecting Product Management and Product Strategy. Planning: Product Planning and Process; Product Life Cycle; Product Attractiveness; Product Differentiation; Environment Analysis; Product Line Management.

**UNIT-2**

Competitor Analysis: Product Features Matrix; Competitive Advantage and Product Positioning; Customer Analysis: Long term value of customers; Segmentation; New Product Development: Process; Why a new Product fails in the market?

**Recommended Books:**

1. *Product Management* – Donald Lehmann & Russel S Winer; McGraw Hill Publication.
2. *Product Management* – Dr. C Anandan, McGraw Hill Publication.
3. *Product Management* – Michael Baker & Susan Hart, Pearson Education India.

**Part II – Brand Management****UNIT -3****Branding & Its Elements:**

Introduction to Branding; Importance, Challenges & Opportunities; Brand Equity: Meaning & Bases of Measuring Brand Equity; Choosing Brand Elements; Brand Positioning Strategies.

**UNIT-4****Key Concepts in Branding:**

Brand Knowledge: Dimensions & Leverage Process; Brand Personality: Types & Elements; Brand Image: Sources & Celebrity; Branding Strategies: Brand Extension, Types and Evaluation; Brand Repositioning: Meaning & Types; Brand Imitation: Meaning, Types and Strategies.

**Recommended Books:**



1. *Strategic Brand Management* – Kevin Lane Keller, Latest Edition, Pearson Education.
2. *Brand Management: The Indian Context* – Moorthi YLR, Vikas Publication.
3. *Brand Management* – Tapan Panda; Latest Edition; Excel Publication.

**Reference Books:**

1. *Brand Management* – Harish V Verma; Latest Edition; Excel Books.
2. *Managing Indian Brands* – Ramesh Kumar S; Vikas Publishing.
3. *Creating powerful Brands* – Chernatony, Latest Edition; Elsevier Publication.

<b>Course Code: MBAD16F22M4</b>	<b>Rural Marketing</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

The idea is to provide them with adequate background knowledge on important issues related to rural marketing, so that they are better equipped to face the real life challenges involved in a career in rural marketing. This knowledge can also help others aspiring for management positions in organizations to deal with rural strategies or address rural marketing related issues.

The need of Rural Marketing has become an emerging field of study and hence a certified course to fulfill this gap has become a priority. The course offered in Rural Marketing aimed at teaching the basics of rural marketing to management students/working employees.

**Course Contents:**

**UNIT-1**

**Introduction:**

Rural Marketing: Basic Concepts; Scope and Components of Rural Markets; Classification of rural markets, Environment of Rural Market: Population, Patterns of Income, Expenditure and land use; Challenges in rural Marketing; Rural Credit Institutions, Agriculture Export Zones (AEZ)

**UNIT-2**

**Rural Consumer Behaviour & reaching Rural Market:**

Consumer buying behaviour models, Factors affecting Consumer Behaviour, Characteristics and psychology of a typical rural consumer, Consumer buying process; Research approach, PRA approach

**UNIT-3**

**STP Model & Rural Marketing Strategies:**

Bases of Segmentation, Evaluation & Targeting, Positioning Strategies; Levels & Classification of Rural Products; Rural Consumer Adoption Process and Product Life Cycle; Brand building: Brand Loyalty vs. Stickiness; Fake Brands and Strategy to counter fakes

**UNIT-4**

### **Distribution & Communication strategy:**

Existing & Emerging Rural Distribution Models; Rural Communication: Process and Media Selection; Future of Rural Marketing

Four practical cases have to be discussed at four levels.

### **Recommended Books:**

1. *Rural Marketing* – Pradeep Kashyap; Latest Edition; Pearson Education Publication.
2. *Rural Marketing* – TP Gopaldaswamy; Latest Edition; Vikas Publishing House.
3. *Rural Marketing* – Dogra&KarminderGhuman; Latest Edition; Tata McGraw Hill publication.

### **Reference Books:**

1. *Rural Marketing* – Mathur UC, Latest Edition; Excel Books Publication.
2. *Rural Marketing* – Sukhpal Singh, Vikas Publishing House.
3. *Rural Marketing* – Krishnamacharyulu CG &LalithaRamakrishnan, Pearson Education

## **HUMAN RESOURCE SPECIALIZATION**

<b>Course Code: MBAD16F22H1</b>	<b>Personal Growth and Interpersonal Effectiveness</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

1. To enhance personal, interpersonal, and group effectiveness of the students
2. Developing a good insight into the behavioural dynamics of self and others
3. Sharpening skills to work well as members of a team as also leaders

### **Course Contents:**

#### **UNIT-1: Personal Growth**

Personal Growth Meaning, Nature, Personal Change, career goals, financial goals, family goals, How performance is achieved, Decisions for personal growth, factors for better Performance, SWOT Analysis, Mind Management, Human relations for personal growth, Listening skills, personal Appearance, personal Integrity, Time management, Knowledge Development, learning skills, social behavior, real life challenges, How to overcome depression, what to do for sick life & Healthy life, Life roles, Social roles, Organizational roles, Ego States, Johari Window

#### **UNIT-2: Understanding Human Personality**

Personality theories, Erikson's life stages, Trait theories, TYPE A and B, Emotional intelligence, Attitudes, formation of attitudes, measurement of attitudes, changing the attitudes, Belief, Values, types, formation, Social Adjustments, Habit Formation, Seven Habits of Highly Effective People, principle of effectiveness.

### **UNIT-3: Interpersonal Relations**

Interpersonal skills Needs, interpersonal skills at work place, How to develop interpersonal skills, Conflict Resolution, conflict management, FIRO-B, Transactional Analysis, Life Positions, Scripts, Games

### **UNIT-4: Basic Functions of Mind**

Creativity and Innovation, personality traits of creative people, stages in creativity, Convergent Thinking, Divergent Thinking, Tools for convergent and divergent thinking, six thinking Hats.

### **Recommended Books:**

1. Human Relations in Organizations- Robert N. Lussier, 6/e, McGraw Hill Publication
2. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill,2003
3. Understanding OB- UdaiPareek, Oxford University Press

### **Reference Books:**

1. Theories of Personality – Calvin S Hall, 4/e, Wiley India
2. Seven Habits of Highly Effective People- Stephen R Covey
3. Training in Interpersonal Skills – Stephen Robbins, Pearson

<b>Course Code: MBAD16F22H2</b>	<b>Legal Aspects and Industrial Relations</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

This course explores the role of law in the regulation labour-management relations in India. The students are to be acquainted with the Industrial relations and Social Security Framework prevailing in our system and to consider the political and social values which underlie collective bargaining and its regulation by the state, and to critically assess the effectiveness of the various legal mechanisms by exploring them to the variety of current issues, including globalization, the changing face of the Indian workforce, and changes in the nature of work itself.

### **Course Contents:**

#### **UNIT-1**

Labour Legislation, Objectives of Labour legislation, Types of Labour Legislation, The Factories act 1948 – the important provisions, Health , safety and welfare related Provisions, ESI Act,1948 – essential features of the act, Important benefits under the act, Workmens Compensation Act,1923- Important Provisions, Maternity Benefit Act,1961- Essential

Features of Maternity Benefit Act, Payment of Gratuity Act,1972-Essential features , Payment of Gratuity and calculation of Gratuity, Employee Provident Fund and Miscellaneous Benefits Act, 1952 –Benefits and Features. Minimum Wage Act,1948 - Procedure for fixing and revising minimum wage, Fixing of minimum rates of wages, Bonus Act – 1965, Payment of Minimum and Maximum bonus, Time limit for payment of bonus, penalties.

#### **UNIT- 2**

Introduction to IR , Meaning, characteristics, Scope, Theories of IR, Condition for congenial IR environment, Recent Trends in IR,ILO- Its objectives, structure, function and role .Trade Union- Meaning, Types, Functions, Trade Union Movement, Impact of Globalization on Trade Union Movement, Trade Union Act ,1926-Essential Features, Registration of Trade Unions, Rights and Liabilities.

#### **UNIT-3**

Industrial Dispute- meaning, different forms of dispute, Dispute settlement machineries Industrial Dispute Act,1947 –Authorities under the act, Procedure, Powers And Duties Of Authorities, Strikes and Lock outs, lay-off and Retrenchment, unfair labour practices. Concept of Collective Bargaining- Types of Bargaining , Process of Bargaining, Workers Participation in Management – Importance, Forms of Participation, advantages of WPM, Sexual Harassment at Work Place and its prevention.

#### **UNIT-4**

Employee Discipline –Objectives, Disciplinary Procedures, Misconduct, Show Cause Notice, Investigation and Charge Sheet, Code of Discipline, Industrial Employment Standing Order Act, 1946-Essential Features.

#### **Recommended Books:**

1. Industrial Relations – Arun Monappa
2. Elements Of Mercantile Law- N.D.Kapoor
3. Industrial Relations and Labour laws- B.D Singh, Excel Books

#### **Reference Books:**

1. The Future of Industrial Relations. New Delhi Sage, 1994. Niland JR
2. Industrial &Labour Laws – S P Jain
3. Bare Acts

<b>Course Code: MBAD16F22H3</b>	<b>Strategic Talent Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, management, development of talent portfolio

**Course Contents:**

**UNIT -1:**

Talent Management – Definition , meaning, Importance , Talent Retention , Importance of Talent Retention , Talent Retention and Embedness Theory, Talent Management Benefits, Talent Management Process , Strategies for Talent Management . Employer Branding – Meaning and Concept, Advantages of Employer Branding, Employee Branding and its advantages , Work –Life Balance Concept and its Importance, Advantages of Work Life Initiations, Strategies for Work Life Integration, Employee Engagement – Meaning and Definition ,Advantages, Ways to engage Employees.

**UNIT -2:**

Performance Management System – A strategic Focus, Performance Management – meaning, definition, scope, process and its importance, The modern methods of Appraisal, Performance Development Plans, Performance Linked Career Planning And Promotion Policy .

**UNIT -3**

Understanding the Competency Approach to HRM, Competency Management–Meaning, Features of Competency methods, Approaches to Mapping, Competency mapping Procedure and steps, Steps in Competency Mapping , Models of Competency Mapping, Methods of Data Collection for Mapping – observation, Survey, Expert Panel, Critical Incident Technique, ,Behavioral Event Interview, Repertory Grid etc., Methods of Data Recording and Analyzing, Validating the Competency Model.

**UNIT- 4:**

Succession Planning- Meaning and Significance, Succession Planning Process, Succession Planning Model, Career Planning, Career Stages, Creating Growth Opportunities, Mentoring, Leadership and its impact in Business .

**Recommended Books:**

1. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
2. Performance Management - Herman Aguinis, Pearson Education, 2007
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, TataMcGraw Hill
4. Appraising & Developing Managerial Performance- Rao T. V, Excel

**Reference Books:**

1. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – SeemaSangi, Response Books, 2004
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.

<b>Course Code: MBAD16F22H4</b>	<b>Leadership and Ethics</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

To make the students understand today's uncertain business climate, calls for visionary leaders, the Program for Leadership Development presents an integrated view of the fundamentals of management by gaining a deeper understanding of core business functions and it helps decision-making skills and expand student’s leadership capacity.

**Course Contents:**

**UNIT-1: Introduction to Leadership**

Importance of Leadership, Roles of a Leader, Traits of leader, Leadership attitudes, Styles of leadership and Leadership Theories and Models.

**UNIT-2: Organizational Leadership**

Transformational and Transactional Leadership, Leadership culture and diversity, Strategic leadership, Leadership development through self-awareness, Self-discipline, education, experience. Indian cases on leadership.

**UNIT-3: Leader – follower relations**

Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching and Managing Conflict.

**UNIT-4: Ethics and Its importance**

Meaning of ethics, business ethics, relation between ethics and business ethics,nature,importance,approachestobusinessethics,sourcesofethicalknowledgeforbusinessroots of unethical behaviour, ethical decision making, benefits from managing ethics at workplace

**Recommended Books:**

1. Effective Leadership – Lussier/Achus, Tjird edition, Thomson South western , 2007
2. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, Fifth edition, Tata McGraw Hill, 2006
3. Business Ethics and Corporate Governance-GhoshB.N,Tata McGraw-Hill,2012.

**Reference Books:**

1. Leadership in Organizations, Gary Yukl, PerasonEducation , 6th Edition.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.

**FINANCE SPECIALIZATION**

<b>Course Code: MBAD16F22F1</b>	<b>Mergers Acquisition and Corporate Restructuring</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:** The objective of this course is to acquaint the students with various aspects like corporate restructuring, M&A environment; how value is created (or destroyed) as a result of corporate strategies, accounting and regulation of mergers and takeovers

**Course Contents:****UNIT-1:** Introduction to Mergers and Corporate Restructuring

Mergers- in the nature of acquisitions and amalgamations, types of merger, motives behind mergers, theories of mergers

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix, Porter’s Five forces model Merger Process: M&A process, Five-stage model, due diligence

**UNIT-2:** Corporate restructuring and take over

Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario. Strategies - Planning, formulation and execution of various corporate restructuring strategies - mergers, acquisitions, takeovers, MLPs, ESOP, disinvestments and strategic alliances, Demerger and reverse merger Takeovers, types, hostile takeover approaches, Takeover defenses, financial defensive measures, Coercive offers and defense, anti-takeover amendments.

**UNIT-3:** Valuation

Valuation: valuation approaches, discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO  
Methods of financing mergers, cash offer, and share exchange ratio – mergers as a capital budgeting decision  
Accounting for amalgamation: pooling of interest method, purchase method

**UNIT-4:** Post merger re organization and Winding up

Post Merger Re-organization-Factors in post merger reorganization, integration of businesses and Operations, financial accounting, taxation, post merger valuation, human and cultural

aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.

Winding up: Concept; modes of winding up; administrative machinery for winding up.  
Winding up process and procedure

**Text Books:**

1. Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
2. Mergers acquisitions and Business valuation – Ravindhar Vadapalli Excel books, 1/e 2007
3. Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons

**Reference Books:**

1. SudiSudarsanam – Value Creation From Mergers And Acquisitions –Pearson Education, 1/e, 2003
2. Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
3. Weston, Mitchel And Mulherin - Takeovers, Restructuring and Corporate Governance – Pearson Education, 4/e, 2003.

<b>Course Code: MBAD16F22F2</b>	<b>Financial Markets And Services</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

The course provides the students with the information about the different types of financial services and equips him with the basic knowledge about the different types of financial markets and the services available.

**Course Contents:**

**UNIT-1**

Financial Markets Meaning - Introduction to Capital Market: Participants, functions, Instruments, importance;, Money Market: Participants, functions, Instruments, importance;, Forex Market: Participants, functions, Instruments, importance;, Derivatives Market: Participants, functions, Instruments, importance;, Commodities market, Participants, functions, Instruments, importance;

**UNIT-2**

Issue Management – Merchant Banker, different functions of Merchant Banker, SEBI Guidelines for Merchant Bankers. Housing finance-Institutions and banks offering housing finance, procedure of loan. Leasing and Hire purchase; Difference and types; problems; reverse mortgage,

**UNIT-3**



Bills Discounting, Factoring and Forfeiting; differences, types, advantages; latest trends in factoring and forfeiting; Securitization of Debt; Process of Securitization, benefits and issues; Special Purpose Vehicle; Venture Capital: Concept, features, Origin in India and the current Indian scenario. Introduction to Angel Financing.

#### **UNIT-4**

Credit Rating – Process, Advantages, Credit Rating Methodology, Rating Agencies, Symbols, Depository System: Objectives, activities, interacting systems, Role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants

#### **Text Books:**

1. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.

#### **Reference Books:**

1. Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
2. Indian Financial System—Khan M. Y, 7/e, TMH, 2011.
3. Indian Financial System – Machiraju, 4/e, Vikas, 2010.
4. Financial Services, Shanmugam, Wiley India, 2011

<b>Course Code: MBAD16F22F3</b>	<b>Investment Analysis and Portfolio Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objective:**

At the end of the course students will be able to demonstrate knowledge of the dynamics of investment and underlying tools & techniques of investment decision making and apply the knowledge in construction and management of portfolios.

#### **Course Contents:**

##### **UNIT-1**

Meaning of Investments and Securities, Investment attributes, Factors to be considered before investments, Investment alternatives, Investment Process, Securities Market, Primary Market and Secondary Market, Relationship between primary and secondary market, Functions of Stock Exchange, Differences between primary and secondary market, Trading and Settlement Procedure, BSE and NSE, Recent changes in the stock exchange, Mutual funds, Types, Functions.

##### **UNIT-2**

Risk and Return Concepts: Concept of Risk, Types of Risks, Calculation of Risk and Return, Valuation of Securities, Valuation of Bonds, Equity shares and Preference Shares (Dividend Capitalisation and CAPM Model)

### UNIT-3

Fundamental and Technical Analysis, concept of Intrinsic value, EIC Framework, Technical Analysis: Dow Theory, Charting techniques, Japanese Candlesticks, Efficient Market Hypothesis

### UNIT-4

Modern Portfolio Theory, Dominant and efficient portfolio, simple and Markowitz Diversification Model, Portfolio Performance Evaluation: Sharpe, Treynor and Jensens' measure: Portfolio Revision: Active and Passive Strategies

#### Practical Component:

1. Group project on economy analysis, industry analysis, company analysis
2. Group project on technical analysis

#### Text Books

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.

#### Reference Books:

1. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
2. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
3. Security Analysis & Portfolio Management – PUNITHavathyPandian, 2/e, Vikas, 2005.
4. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.

<b>Course Code: MBAD16F22F4</b>	<b>Derivatives and Risk Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### Course Objective:

The objective of this course is to explore the use of basic types of derivative instruments in the context of financial risk management by firms and financial institutions. Students are expected to develop competencies in pricing and use of financial derivatives, including options, futures, forwards and credit derivatives in risk management, hedging and trading strategies.

#### Course Contents:

##### UNIT-1:

Over view of Risk, Insurance and Risk Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation, Risk assessment & Management and Risk control.

##### UNIT-2:

Risk Management using futures and forwards: Valuation of futures, valuation of forward contracts and differences between futures and forwards. Mechanics of buying & selling futures, Margins, Hedging using futures, specification of futures, Commodity futures, Index futures interest rate futures and arbitrage opportunities.

**UNIT-3:**

Risk Management using Options: Types of options, option pricing, factors affecting option pricing, call and put options on dividend and non-dividend paying stocks, put-call parity mechanics of options, stock options, options on stock index, options on futures and interest rate options. Concept of exotico option, Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

**UNIT-4:**

Derivatives: Types of derivatives, Commodity derivatives, commodity futures market, exchanges for commodity futures in India, Forward markets, commissions and regulations, commodities traded, trading and settlements and physical delivery of commodities.

Value at Risk (VAR): Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

**Text Books:**

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH.
3. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008.
4. Financial Derivatives –Kumar S. S. S, PHI, 2007.

**Reference Books:**

1. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
2. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
3. Risk Management – Koteswar, HPH.

**BANKING & INSURANCE SPECIALIZATION**

<b>Course Code: MBAD16F22B1</b>	<b>Credit Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the Principles of lending, Forms of advances, Credit Risk Assessment, Stressed Assets Management and Recovery Methods of banks.

**Course Contents:**

**UNIT-1:** Principles of lending, Forms of advances, Deregulation of interest rates, concept of BPLR, Base rate, Different types of security, Different types of borrowers – individual, proprietary, partnership, companies, Trusts, Company advances - Advances to large industries – general principles, exposure norms, credit reporting system, credit delivery system,

multiple/consortium/syndication mode; Concept of MPBF (Tandon, Chore, Nayak Committee), 1997 Kannan Committee, Financial Follow up Reports, Projected Balance Sheet Method- Operating Cycle, Projected level of operations, Profitability, Inventory and

receivable norms, Credit Delivery System (Jilani Committee, Projected Turn-over method, Flexible approach to Current Ratio, CMA.

#### **UNIT-2:**

Cash Budget Method. Documentation – Charge creation, search, filing, modification, satisfaction, floating/fixed, Paripassu. Bridge Finance, LC and Bank Guarantees - financial, performance, deferred payment, RBI guidelines, Letter of Comfort. Credit Risk Assessment - borrower/facility rating; internal/external; hurdle/default rate; risk assessment for new borrowers.

#### **UNIT-3:**

Term Loan, Project Finance, infrastructure lending. Financing of Trade and Services sector, Fair Practices Code for Lenders, Definition of Priority Sector - Latest guidelines of RBI for Priority, Mandated targets prescribed by RBI and our position & Investment in RIDF, Scheme of RIDF.

#### **UNIT-4:**

Stressed Assets Management - Quick mortality accounts, Special Mention Accounts (SAM), Monitoring of Standard assets, Review of SAM, Sub-standard, Doubtful and Loss assets; Different Recovery Methods - compromise settlements, One-Time Settlements (OTS), Through Lok Adalats, IRAC Norms - Income Recognition and Identification of NPAs; P R Khanna Committee on asset classification - RBI guidelines on Renewal/Review of limits; Technical NPAs, Prudential guidelines on Restructuring of Advances by banks – norms, agricultural advances, Asset Classification, Provisioning for Assets. Interest not collected account, Advances under collection account, Partial write-off, and unsecured exposures.

#### **Practical Components:**

1. Study Forms of advances provided by a Bank and submit the report on the same.
2. Study borrower/facility rating by internal/external in bank and submit the report on the same.
3. Study the Debt Recovery Methods of a Bank and submit the report on the same.
4. Study the Term Loan & Project Finance of a Bank and submit the report on the same.

#### **Text Books:**

1. W. Koch Scott, Timothy. “Bank Management” Thomson Learning, New Delhi.
2. Shekar and Shekar “Banking Theory and Practice” Vikas Publishing House, New Delhi.
3. All about UCP 600; R.N Bose, Macmillan Publishers

#### **Reference Books:**

1. Vishwanathan R. “Industrial Finance” Macmillan, New Delhi.
2. IIBF, “Risk Management” Macmillan, New Delhi.
3. Prasad K, Nirmala and Chandradas. “Banking and Financial System” Himalaya Publishing House, Mumbai.
4. Co-operative banking operations; IIBF; Macmillan Publishing House

<b>Course Code: MBAD16F22B2</b>	<b>Bank Management And Retail Banking Operations</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>

**Course Objective:**

At the end of the course students will be able to know the fundamentals of banking business, Principles of banking, Pricing of bank's products, Bank's credit policy and Management, Management of Noninterest income and expenses, and Trends and Future of International Banking.

**Course Contents:****UNIT-1:**

Fundamentals of Banking Business - Principles of Banking, Role of Banks, Intermediation, Payment System Constituent, Financial Services. Structure of Banking Business - Banking System, Classification of Banks, Organisation and Structure. Planning and Management - Operational Efficiency and Productivity Planning, Business Planning and Targeting, Assessment of Business Potential, Service Requirement and Manpower Planning, Management of Operation Costs, Centralised Operations, Transfer Pricing, Reporting to RBI

**UNIT-2:**

Pricing of Bank's Products - Managing Deposit Services, Pricing Deposit-related Services, Pricing Business Loans, and Pricing Consumer Loans. Marketing of Bank Services - Applicability of Marketing Mix ("Ps") in Banks. Private vs. Public Sector Banks, Relationship Marketing, Distribution Channels. Bank's credit policy and Management - Need for Credit Policy, Credit Process, RBI's Credit Policy, Characteristics of Loan Products.

**UNIT-3:**

Introduction to Retail Banking - Characteristics of a commercial bank, International banking, Wholesale banking, Retail banking in India, Reasons for retail growth – An analysis, Advantage of retail banking, The path ahead in India, The barriers to the development of Indian banking sector. Retail Banking Liability Products - Types, Method of opening deposit accounts, Rules Regarding Deposits. Retail Banking-Asset Products, Principles of lending Loans, Cash credit, Purchase of/discounting bills, Letter of Credit and Guarantees and indemnity, Guarantee-Non fund credit, Credit card.

**UNIT-4:**

Payment Systems - Remittance Products, Traditional instruments, Internet banking, and Automated Teller Machine (ATM) debit card, Credit card, Electronic Clearing Service (ECS), Electronic Funds Transfer (EFT), Smart card, Mobile banking, Cheque truncation. Other Financial Services - Sale of Gold Coins, Locker, Safe Custody, Collection of Cheques, Discounting of cheques, Collection of Trade Bills, Third Party products, Mutual fund, Insurance. Customers of Retail Banking. KYC [Know Your Customer], AML [Anti Money Laundering], Need for KYC and AML, Applicability of KYC

**Practical Components:**

1. Study Operational Efficiency and Productivity Planning of a Bank and submit the report on the same.
2. Study the Business Planning and Target setting of a bank and submit the report on the same.

3. Study the Marketing Mix (“Ps”) adopted by Banks and submits the report.
4. Study the Pricing of Bank’s Products in any bank and submits the report on the same.
5. Study the Strategies to Manage Non-interest Expenses of a Bank and submit the report on the same.
6. Study Retail Banking Liability Products and Retail Banking-Asset Products of a Bank and submit the report on the same.
7. Study the strategies followed by a bank in Marketing of Retail Banking Products and submit the report on the same.
8. Study the principles of lending followed by a bank.
9. Study New Channels of Banking Operations and submit a report.

**Text Books:**

1. Koch W, Timothy, & S. Scott. —Bank Management, Thomson, New Delhi
2. IIBF. —Principles of Banking| Macmillan, New Delhi.
3. Gupta, P K —Fundamentals of Insurance. Himalaya Publishing House, Mumbai.
4. Black, Kenneth and Horord D Shipper. —Life & Health Insurance Pearson Education, New Delhi.
5. Ganguly, Anand. —Insurance Mangement, New Age International, New Delhi.

**Reference Books:**

1. Mithani and Gordon. —Banking and Financial Systems, Himalaya Publishing House, Mumbai.
2. Sunderaram and Varshney. —Banking Theory, Law and practice, Sultan Chand & Sons, New Delhi.
3. Prasad K, Nirmala, J Chandradas. —Banking and Financial System, Himalaya Publishing House, Mumbai.
4. Jha, S M. —Service Marketing, Himalaya Publishing House, New Delhi.

<b>Course Code: MBAD16F22B3</b>	<b>Fundamentals of Actuarial Science</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course objective:**

The subject of Actuarial Science has derived its roots from Mathematics, Statistics, Economics and Finance. It has applications in the field of Life insurance, General insurance, Health insurance, Reinsurance, Valuation of Retirement Benefits viz. Gratuity, Pension, leave Encashment, etc. Asset valuation, Pricing of Securities and Derivatives, Risk Valuation, Risk Management and so on.

**Course Contents:**

**UNIT-1: Introductory Statistics and Insurance Applications**

Introduction -Discrete Probability Distributions - Continuous Probability Distributions - Mixed Distributions - Insurance Applications - Sum Of Random Variables Principles of Premium Calculation Introduction - Properties of premium principles - Examples of premium principal -Individual Risk Model- Models For Individual Claims - The Sum Of Independent Claims - Approximations

## **UNIT-2: Survival Distribution and Life Tables**

Introduction - Uncertainty Of Age At Death- Survival Function, Time – Until - Death for a Person - Curtate Future Lifetime - Force Of Mortality - Life Tables, Examples - Deterministic Survivorship Group - Life Table Characteristics -Assumptions For Fractional Age- Some Analytical laws Of Mortality, Life Insurance & Annuities

Introduction - Models For Insurance Payable At The Moment Of Death, Insurance Payable At The End Of The Year Of Death And Their Relationships - Introduction to life annuities - Continuous Life annuities - Discrete Life annuities - Life annuities with periodic payments

## **UNIT-3: Introduction to Derivatives**

Forward Contracts -.Spot Price, Forward Price, Future Price- -Call and Put Options 3.14 Zero - Coupon Bonds and Discount Bonds, Pricing Derivatives

Arbitrage Relations and Perfect Financial Markets -Pricing Futures - Put -Call Parity for European Options -Relationship between Strike Price and Option Price

Tools Needed for Option Pricing -.Wiener Process -.Stochastic Integration -Stochastic - Differential Equations

## **UNIT 4: Stochastic Models in Finance**

Discrete Time Process: Binomial model with period One - Continuous Time Process: Geometric Brownian Motion - Ito's Lemma - Black - Scholes Differential Equation - Black - Scholes Formula for European Options - Hedging Portfolios: Delta, Gamma and Theta Hedging

.Binomial Model for European Options Cox -Ross- Rubinstein Approach to Option Pricing - Discrete divide

### **Text Books:**

1. Statistics of Financial Markets: An Introduction, 3Rd Edition, Springer. pp 43 – 50
2. Discrete Stochastic Processes •Franke, J., Hardle, W.K. and Hafner ,C.M. (2011):
3. Introductory Statistics and Insurance Applications • Dickson, C.M.D. (2005)
4. Insurance Risk and Ruin (International Series on Actuarial Science), Cambridge University Press
5. Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A. and Nesbitt, C. J. (1997)
6. Life Insurance • Bowers, N. L., Gerber, H. U., Hickman, J. C., Jones, D. A and Nesbitt, C. J. (1997)

<b>Course Code: MBAD16F22B4</b>	<b>Banking Related Laws And Practices</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

### **Course Objective:**

At the end of the course students will be able to know the legal framework regulation that regulates the banking operations.

### **Course Contents:**

#### **UNIT-1:**

Legal framework regulation of banks - Constitution of Banks, RBI Act 1934, Banking Regulation Act 1949, Negotiable Instruments Act- Negotiable Instruments, Characteristics, Types, Parties to a Negotiable Instrument, Negotiation, Presentment, Dishonor, Discharge of

a Negotiable Instrument, Payment and Collection of Cheques. Contract of Indemnity and Guarantee - Indemnity Applicability to Banks, Rights of Parties in an Indemnity, Meaning of Guarantee , Guarantee applicability to Banks, Rights of Parties in a Guarantee. Contract of Bailment and pledge - Classification of Bailment, Duties and Rights Bailor and Bailee, Meaning of Pledge, Rights and duties of Pawn or and Pawnee.

**UNIT-2:**

Transfer of Property Act -Transfer of Immovable Property, Sale of Immovable Property, Mortgages and Charges, Rights and Liabilities of Parties, Lease and Exchange of Property, Gifts and Actionable Claims. Foreign Exchange Management Act - Authorised Persons to Deal in Foreign Exchange, Authorities under FEMA, Adjudicating Authorities and their Jurisdiction, Directorate of Enforcement. Banker's right of lien, setoff and appropriation - Banker's Right of Lien, Particular Lien and General Lien, Set-off and Appropriation, Rule in Clayton's case.

**UNIT-3:**

SARFESAI Act - Definitions and Scope of the Act, Regulations, Enforcement of Security, Offences and Penalties, Miscellaneous Provisions. Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (DRT Act) - Definitions, Establishment and Powers of Tribunal, Composition of Tribunal, Procedure of Tribunal, Recovery of Debt Determined by Tribunal. Banker's Book of Evidence Act- Applicability and Definitions, Conditions in the Printout, Inspection of Books

**UNIT-4:**

Consumer Protection Act - Definitions, Consumer Protection Councils, Consumer Disputes Redressal Agencies. Banking Ombudsman Scheme - Purpose and Extent, Establishment and Powers, Procedure for Redressal of Grievance, Arbitration and Conciliation Procedure. Banking Codes and Standard Board of India - Definitions, Formation of Banking Codes and Standards Board of India, Powers of the Board, Banking Codes and Rules MSE Code; Breach and Sanctions, Grievance Redressal. Laws relating to Cooperative Banks - Meaning, Cooperative principles, Regulation of Co-operative Banks, Laws Relating to Co-operative Banks.

**Practical Components:**

1. Study Banking Regulation Act 1949 and submit a report on how the act regulates the bank operations.
2. Study the Guarantee applicability to Banks in any bank and submit the report.
3. Study the Mortgages and Charges procedure followed by a bank and submits the report on the same.
4. Study the Recovery of Debts Due to Banks in a bank and submit the report.

**Text Books:**

1. Banking law and practice in India by M.L. Tannan
2. Banking theory, law and practice by P.N. Varshney
3. IIBF. "Principles of Banking" Macmillan, New Delhi.



4. IIBF, “Legal Aspects of Banking Operations” Macmillan, New Delhi.

**Reference Books:**

1. Srivastava P. K. “Banking Theory& Practice” Himalaya publishing House, Mumbai.
2. Natarajan and Gorden. “Banking Theory Law and Practice”

**OPERATIONS MANAGEMENT SPECIALIZATION**

<b>Course Code:MBAD16F22O1</b>	<b>BPR &amp; Enterprise Resource Planning</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

- Enterprise Resource Planning (ERP) is a type of integrated Information System (IS) which have come into prominence in recent time and whose purpose is to bring in an overall improvement in the Business Process Re-engineering by integrating the isolated and standalone IS of the organization corresponding to each of the functional areas.
- The objective of the present course is to introduce ERP to the students as an enterprise wide integrated Information system. Issues connected with the Architecture and design of such an application package is included.
- To understand the pre and post implementation issues of introduction of ERP and BPR

**Course Contents:**

**UNIT-1: Introduction to ERP:**

Enterprise – An Overview Integrated Management Information, Business Modeling, Integrated Data Model Business Processing Reengineering(BPR), Data Warehousing, Data Mining, On-line Analytical Processing(OLAP), Supply Chain Management (SCM), Customer Relationship Management(CRM), MIS - Management Information System, DSS - Decision Support System, EIS - Executive Information System.

**UNIT-2:**

**Benefits of ERP**

Reduction of Lead-Time, On-time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design-making Capability

**UNIT-3:**

**ERP Implementation Lifecycle**

Pre-evaluation Screening, Package Evaluation, Project Planning Phase, Gap Analysis, Reengineering, Configuration, Implementation Team Training, Testing, Going Live, End-user Training, Post-implementation (Maintenance mode)

#### **UNIT-4: BPR**

Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes, Role of information technology (IT) and identifying IT levers. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

#### ***Text Books:***

1. Pankaj Sharma. Enterprise Resource Planning. Aph Publishing Corporation, Newdelhi, 2004.
2. Hanson, J.J. "Successful ERP Implementations Go Far Beyond Software." San Diego Business Journal (5 July 2004).
3. Olinger, Charles. "The Issues behind ERP Acceptance and Implementation." APICS: The Performance Advantage
4. Millman, Gregory J. "What Did You Get from ERP and What Can You Get?" Financial Executive (May 2004).

<b>Course Code:MBAD16F22O2</b>	<b>Supply Chain Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objectives:**

- To Analyze the manufacturing operations of a firm.
- To Apply sales and operations planning, MRP and lean manufacturing concepts
- To Apply logistics and purchasing concepts to improve supply chain operations

#### **Course Contents:**

##### **UNIT-1:Introduction to Supply Chain Management**

Supply chain - objectives - importance - decision phases - process view -competitive and supply chain strategies - achieving strategic fit – supply chain drivers - obstacles – framework - facilities -inventory-transportation-information-sourcing-pricing.

##### **UNIT-2: Designing the distribution network**

Role of distribution - factors influencing distribution - design options - e-business and its impact – distribution networks in practice –network design in the supply chain - role of network -factors affecting the network design decisions modeling for supply chain. Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs tailored transportation.

##### **UNIT-3: Supply Chain Analysis.**

Sourcing - In-house or Outsource - 3rd and 4th PLs - supplier scoring and assessment, selection - design collaboration - procurement process -sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

##### **UNIT-4: Dimensions of Logistics**

A macro and micro dimension - logistics interfaces with other areas - approach to analyzing logistics systems - logistics and systems analysis - techniques of logistics system analysis - factors affecting the cost and importance of logistics. Demand Management and Customer Service Outbound to customer logistics systems - Demand Management –Traditional Forecasting - CPFRP - customer service - expected cost of stock outs - channels of distribution.

**Text Books:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Supply Chain Management by Janat Shah Pearson Publication 2008.
3. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, Cengage Learning, 1/e
4. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.
5. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Cengage Learning, 1/e
6. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts

<b>Course Code:MBAD16F22O3</b>	<b>Production &amp; Operations Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

The course is intended to provide a basic background in problems and opportunities encountered by managers in contemporary production and operations management. These will include, but not be limited to, issues concerning such management areas as:

- The planning and control of whatever productive activity comprises the business of the enterprise,
- The location and layout of the facility from which the production or service activity is accomplished,
- The design of the productive facility from both a machine and human viewpoint,
- The design of the activity to be accomplished by the humans in the system, and the improvement of all of these areas.

## Course Contents:

### UNIT-1: Introduction and Break even analysis

Break even analysis - Break even analysis in terms of physical UNITS, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Product add or drop decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

### UNIT-2: Forecasting

Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Exponential smoothing, Exponential smoothing with trends, Measurement of errors, Monitoring and Controlling forecasting models.

### UNIT-3: Facility Planning

Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts - product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

### UNIT-4: Employee Productivity

Productivity and work study Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors. Method Study Introduction to Method Study: Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, Worker area study, Work Measurement Introduction to Work Measurement: Work sampling study, Time study and setting standards

### Text Books:

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second Edition 2007
2. Operations Management, William J. Stevenson 8<sup>th</sup> 2005 edition.
3. Operations Management, Richard B Chase 11<sup>th</sup> edition TMH.
4. Production and Operations Management: Prof. K. Ashwathappa, K Sridhar Bhat, Himalaya Publications.
5. Production and Operations Management, Text and cases: Upendrakachru, First edition excel Books.
6. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western

<b>Course Code: MBAD16F22O4</b>	<b>Materials Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course objectives:**

- The key objective of this course is to acquaint the students with Decision making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations;
- Cost-reduction techniques in Pre-purchase and post-purchase systems; Modern material planning and delivery systems like MRP and JIT and Material handling and logistics systems. Role of Materials Management in Business
- To Consolidate the Activities of – Purchasing, Materials Planning Physical Distribution Management, Logistics Management, Synthesis.

**Course Contents:****UNIT-1:**

**Material planning:** introduction to material management and productivity, functions of material management, organization structures in material management, role of material management techniques in improved material productivity, objectives, material requirement planning, manufacturing resource planning, JIT production planning, strategic material planning, material control: acceptance, sampling, inspection, make or buy decision, simple cost analysis, economic analysis, break even analysis, break-even point theory, whether to add or drop a product line store management and warehousing, product explosion.

**UNIT-2:**

**Purchasing:** importance of good purchasing system, organization of purchasing functions, purchase policy and procedures, responsibility and limitations, purchasing decisions, purchasing role in new product development, role of purchasing in cost reduction, negotiations and purchase, purchasing research: identification of right sources of supply, vendor rating, standardization, vendor certification plans, vendor and supply reliability, developing new source of supply.

**UNIT-3:**

**Cost reduction:** cost control v/s cost reduction, price analysis, material cost reduction techniques, variety reduction, cost reduction and value improvement, techniques of cost control, standard costing, cost effectiveness, cost analysis for material management, material flow cost control.

**UNIT-4:**

**Inventory management:** Inventory v/s stores, types of inventory, inventory control, inventory build –up, EOQ, various inventory models, inventory models with quantity discount, exchange curve concept, coverage analysis, optimal stocking and issuing policies, inventory management of perishable commodities, ABC – VED analysis, design of inventory distribution systems, surplus management, information system for inventory management, case studies.

**Text Books:**

1. Material management:-W.R.StelzerJr.(PHI)

2. Material management:-D.S.Ammer&RichardErwinInc.
3. Material management:-A.K.Dutta(PHI)
4. Material management- An integrated approach :- P. Gopal;akrishnan,& M. Sundersen(PHI)

## ACTUARIAL MANAGEMENT SPECIALIZATION

<b>Course Code – MBAD16F22A1</b>	<b>Introduction to Actuarial Management</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

### Course Objective:

The aim of the Principles of Actuarial Management subject is that upon successful completion, the candidate should understand strategic concepts in the management of the business activities of financial institutions and programmes, including the processes for management of the various types of risk faced, and be able to analyse the issues and formulate, justify and present plausible and appropriate solutions to business problems.

### Course Contents:

#### UNIT-1:

##### Introduction

Actuaries- statutory roles of actuaries in pensions and insurance- Board of Actuarial standards- Actuarial Control Cycle – Risk management Control Cycle – Needs of the clients and stakeholders- factual information- subjective attitude of clients and stakeholders – benefits on contingent events- products, schemes and contracts. Actuarial board of India – Introduction

#### UNIT 2:

##### Contract Design and Planning

Design of products, schemes, contracts- Actuarial techniques in capital investment projects – cost benefit analysis.

#### UNIT-3:

##### Risk Analytics

Concept of risk – feasibility of insurance business – expected value principle – notion of utility - risk management- tools – methods – scenario analysis, stress testing and stochastic modeling – Risk models for short term.

#### UNIT-4:

##### Underwriting and Reinsurance

Reinsurance – History of reinsurance – Need for reinsurance – Functions of reinsurance – Types of reinsurance – Reinsurance – Special factors – Industrial risks and reinsurance – Property reinsurance – Engineering reinsurance – Fire reinsurance – Accident & Liability reinsurance – Marine Reinsurance – Aviation Reinsurance – Co-Insurance – Life Reinsurance – Non-standard risks – Administration of reinsurance – Different types of reinsurance clauses

### References & recommended reading:

1. Underwriting Principles-Author -, Joseph F Mangan / Connor M Harrison
2. Underwriting management--Author – C.I.I.
3. Life and health insurance underwriting --Author – Mary C. Bickley /Barbara Foxenberger Brown / Brown Jane Light cap.

4. Principles of insurance: life, health and annuities (Author - Jones, Harriett E/ Long, DaniL ) Publisher – LOMA--Year of Publication – 1997.

<b>Course Code – MBAD16F22A2</b>	<b>Marketing Of Insurance Products And Services</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:**

The aim of Marketing of Insurance Products and Services paper is to give an understanding on how to create customer and generate profit through customer satisfaction. The Insurance Marketing focuses on the formulation of an ideal mix for Insurance business so that the Insurance organization survives and thrives in the right perspective.

**Course Contents:**

**UNIT 1: Role and Operation Of Marketing In The Insurance Industry**

Definition of marketing - The role of the customer in marketing- Marketing and other related business functions within the insurance industry- Impact of external and internal factors on the marketing strategy.

**UNIT 2: Marketing Concepts And Their Application To The Insurance Industry**

Insurance customers and their buying patterns - Supply and demand in the insurance industry (including insurance cycle) - Marketing mix - Segmentation of existing and prospective customers - Competitive positioning - Differentiation of the product or service- Financial Value Chain analysis – Portfolio management - The life cycle of insurance products and services.

**UNIT-3: Marketing Strategy For Insurance Products And Services**

Identifying segments in insurance customers - Identifying competitors - Competitor’s portfolio of offerings and position - Developing a portfolio of opportunities - Scenario testing - Taking a position in the market -Value and supply chain analysis - Pricing - Regulation - Branding insurance products and services – Innovation in insurance companies – innovation levers – innovation process – innovation forms.

**UNIT-4: Distribution of Insurance products and services**

Different channels for distribution (including Call centers) - Distribution options - Service delivery - Customer experience, including claims - Managing the customer relationship

**References & recommended reading**

1. Marketing: concepts and strategies. Sally Dibb ... [et al]. 5th European ed. Boston, Massachusetts: Houghton Mifflin, 2005.
2. Marketing of Financial services , M.Y.Khan TMH
3. Marketing management. Philip Kotler. 13th ed. London: Pearson Education, 2009.
4. Marketing planning for financial services. Roy Stephenson. Aldershot, Hants: Gower, 2005.



<b>Course Code – MBAD16F22A3</b>	<b>Insurance Business Environment</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:**

This paper intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. The insurance market and the importance of insurance contracts are discussed. Customer value proposition and product/process innovation is included to understand the Core insurance Product features, Positioning, Communication and Distribution channels.

**Course Contents:**

**UNIT-1: The Concept of Insurance and its Evolution**

The basics and nature of insurance – evolution and nature of insurance – how insurance operates today – different classes of insurance – importance of insurance – how insurance takes care of unexpected eventualities - Management of risk by individuals – management of risk by insurers – fixing of premiums – reinsurance and its importance for insurers – role of insurance in economic development and social security .

**UNIT-2: Insurance Contract**

Terms of an insurance contract – principles which form the foundation of insurance – significance of the principle of insurable interest – the principle of indemnity – the principle of subrogation – the principle of contribution – disclosure of all relevant information – principle of utmost good faith – the relevance of proximate cause – the insurance contract

**UNIT-3: Insurance Market**

Constituents of the insurance market – operations of insurance companies - operations of intermediaries – specialist insurance companies – insurance specialists – the role of regulators – other bodies connected with insurance. (discuss the insurance market both in India and other countries).

**UNIT-4: Customer Value Proposition**

Core Product features, Positioning, Communication and Distribution channels –Innovation and developments of these components and their interplay to develop distinguishing and sustaining propositions - Risk coverage, benefits, price/premium and associated services - key components -core features of an insurance product – Customer Value Proposition – positioning –customer segmentation –communication and distribution channels - Aligning the Value Proposition with Customer segments – innovation.

**References & recommended reading:**

1. Engineering Insurance Its Principles and Practice , R. H. Procter

2. Rural insurance business: Potentiality and Marketing, Deshpande, S.P, National Insurance Academy, 1999.
3. Risk Management & Insurance – C A Williams & R M Heins
4. Marketing Management- Kottler P. Prentice Hall.

<b>Course Code – MBAD16F22A4</b>	<b>Life Insurance</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Contents:**

**UNIT-1: Introduction to Life Insurance**

Principle terms – life insurance products – benefits and risks to policy holder and insurer – products – conventional with profits – accumulating with profits – UNIT linked – index linked – mortgage endowment – group pension and deposit administration

**UNIT-2: Business and Regulatory Environment**

Taxation of the Indian business of life insurance companies - effect of taxation on the benefits and premiums paid under Indian life insurance contracts - IRDA regulations – principles of dynamic solvency – design of life insurance products in India – reinsurance and underwriting requirements of Indian Life insurance companies.

**UNIT-3: Insurance Documents**

Insurance Documents including proposal forms and other relevant forms - · First Premium Receipt/Renewal Premium Receipt - Policy Contract - Endorsements - Renewal Notice/ Bonus notices - Other Insurance Documents related to insurance

**UNIT-4: Life Insurance Products**

Traditional/UNIT Linked policies - Individual and Group Policies - With Profit and Without Profit Policies - Different types of insurance products- whole life products, Interest sensitive products,, Term Assurance, Annuities, Endowment Assurance, -Insurance products for Female, Children, Physically /Mentally Handicapped lives - OPTIONS, GUARANTEES AND RIDERS - Policy riders, Policy options, Policy guarantees.

**References & recommended reading:**

1. Insurance - Fundamentals, Environment and Procedures : B.S.Bodla, M.C.Garg&K.P.Singh,
2. Insurance - Law and Practice :C.L.Tyagi&MadhuTyagi.
3. Health Insurance in India - A Review (A Comprehensive Guide to Health Insurance in India) : The Insurance Times.
4. Guide to Practice of General : Dr. RakeshAgarwal, 2nd edition, 2011

<b>Course Code:</b> MBAD16F22C <sub>1</sub>	<b>Course:</b> Mass Communication & Media Studies
<b>Course Type:</b> Soft Core	<b>Number of Credits:</b> 04
<b>Lecture-Tutorial-Practical (LTP):</b> 2-2-0	

**Course Objective:**

Communication is universal to all human beings and is central to our lives. In fact, it regulates and shapes all human behavior. Therefore, it is important to have clear understanding of the basic concept of communication first and then gradually, students will be introduced to the concepts of various tools of mass communication and mass media.

This course looks at the basic nature and characteristics of communication, types of communication, process of communication, and introduction to the various forms of media. The course will also deal with the various roles mass media play in the society.

**Level of Knowledge:** Conceptual

**Course Contents:**

**UNIT-1: Introduction to Communication**

Communication and its Importance - Elements, Forms and Effects – Types - Theories and Models - Tools of Communication - Mass Communication and Mass Media Role - Noise in Communication - Importance of Perception - Effective Communication - Role of Media in our Life - Media Time Line - Media & Mass Media - Functions of Mass Media - Types of Mass Media - Role of Media in a Democracy - Understanding The Role of Media in Development - Development Communication - Initiatives in India - Writing on Development Issues - Media as Public Sphere - Media as Public Service - Media and Civil Society - Citizen Journalism

**UNIT-2: Radio, Television & Cinema**

Development of Radio Broadcasting in India - Characteristics of Radio - Emergence of FM - Internet Radio and Community Radio in India - Popular Radio Genres - Radio Programme Production - Ownership and Control - The Radio Station - The Radio Team - Brief History of Television in India - Trends in Indian Television - Formats of Television Programmes - TV Programme Production - Ownership and Control - Evolution of Indian Cinema - Various Genre - Cinema and Society - How films are made - Film appreciation/criticism

**UNIT-3: Print Media & Photojournalism**

The World of Print Media - Types and Characteristics - Journey of the Newspaper - Role of Press in Social & Political Movements - Freedom of Press - Press Ownership and Control - Making News - Analyzing News - Representation of Different Groups - Content of Newspaper - Alternatives to Mainstream Journalism - Introduction to Photojournalism - Types - Working of a Camera - Equipment in Photography - Photo Feature - Role and Responsibility of Photojournalist

**UNIT-4: Advertising & New Media**

Role of Advertising in Marketing - Evolution - Functions - Types - Ethics -Current Issues - Product Placement - Surrogate Advertising - Celebrity Endorsements - Representation of Women and Children - New Media: Future of Journalism - Characteristics of New Media - Traditional vs New Media – Convergence - Blogging and Social Media

**MBA Second Semester**  
**Mass Communication Specialization**

<b>Course Code:</b> MBAD16F22C <sub>2</sub>	<b>Course:</b> Digital Marketing
<b>Course Type:</b> Soft Core	<b>Number of Credits:</b> 04
<b>Lecture-Tutorial-Practical (LTP):</b> 2-2-0	

**Course Objective:**

In today's interconnected, hyperaware world, brand awareness and brand engagement are synonymous. We are in the age of digital brand engagement, where brands need to participate in, and inspire, a two-way conversation with their consumers.

The Internet has emerged as a platform to facilitate global commerce and communication. Its exponential growth has transformed the value chain of virtually every industry, and millions of commercial businesses are now doing business online.

**Course Outcome:**

Students taking this elective will learn to use basic e-marketing tools relevant to the internet marketing context and apply various marketing strategies. They will also learn to evaluate the role of social media in the marketing context and use digital analytics to evaluate and optimize the effectiveness of digital marketing strategies.

You will explore how marketing online differs from a traditional marketing environment, and identify and discuss web-based marketing opportunities such as using Facebook, Twitter and Google in today's business world.

This elective will teach you about this shift and how it has altered the way brands communicate with their audiences. You will learn about the challenges of managing a digital brand and how rich and compelling content, combined with digital distribution, are integral to brand engagement.

Throughout the course, you'll learn from real life case studies and gain an understanding of the important role that blogs, Facebook, Twitter, Snapchat and other social platforms play in today's business world.

**Level of Knowledge:** Practical

**Course Contents:**

### **UNIT-1: Marketing in a Digital World**

Introduction to Digital Marketing - Understanding basic planning - Advantages of digital medium over other media - Digital medium in today's marketing plan - Content Marketing, Distribution and its Value - Challenges associated with content marketing - Digital Marketing Tools and Tactics - Online Advertising: Approaches and Principles - Digital Marketing Assets - Media Assets: Owned, Paid & Earned Media

### **UNIT-2: Understanding Your Digital Consumer**

Online consumer behavior and psychology - Online-Offline Interaction and the Omni Channel World - New Business Models of the Digital Economy - Introduction to GRAVITY (Geography, Resistance, Adjacency, Vicinity, Isolation, Topography and You) - Marketer control versus consumer control - Consumer empowerment - Consumer participation and engagement - Frictions and Commerce - Variety and the Digital Economy

### **UNIT-3: Digital Marketing Tools and Principles**

Strategic digital marketing and performance metrics - New Media Platforms - Networks Effects - Social Advertising and Targeting - Viral Products - Organic Celebrity - Persuasion and Sentiment - Online Community and Models of Influence - Website & Content Marketing - Search Marketing - Social Media Marketing - User Nurturing - Display Marketing - Mobile Marketing - Web Analytics & Growth Hacking

### **UNIT-4: Reputation Management**

Corporate Reputation in the Digital Age - Reputation and Participatory Culture - How online has changed the media cycle - Managing Reputation Online - Protecting a Reputation - Best practice reputation management

## THIRD SEMESTER

<b>Course Code: MBAD16F3100</b>	<b>ITM &amp; Business Analytics</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 1:1:1</b>	

### Course Objective of ITM:

The objective of the course is to impart the basic concepts of information technology & systems required in organizations. The course helps the students to develop skills in understanding, maintaining & usage of applications of various information systems.

### Course Contents:

#### UNIT-1: MIS & Business Applications

Components of IS, Data & information, Information as a resource, Computer Fundamentals - System Software & Application Software (applications of Spreadsheet), Database concepts, Telecommunication & network technologies, Enterprise systems, Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM).

#### UNIT-2: e-Business & Security Issues

Doing Business over the internet, E-business, E-business Models, E-Commerce, Mobile E-commerce, Building an E-commerce Website, System vulnerability and Abuse, Computer crime, Technologies for handling security, Managing Security

#### UNIT-3: Business analytics

Hypothesis testing – procedure, types of error, hypothesis testing for mean and proportions for small and large samples, Students' T distribution, ANOVA –one way and two way, nonparametric test – Chi square test. Correlation analysis – Methods of correlation analysis. Regression analysis – Linear and multiple regression.

#### UNIT-4: FUNDAMENTALS OF PROBABILITY AND DECISION THEORY

Probability theory – meaning and importance – approaches of probability, conditional probability and joint probability, random variable. Probability distribution – Binomial, Poisson and Normal distribution. Decision theory – decision tree analysis, decision making under certainty, uncertainty and risk.

### Practical Components:

1. Use of spreadsheet for business analytics
2. Study of CBS of a bank

### Text Books:

1. Managing Information Systems in Business, Government and Society - Rahul De, Wiley India
2. Introduction to Information System - James A. O' Brien, Tata McGraw Hill, 12/e. Business Statistics, J. K. Sharma, Pearson
3. Statistics for Management: T N Srinivastav and ShailajaRego, MvGraw Hill.

4. Managerial Statistics : B. R. Dey, McMillan
5. Mathematics and Statistics for Management, Mittal, Sathyaprasad and PradeepRao, HPH.

**Reference Books:**

1. Management Information Systems - Kenneth J Laudon, Jane P. Laudon, Pearson, 12/e, 2012
2. Management Information Systems - W. S. Jawadekar, Tata McGraw Hill Edition, 3/e, 2004

<b>Course Code: MBAD16F3200</b>	<b>R-Transform Series-III (Career Planning)</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 02</b>
<b>LTP = 1:0:1</b>	

**Course objectives:**

Personal development is a lifelong process. During the 1.5 years of their MBA program, this course sets the foundation for a holistic development of the student; with an inside –outside approach. The goal is to provide tools for both personal and professional effectiveness.

The course will be of 2 Credits each (30 hours of training) with continuous assessment process. There will not be a final written examination. The course will use Experiential Learning as pedagogy with role plays, activities and simulations.

**Series 3 – Career planning – 2 credits (30 Hours)**

**Course Contents:**

**Module 1: (10 hours)**

**Resume Building (6 hours):** Creating a professional resume and covering letter is critical. The students would be encouraged to develop a career oriented resume based on the job descriptions.

**Building Networks (4 hours):** Developing networking skills with the industry professionals and mentors through various conferences and online networking platform tools will help students to develop confidence and communication skills.

**Module 2: (10 hours)**

**Projects and Internship (6 hours):** A detailed exposure on the process of selecting projects and topics which career enhancing is very important for MBA students. The faculty would provide clarity on the research methodology of undertaking projects and internships in a company.

**Jobs and careers (4 hours):** This module would expose the students on the process of how to land on their dream jobs and building a long term career plan.

**Module 3: (10 hours)**

**Skill training (Data Analysis: Excel / SPSS - 10 hours).**

The students will get hands on experience on working with Excel or SPSS with real time data and creating analytics skills and presenting their findings to the stakeholders.

**Assessment**



The students will be assessed continuously on Presentations and written report.

**Presentation: 50 marks:** After every module, individually or as a team (not more than 4 members), the students will present the learning outcome to the trainer / the class. The faculty can decide on the number of assignments and presentations. The students also could develop their own blogs, websites etc based on their interests.

**I-Transform Scrap Booklet: 50 marks:** The students need to submit a personal transformation scrap book with the learning and action points. The book could be very creative showing one's transformation through collage, mind maps, pictures and so on.

<b>Course Code: MBAD16F3300</b>	<b>Introduction to Management</b>
<b>Course Type: OPEN ELECTIVE</b>	<b>No. of Credits: 04</b>
<b>LTP = 3:1:0</b>	

**Course Objective:**

The main objective of the course is to familiarize the management concepts to engineering students. Management concepts are essential to engineers as they have to visualize the entire process of various activities from starting to ending, i.e., planning to control of events or activities. At the end of the course, the students are in a position to assess the steps involved in any activity/event and also how to plan an activity and control the deviations.

**Course Contents:**

**UNIT-1: Introduction:**

Introduction to management, concepts of management, art, science and profession Management functions. PODSCORB, Evolution of management thought, Relevance of management concepts to engineering.

**UNIT-2: Planning:**

meaning of planning, planning functions, types of plans, organization span of control, authority, responsibility, accountability, delegation, decentralization, organization structure-types.

**UNIT-3: Staffing and Directing:**

Concept of staffing process of selection, training, types, performance, career development motivation, and importance, types of motivation, leadership concepts, and types, Communication, types, barriers in communication and effective communication.

**UNIT-4: Control:**

Control, importance steps in control, principles of effective control, planning and control.

**Suggested Readings:**

1. Prasad L M. Principles of management, Sultan Chand & Co, New Delhi
2. Koontz, H. and Weihrich, H. *Essentials of Management*, Pearson Education.
3. Robbins, S. and Coulter, M. *Management*, Pearson Education.
4. Singh, B.P. and Singh, A.K., *Essentials of Management*, Excel Books.
5. Chhabra, T.N., *Essentials of Management*, Sun India.
6. Griffin, R.W., *Management Principles and Application*, Cengage Learning

## MARKETING SPECIALIZATION

Course Code:MBAD16F33M1	Sales & Channel Management
Course Type: SOFT CORE	No. of Credits: 03
LTP = 2:1:0	

### Course Objectives:

- The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value based output and productivity Learning Outcomes.
- Introduced to an overview of basic principles of selling and distributing and to outline the areas in which executives make decisions;

### Course Contents:

#### UNIT-1: Introduction to sales management:

Meaning, the sales management process Emerging Trends in Sales Management, Personal Selling: Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies. Salesmanship.

#### UNIT-2

**Sales organization:** Meaning, Factors influencing structure, organizational principle and design key account sales, sales process automation, emerging organizational designs

**Management of Sales Territory & Sales Quota:** Sales territory, meaning, size, designing, sales quota, procedure for setting sales quota ,Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, motivation for sales force, designing a sales training programme, Compensation & Appraisal for Sales force.

#### UNIT- 3

**An Introduction of Marketing Channels;** Structure, Functions and Relationships of channels of Distribution; Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions.

#### UNIT-4

**Channel Design Process and Channel Management Decisions** –Designing customer oriented marketing channels. Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Four Cases to reflect sales and channel management.

### Recommended Books:

1. Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
2. Sales & Distribution Management – Havaldar & Kable, TMH.
3. Managing of Sales Force - Spiro Stanton Rich, 11/e, TMH, 2003.
4. Sales Management: Text and Cases – Ghosh P. K, HPH.

**Reference Books:**

1. Sales & Retail Management: An Indian Perspective - S.L. Gupta, 1/e, 2007, Excell books.
2. Salesmanship and Sales Management - Sahu P. K & Raut K. C, 3/e, Vikas Publishing House.
3. Sales Management - Douglas J. Dalrymple, William L Crowe, John Wiley & Co.
4. Sales & Distribution Management: An Indian Perspective – Gupta S. L, Excel Books, 2010.

<b>Course Code: MBAD16F33M2</b>	<b>B2B Marketing</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

- The course prepares students for careers in the areas of marketing of industrial products & services, industrial projects & consultancy.
- It enhances the ability of the students to understand the nature of B2B marketing, & the process involved in practice.
- It equips in the Development of B-2-B Strategies and their implementation

**Course Contents:**

**UNIT-1:**

**Dimensions of Industrial Marketing:** Nature of Industrial Marketing, Economics of Industrial demand, Industrial Markets, Industrial Products, Organizational Procurement Characteristics – Industrial Marketing Environment, Government and Institutional Markets.

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

**UNIT-2:**

**Market Segmentation:** Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market, Industrial Market Research.

**Formulating Product Planning:** Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products

**Business Service Marketing:** Special Challenges

**UNIT-3:**

**Formulating Channel Strategy:** Direct & Indirect Channels, Industrial Distributors & Manufacturers Rep, Channel Objectives & Design, Channel Logistics, and Selection & Motivation of Channel Members.

**Pricing Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, Leasing

**UNIT-4:**

**The Promotional Strategies:** B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions, B 2 B Forms of E-Commerce.

**Management of Sales Force:** Personal Selling, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets.

Four case studies have to be discussed to reflect the syllabus

**Practical Components:**

1. Group presentations on organizational buying behavior & practices in purchase of raw materials, capital & facilitating goods in Indian Co's& MNC's operating in India.
2. Segmentation & Positioning of B2B Products.
3. Forecasting Techniques for demand of Industrial Products
4. Visit to Trade shows & Exhibitions
5. Industry visit in 2-3 Industries
6. Competitive Bidding Process
7. Preparation of quotation.
8. Industry survey in the context of B2B Marketing
9. Case studies

**Recommended Books:**

1. *Business Marketing* – Krishna K Havaldar; Latest Edition; Tata McGraw Hill Publication.
2. *Industrial Marketing* – Robert R Reeder & Reeder; Latest Edition; Prentice-Hall International Publication.
3. *Business Marketing Management* – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

**Reference Books:**

1. *Business Marketing* – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
2. *Industrial Marketing* – Mukherjee H S; Latest Edition; Excel Books Publication.
3. *Industrial Marketing* – PK Ghosh, Latest Edition; Oxford University Press.

<b>Course Code: MBAD16F33M3</b>	<b>Integrated Marketing Communication</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives**

- To develop and understanding of the overall marketing process and the role of the promotional mix in the marketing mix and strategy.

- To develop an understanding of the role of advertising and promotion within the context of a balance of theoretical and practical perspectives.
- To analyze the relationship of five elements of the promotional mix.
- To understand the planning, implementation, and evaluation process of marketing communications.

### **Course Contents:**

#### **UNIT-1:**

**Introduction of IMC;** Concept and Process of Integrated Marketing Communications, Role of IMC in marketing process, Elements of IMC- Advertising – Role, Classification of advertising, types of advertising campaigns. Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising. Publicity – Types of Publicity, relationship between advertising and publicity. Public Relations – Types of PR, Personal Selling (Meaning and steps); Direct marketing and direct response methods, Event Management.

#### **UNIT-2:**

**Advertising& Media Planning:** Advertising Agency, Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

#### **UNIT-3:**

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

#### **UNIT-4:**

**Monitoring, Evaluation and control:** Measurement of advertising effectiveness – various methods used for evaluation, Pre-testing, Post testing. Ethics and social responsibility in advertising campaigns. Case studies in Indian context.

### **Books recommended:**

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata McGraw Hill, 9/e, 2012.
2. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI,2002
3. Advertising ‘An IMC Perspective’ - S. N. Murthy / U.Bhojanna - Excel Books, 2007.
4. Advertising & Integrated Brand Promotion - O’Guinn, Allen, Semenik, Cengage Learning.
5. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
6. Integrated Marketing Communications – Niraj Kumar, HPH.

### **Reference Books:**

1. Foundations of Advertising, Chynawalla&Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers &Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma &Raghuvir Singh, PHI, 2006.
6. Otto Kleepner's Advertising Procedure-PH
7. International Edition-Contemporary Advertising Irwin/McGraw-Hill
8. Integrated Marketing Communications – Duncon – TMH

<b>Course Code: MBAD16F33M4</b>	<b>Retail Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

- Introduced to an overview of basic principles of retailing and to outline the areas in which executives make decisions.
- To understand the history and development of retailing, its role in the marketplace and distribution channel, retailing strategy, merchandise management, and store management.

**Course Contents:**

**UNIT-1:**

**Retailing:** - Meaning, Nature, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, and Retail as a career. Classification of Retail UNITS, Types of Retail Formats, Strategic Retail Planning Process. **Retailing in India**-Emergence of Organized Retailing : Traditional Retailing, Organized Retailing in India, Retailing in rural India, FDI in retailing, Role of IT in retailing, Emerging trends in organized retailing.

**UNIT-2:**

**Retail Location:** Factors affecting location decision-Site Selection- Location based retail Strategies. **Store Design:** Interiors and Exteriors – Store layout – Types of layouts - Factors affecting store layout – Store image mix – The Internet Store. Retail mix.

**UNIT-3:**

**Merchandise Planning:** Concept & Implication, process of Merchandise Planning. Store operations, Merchandise procurement and inventory management in retailing. **Merchandising:** Concept, Importance, Functions-Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands.

**UNIT-4:**

**Retail Pricing:** Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies, **Relationship Marketing in Retailing:** Management & Evaluation of Relationships in Retailing, **Retail Research in Retailing:** Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing.

Four Case Studies must be discussed in the class- preferably Indian context.

**Recommended Books:**

1. Integrated Retail Management - James R. Ogden & Denise T. Ogden, Biztantra, 2003.
2. Retail Management - Levy & Weitz, 8/e, TMH, 2012.
3. Retailing Management - Swapana Pradhan, 4/e, TMH, 2012.
4. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
5. The Art of Retailing - A. J. Lamba, McGraw Hill.
6. Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.

**Reference Books:**

1. Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009..
2. Retail Management - Chetan Bajaj, Oxford University press.
3. Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
4. Retail Management – Arif Sheikh, HPH.

**HUMAN RESOURCE SPECIALIZATION**

<b>Course Code: MBAD16F33H1</b>	<b>International Human Resource Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

To explore the students for the most complex task required for managing expatriates by educating them on International HRM process to acquire, rewards, motivates and manage its people effectively and also to understand the challenges usually faced by expatriates on their foreign assignments and to manage workforce globally.

**Course Contents:****UNIT-1: Introduction to IHRM**

Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons fore mergece of IHRM, Models of IHRM, Models of SHR Min Multinational Companies, Cultural issues in IHRM, International expansion strategies, The Challenges of International Human Resource Management.

**UNIT-2: Recruitment, Selection and performance management in International context**

International Managers- parent country nationals, third country nationals, host country nationals, advantages and Disadvantages of different selection methods, recruitment methods at international level, Selection criteria and techniques, interviews for international selection, international staffing issues. Performance management cycle, model, appraisal of expatriate, third and host country employees, issues and challenges in international performance management.

**UNIT-3: Training and development and compensation management in international context**

Training & development of international staff, types of expatriate training, HCN training, repatriate training knowledge transfer in multinational companies.

Current scenario in international training and development. Key components of international



compensation, Approaches to international compensation, compensation practices across the countries.

#### **UNIT-4: International Labour Relations**

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

Four case studies must be discussed in the class to reflect the practical situations.

#### **Recommended Books:**

1. International Human Resource Management- Monir H. Tayeb,Oxford University Press,2005.
2. InternationalHumanResourceManagement-PeterJ.Dowling,DeniceE.Welch, Cengage Learning.

#### **Reference Books:**

1. International Human Resource Management-AswathappaK,SadhnaDas,
2. International Human resource Management–RaoP.L,ExcelBooks.

<b>Course Code: MBAD16F33H2</b>	<b>Organization Development &amp; Change Management System</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objective:**

This course encourages students to integrate knowledge and skills developed in their previous management courses. Students learn and apply proven methods to help organizations achieve goals and build capabilities to meet future challenges. Emphasis will be placed on understanding how change impacts individuals, teams and organizations. This course will attempt to mirror the type of interactive communication and analytical processes that typically occur as organizations struggle to attain the objectives of their stakeholders in an intensely competitive environment. This course should be challenging, interesting and relevant. It focuses specifically on the types of problems, processes, and decisions that are faced by leaders in all types of organizations.

#### **Course Contents:**

##### **UNIT-1: Introduction to OD**

Foundation of OD, Theories of Planned Change, OD Process, Change Model

##### **UNIT-2: OD Interventions**

Human Process interventions, Techno Structural Interventions, HRM Interventions, Strategic interventions, Team Interventions

##### **UNIT-3: Organization Change**

External Drivers for change, Forces of Change, Approaches to changes, Action Research Model, Kurt Levin Model, Senge's Five Discipline

##### **UNIT-4: Applications of OD**

OD in Health Care, Family Owned business, Educational Institutions, Public Sector Organizations

**Recommended Books:**

1. Organizational development - Ramnarayan S and Rao T V, Sage Publicatin, 2011.
2. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education
3. Organizational development and change by Cummings and Worley , Cengage Learning 2005

**Reference Books:**

1. Organizational Change and Development – Kavitha Singh, Excel Books,2010
2. Change Management - Radha Sharma, Tata McGraw Hill, 2007.
3. Managing organizational change - Palmer, Dunford and Akin, 2011.

<b>Course Code: MBAD16F33H3</b>	<b>Competency based HRM</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

The objective of this paper is to familiarize the students with the fundamentals of competency management, experience the process of competency mapping and understand the integration of competency profiling to other HR application.

**Course Contents:****UNIT-1:**

**Competency Method in Human Resource Management:** Features of Competency Methods, Historical Development, Definitions, Approaches to Mapping and Case Studies in Competency Mapping.

**UNIT-2:**

**Competency Mapping Procedures and Steps:** Business Strategies, Performance Criteria, Criteria Sampling, Tools for Data Collection, Data Analysis, Validating the Competency Models, Short Cut Method, Mapping Future Jobs and Single Incumbent Jobs, Using Competency Profiles in HR Decisions.

**UNIT-3:**

**Methods of Data Collection for Mapping:** Observation, Repertory Grid, Critical Incidence Technique, Expert Panels, Surveys, Automated Expert System, Job Task Analysis, Behavioral Event Interview.

**UNIT-4:**

**Developing Competency Models from Raw Data:** Data Recording, Analyzing the Data, Content Analysis of Verbal Expression, Validating the Competency Models.

**Practical components:**

- Ask to students to study the organizational structures of any MNCs & prepare a competency dictionary for the said positions.

- Ask the students to role play the behavioral event interview to collect data for competency mapping for a HR Executive position / any other position of an organization.

**Recommended Books:**

1. Competency Based HRM, Ganesh Shermon, TMH, 5th Edition, 2009.
2. A handbook of Competency mapping – Seema Sangvi, Response Books, 2010.

**Reference Books:**

1. Competence at work (1993) by Lyle M. Spencer, Signe M. Spencer. John Wiley and Sons Inc.

<b>Course Code: MBAD16F33H4</b>	<b>HR Tools &amp; Analytics</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:** To expose students with analytical models, learn how to measure and evaluate past and current trends and combine these results with business intelligence quantum leap, revealing how to predict the value of future human capital investments.

**Course Contents:**

**UNIT-1:** Introduction to Predictive Analysis, Disruptive Technology-The power to predict, Towards Analytics and prediction

**UNIT-2:** The HCM 21 \* Model, Scan the Market; manage the risk, the new face of workforce planning, collapsing the silos, turning data into business intelligence

**UNIT-3:** Challenges and Opportunities with Optimal Decision Making and How Advanced Analytics Can Help Collaboration, Cooperation, and Reciprocity

**UNIT-4:** Value Creation and Advanced Analytics, Human Science and Selection Decisions Human Science and Incentives

**Recommended Books:**

1. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments By Jac Fitz-Enz
2. Applying Advanced Analytics to HR Management Decisions: Methods for selection, Developing incentives and improving collaboration by James C Sesil

**Reference Books:**

1. HR Analytics Handbook by Laurie Bassi
2. HR Analytics by Tracey Smith

**Finance Specialization**

<b>Course Code: MBAD16F33F1</b>	<b>Corporate Taxation For Business Decision</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

To impart knowledge of the provisions of Income tax law relating to the direct tax laws to the students. By the end of the course, students get knowledge of various tax incentives and benefits under direct taxes and services taxes.

**Course Contents:**

**UNIT-1:**

Overview of Direct Tax Laws, Direct versus indirect taxes, taxable person, Basic Concepts.

Deemed income, residence concept. Incomes which do not form part of total income Tax planning, Tax evasion, Tax Management and avoidance of double taxation Basis of charge; rates of taxes applicable for different types of assesses.

**UNIT-2:**

Salaries, Allowance, Perquisites, gratuity and retirement benefits; Income from house property Income from business and profession, Capital gains, Income from other sources.

**UNIT-3:**

Deduction U/S 80c to 80 u, Problems arising from aggregation of income and set off and carry forward of losses, Computation of income and Return of Income Tax, Filing procedure.

**UNIT-4:**

Service tax - Introduction, Basic Propositions, General Exemptions, Export of Services, Computation of Taxable Service, Registration, Issue of Invoice / Bills / Challan / Consignment Note, Payment, Refund, Records & Returns, Recovery, Rectification of Mistakes, Interest / Penalties, Search & Seizure, Accounts & Audit

**Practical component**

Preparation of Income tax returns, filling of e-returns, excel training.

**Text Books:**

1. Direct tax – VinodSinghania
2. Direct tax- Mehrotra

<b>Course Code: MBAD16F33F2</b>	<b>International Financial Management</b>
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**Course Objective:** The objective of this course is to acquaint students with an in-depth knowledge of the working of international financial markets, mechanism of Forex market, measurement of foreign exchange risk and exposure.

**Course Contents:**

**UNIT-1: International Dimensions of Financial Management:**

International financial Environment- The Importance, rewards & risk of international finance, Goals of MNC, International Business methods, Exposure to international risk, International Monetary system, Multilateral financial institution

International Monetary System, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. (Problems on BOP)

**UNIT-2: Foreign Exchange Market and Instruments**

Foreign Exchange Market: Function and Structure of the Forex market, Exchange rate quotations, Determination of Exchange rates in Spot markets and forward markets, Exchange rate behavior-Cross Rates-Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments

**UNIT-3: Foreign Exchange Risk Management**

Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap problems on both two ways and three way swaps. Cross currency Swaps.

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

**UNIT-4: International Parity Relationships**

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

**Text Books:**

1. International Finance Management - Eun&Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff Madura, Cengage Learning 2008.
4. International Financial Management – VyupthakeshSharan, 5/e, PHI, 2011.

5. International Financial Management – MadhuVij, Excel Books, 2010.

**Reference Books:**

1. International Financial Management – Apte P. G, 6/e, TMH, 2011.
2. International Financial Management – Jain, Peyrard&Yadav, Macmillan 2010
3. International Finance – Thomas O’Brien, Oxford University Press, 2010.

<b>Course Code: MBAD16F33F3</b>	<b>Financial Modeling Using Excel</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

Financial modeling is a mandatory activity for investment bankers, bankers, project finance persons, equity researchers, PE & VCs. The Financial Modeling Course offers a practical approach for financial analysts to come to the business valuation of any organization. This course will teach the modeling techniques available that can be used for accurate financial forecasting, and how to apply them using Excel.

**Course Contents:**

**UNIT-1:**

**Modeling Architecture:** Introduction to Financial Modeling, Financial Model Layout Essentials, Modeling techniques, Assumption setting, Review the relationship between major components of financial statements, Interlinking Income Statement & Balance Sheet and Integrating the Cash Flow.

**UNIT-2:**

**Introduction to Excel:** Quick review of the Excel program using “mouseless” excel techniques to create an efficient and robust historical analysis of the case study, Sample excel “short-cut” and “hot keys” techniques. Function wizard, e.g. - logic functions like “IF” statements, “PMT,” plus a series of other embedded excel functions.

**UNIT-3:**

**Operational Worksheets:** Calculating Revenue, Calculating Cost of Goods Sold (“COGS”), Other Operating Expenses, Arriving to EBIT, Using Revenues and Costs to derive Accounts Payable and Accounts Receivable. Using Excel’s Function Wizard to calculate Annuities, Calculating debt schedules and tricking the model to accommodate different time horizons. Calculating principal repayment and Time Value of money.

**UNIT-4:**

**Discounted Cash flow modeling:** Calculation of cost of equity, cost of debt, cost of capital. Using the Model to Price the Asset, Calculating Net Present Value, Calculating Internal Rate of Return, valuation of bonds and calculate the Enterprise Value.

**Text Books:**

1. Accounting for Managers – Jawaralal, 5/e, Himalaya Publishing House, 2011.
2. Introduction to Analysis Financial Statement – Ashish K Bhattacharya, Elsevier India.
3. Financial Management - Khan M. Y & Jain P. K, 6/e, TMH, 2011.

<b>Course Code: MBAD16F33F4</b>	<b>Project Appraisal Planning &amp; Control</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:** The course aims to familiarize the students with the core concepts of project management. Students should be able to undertake preliminary appraisal analysis of the projects with minor complexities.

**Course Contents:**

**UNIT-1:**

**Project Formation And Appraisal**

Project Management - Overview. - Generation of project ideas. Market, Technical, environmental and Social Analysis. Market and Demand Analysis. Economic and Financial Analysis. Formulation of Detailed Project Reports, Cost of project. Capital Budgeting Decisions Overview. Risk analysis in capital Budgeting

**UNIT-2:**

**Project Planning And Scheduling**

Project scheduling process. Gantt Chart. Critical Path Method. Programme Evaluation & Review technique. Crashing of Project Network

**UNIT-3:**

**Project Management**

Project Planning: Attributes of good plan. Forms of project organization. Project Planning. Human aspects of Project Planning. Prerequisites of successful project implementation.

**UNIT-4:**

**Project Completion And Evaluation**

Control; of in-process projects. Post completion audits. Abandonment Analysis. Integrated Project Management Control System. Managing Transition from Project to Operations. Managing E-Projects. Future of Project Management

**Practical Components:**

1. To undertake preliminary appraisal analysis of the projects with minor complexities.
2. Study of project finance schemes of banks.

**Text Books:**

1. Projects (Planning, Analysis, Selection, Financing , Implementation, and Review) – Prasanna Chandra, 8<sup>th</sup> Ed, TMH, 2012.
2. Project Management and Appraisal, Sitangshukhatua, Oxford, 1<sup>st</sup> Ed, 2011.

## Banking and Insurance Specialization

Course Code: MBAD16F33B1	Fundamentals of Insurance
Course Type: SOFT CORE	No. of Credits: 03
LTP = 2:1:0	

### Course Objective:

To give clear understanding of the main principles of insurance and to give broad knowledge of the insurance products

### Course Contents:

#### UNIT-1: Introduction to Insurance

– Insurable Interest- Human Life value Concept- Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith- Principle of Subrogation- Insurable interest – Proximate Clause- Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations- Duplicate policy– Nomination- Assignment – Lapse and revivals- Assignment – Foreclosure

#### UNIT-2: Types of Insurance

– Life Insurance and General Insurance Products including UNIT linked plans – Re-Insurance – Nature of Re-Insurance risk – Types of Re -Insurance – Reinsurance Agreements -Legal framework of life and general insurance – Underwriting (Process and Principles) – underwriting in Life insurance – Underwriting in Nonlife insurance Banc assurance- concepts – critical issues –Insurance Accounting – Financial Analysis and valuations- Solvency and performance measures. Concept of Insurance as an investment.

#### UNIT-3: Life Insurance Products:

Types of insurance policies-Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance

Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Medclaim Policy – Group Medclaim Policy – Personal Accident policy

#### UNIT-4: General insurance Products:

Fire Insurance – Fundamental principles – Fire insurance Contracts -Proposals Fire insurance proposals –Fire Insurance claims

Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing –Motor Insurance claims

Miscellaneous Products: Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

### Text Books:



1. Fundamentals of Insurance - Gupta, P K, 2/e, Himalaya Publishing House, 2011.
2. Fundamentals of Insurance – Kaninika Mishra, Prentice Hall of India, 2010.
3. Insurance Management: Text & Cases - Sahoo, S C and Das S C – Himalaya Publishing House, 2011
4. IC 33- Institution of Insurance
5. Insurance: Theory & Practice – Nalini Tripathi & Prabir Pal, PHI, 2010

**Reference Books:**

1. Banking and Insurance, Mohapatra and Acharya, Pearson, 2012.

<b>Course Code: MBAD16F33B2</b>	<b>Treasury and Risk Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the treasury operations, products, Liquidity planning and management of cash assets in banks. Students also will be able to calculate CRR and SLR ratios and know the treasury risk management methods followed by banks.

**Course Contents:**

**UNIT-1:**

Introduction to Treasury Management centralized vs. decentralized treasury management, asset liability management. Financial market and money market, types of money market instruments, collateralized borrowing, lending obligations and regulation of money markets. Treasury Products, exchange rate mechanism, swaps, options and commodity market. Central Bank and Foreign Exchange Market, approaches of CAC, FEMA and R>Returns concepts.

**UNIT-2:**

Liquidity Planning and Managing Cash Assets -CRR and SLR, liquid assets and instruments of monetary policy, cash management system, multinational cash management and analyses working capital management. Risk and Risk Measurement - processes and tools available for risk management, concept of quantitative risk measurement. Liquidity Risk Management - the procedures to measure and manage Net Funding Requirement (NFR), concept of liquidity gap report, RBI guidelines to banks.

**UNIT-3:**

Risk Management –Interest Rate Risk Management – Modern theory of interest, interest rate risk and sources of risks, measurement and shortcomings of gap analysis, sensitivity of portfolio and the strategies for controlling IRR, interest rate risk management role of financial intermediaries. Foreign Exchange Risk Management -various types of foreign exchange risks and currency exposure, foreign exchange risk management and the concepts of gap limit, stop loss limit , intraday and overnight limits, and value at risk approach. Introduction to Derivatives

**UNIT-4:**

Treasury Risk Management Methods –types of risks -Various components in treasury risk management, treasury management organisation and market risk management policy. Value at Risk

(VaR) -Various components of VaR, significance, different approaches and limitations of VaR, concept of back and stress testing. Asset Liability Management in Banks -ALM as coordinated balance sheet management, ALM system in banks and ALM information system, ALCO responsibilities, ALM support group and interest sensitivity.

**Practical Components:**

1. Study the treasury products offered by a Bank and submit the report on the same.
2. Study and calculate the CRR and SLR ratios in a bank.
3. Study the risk management methods followed by a bank and present the same in the class.
4. Study the ALM system and ALM information system of a bank and present the report.
5. RBI Master circular on TRM dated 1<sup>st</sup> July

**Text Books:**

1. IIBF. “Risk Management” Macmillan, New Delhi.
2. Bhaskaran, R. “An Introduction to Fund and Investment Management in Banks” Bankers Institute of Rural development, Lucknow.

**Reference Books:**

1. IIBF, “Bank Financial Management”
2. Bagchi, S.K. “Credit Risk Management.” Jaico Publishing House, Mumbai.
3. Rose, Peter. “Commercial Bank Management” 5th Edition, Texas A & M University College Station.
4. Chance. “Introduction to Derivatives & Risk Management” Thomson Learning, New Delhi.

<b>Course Code: MBAD16F33B3</b>	<b>Life and Non-Life Insurance Products</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

The objective of the course is to introduce the different types of life, health, general and wealth insurances to the students. The factors affecting the fixation of the premium as well as the advantages of covering oneself with insurance will be covered in depth. Also the different types of social security insurance plans, vehicle insurance plans will be introduced which puts the student at an advantageous position in the Banking and Insurance Industry.

**Course Contents:**

**UNIT-1: Life Insurance Products:**

Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Other types.

**UNIT-2: Health Insurance Products:**

Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy – Child welfare policy on.

**UNIT-3: Rural Insurance & Social Insurance:**

Various rural Insurance Policies – Project Insurance – Social Insurance – Old age, survivors and disability insurance – Types of benefits – unemployment insurance – workers compensation.

**Motor Vehicles Insurance:** Need – Types – Factors to be considered for premium fixing

**UNIT-4: Miscellaneous Products:**

Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

**Text Books:**

1. Gupta, P K “Fundamentals of Insurance.” Himalaya Publishing House, Mumbai.
2. Black, Kenneth and Horord D Shipper. “Life & Health Insurance” Pearson Education, New Delhi.
3. Ganguly, Anand. “Insurance Mangement” New Age International, New Delhi.

<b>Course Code: MBAD16F33B4</b>	<b>Developmental Banking Institutions</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objective:**

At the end of the course students will be able to know the Role of developmental financial institutions.

**Course Contents:**

**UNIT-1:**

Evolution of Institutional Banking: Role of Development Financial Institutions, role of each financial intermediary in mobilizing and providing credit. Small Industries Development Bank of India: Role of SSI/MSMEs in economic development, role of SIDBI in providing finance to this sector and the products and services offered by SIDBI. Micro Finance Institutions (MFIs) - Institutions providing micro finance and the role of micro finance in economic development. Introduction to IDFC, ILFS.

**UNIT-2:**

National Bank for Agriculture and Rural Development Overview of Agricultural banking, and the origin and credit functions of NABARD. Infrastructure Development - Different sectors of infrastructure and the Government policy toward infrastructure development, Public Private Partnerships, Viability Gap Funding and DFIs for provision of infrastructure finance. Institutional Finance for Housing - Overview of Housing Finance, in rural and urban areas and the institutions providing housing finance, NHB and other Housing Finance Institutions like HDFC.

**UNIT-3:**

International Banking and International DFIs: International Financial Institutions like the World Bank, European Development Finance Institutions, and World Development Financing Institutions. Changing profile of Institutional Banking: Comparison of Development banks vs. Commercial banks. Concepts of Account and Cash Management Services: Overview of

account services, cash management services, RTGS, NEFT, ECS. Treasury and Capital Markets: Forex, money market and derivatives, Capital markets like equity, debt, and private placement. Introduction to World Bank, IMF, BIS, ADB.

#### **UNIT-4:**

Financing foreign trade: Means of financing exports and imports, regulations in terms of RBI. Introduction to EXIM Bank, ECGC, Asset Reconstruction Companies - Implications of NPAs, overview of Securitization and Asset reconstruction companies. Other Financial Intermediaries and services - Role of financial intermediaries and services, the functioning of the depository system, financing by NBFCs and the payment and settlement system in financial markets.

#### **Practical Components:**

1. Study the role of SSI/MSMEs & micro finance in economic development and submit the report on the same.
2. Study the Institutions providing micro finance in India and prepare a report.
3. Study Institutional Finance for Housing & infrastructure offered in India and prepare a report.
4. Study the Means of financing exports and imports at a bank and submit the report on the same.

#### **Text Books:**

1. International Banking Operations; IIBF; Macmillan Publishing House
2. Corporate Banking; IIBF; Macmillan Publishing House
3. Fundamentals of International Banking by Roop Narayan Bose

#### **Reference Books:**

1. Shekar and Shekar "Banking Theory and Practice" Vikas Publishing House, New Delhi.
2. Material management:-W.R.StelzerJr.(PHI)
3. Material management:-D.S.Ammer & Richard ErwinInc.
4. Material management:-A.K.Dutta(PHI)
5. Material management- An integrated approach :- P. Gopala Krishnan, & M. 6.
6. Sundersen(PHI)

#### **Course Objectives**

- This course will provide the student with the underlying principles and techniques of Total Quality Management (TQM) with emphasis on their application to technical organizations.
- To develop a working knowledge of the best practices in Quality and Process Management.
- To view quality from a variety of functional perspectives and in the process, gain a better understanding of the problems associated with improving quality, also quality tools utilized in service and international/environment.
- The course aims to impart knowledge on the quality management process and key quality management activities.

#### **Course Contents:**

##### **UNIT-1: The Foundations of Total Quality Management**

Components of quality, The total quality management approach, Innovation, design and improvement, Product quality characteristics and service quality characteristics, Quality parameters and specific dimensions of quality ,Planning for quality: Flowcharting, Detailed flow, Process charts and flow

diagrams Planning for just-in-time (JIT) management System design and contents System documentation, implementation and assessment

### **UNIT-2: TQM Tools and the Improvement Cycle**

Measurement of quality, Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries , Specific techniques for design, reliability, maintenance and process improvement, Quality of design Quality of conformance to design, Control of non-conforming products: Identifying and classifying non-conformance. Documenting non-conforming products. Re-inspection of repaired and reworked products, Corrective and preventive action

### **UNIT-3: The Quality Organization within an Organisation**

People and the organizational structure, Responsibilities and performance management, the relationship between the quality organization and top management, Culture change through teamwork for quality improvement, implementing teamwork for quality improvement: the DRIVE model

### **UNIT-4: Quality Control**

Introduction to Quality Control, process Control and Product Control, Chance and Assignable causes of Quality variation, Advantages of Shewhart control charts, Process Control charts for variables, X, R and sigma charts, fixation of control limits.

#### **Text Books:**

1. OAKLAND, J.S.: Total Quality Management – the route to improving performance Butterworth/Heinemann (1993)
2. HOYLE, D:ISO 9000 Quality Systems Handbook 2nd Edition Butterworth/Heinemann 1997
3. TENNER, A.R.& De TORO I.J:Total Quality Management – Three Steps to Continuous Improvement Addison –Wesley Publishing Company 1992
4. BROWN, S. et al : Strategic Operations Management 2<sup>nd</sup> Edition Elsevier Butterworth-Heinemann 2005
5. Statistical Quality control by E.L. Grant Elementary S.O.L. by I.W.Burr, M. Dekkar

<b>Course Code:MBAD16F33O2</b>	<b>Technology &amp; Innovation Management</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

#### **Course Objective:**

- To introduce to the issues, concepts, and practices associated with the strategic management of technology and innovation and knowledge generation, transfer and exploitation within firms and in relationship to the external environment.
- To use targeted readings, examples and cases to apply your knowledge in the context of an organization or innovation system.
- To develop transferable professional and practical skills as well as transferable skills through group discussions and presentations

#### **Course Contents:**

**UNIT-1: Introduction:** innovation and its pervasive effects; perspectives. Case studies of innovation and impacts. Long term impacts of technological change (Steel processing, computerization, mass production).

**UNIT 2: Economics and technological change:** Technology strategy and firms. The role of small firms in innovation. The Product Life Cycle and markets. Networks, standards and formats. Dominant designs, Lock-in and systems.

**UNIT 3: Innovation in services:** Intellectual property rights: the system and its use. Defence R&D and Innovation. Knowledge management and the firm, Organizational capabilities, innovation & strategy, Role of small firms in the innovation process, Corporate organization of knowledge.

**UNIT 4: Innovation and venturing:** Management of the product innovation process, Open innovation and innovation systems, Intellectual property, Standards and Strategy, Strategies for anticipating technological change, Building innovative organizations.

**Text Books:**

1. Tidd, J., and Bessant, J. (2009), Innovation : What is it and why it matters, Fourth Edition, John Wiley & Sons:
2. P. N. Rastogi Sage Publications, 1995 - Business & Economics - 301 pages
3. John E. Ettlie - 2006 - Preview - More editions

<b>Course Code MBAD16F33O3</b>	<b>World Class Manufacturing</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

- To Define manufacturing and explain its relationship to design and marketing.
- To Describe the value added by manufacturing and its role in creating wealth in a nation.
- To Provide a historical perspective on the changing nature of manufacturing in India

**Course Contents:**

**UNIT-1: Introduction To World Class Manufacturing:**

Manufacturing Excellence and Competitiveness, What is world-Class Manufacturing?-Hall’s framework of world-Class Manufacturing (WCM), Gunn’s Model of World-Class Manufacturing, Maskell’s Model of World-Class Manufacturing, America’s Best Plants Model of World Class Manufacturing.

**UNIT-2: World Class Manufacturing:**

The philosophy of world-class Manufacturing-The First Principles of World-Class Manufacturing, The practices of World-Class Manufacturing-The customers Interface ,The Supplier Interface, World-Class Practices in the factory, Quality Management, Shingo’s **SIX SIGMA** :The Basics, The core of Six Sigma(DMAIC), design for Six Sigma, DFSS and the customer, Quality time and the Bottom line , core of DFSS-IDOV method , DFSS Metrics, DFSS Infrastructure –People and resources, Implementing DFSS

**UNIT-3: Principles and Practices of Wcm:**

Data collection plan, research-internal public domain sources, outside experts etc. original research, site visits, and code of conduct. Analyzing the gap: Top displaying data, deciding and combining best work practices, Balance Score Card Technique, Value Stream Mapping, validation, recommendations etc

**UNIT-4: Benchmarking:**

Definition, mission and objectives, managing benchmarking process, training and code of conduct, future scope and benchmarking process. What to benchmark: concept of step zero, priorities, business processes – linking to goals etc, investigation, documentation, performance measures, improving business processes. Whom to benchmarks: Developing candidate list, systematic search, refining the initial list.

**Text Books:**

1. **Hammer, Michael and James Champy.** Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing , London.- 1993
2. **Finding and Implementing Best Practices-** Business Process Benchmarking, Champ, Robert C. Vision Books , New Delhi – 2008
3. **World Class Manufacturing- A Strategic Perspective-** Sahay B S, Saxena K B C, Ashish Kumar, : MacMillan – India Ltd, ISBN 0333-93-4741.
4. **Six sigma for Managers-** TMH 2002, Greg Brue, ISBN- 0-07-048639-5

<b>Course Code:MBAD16F33O4</b>	<b>Advanced Production Planning &amp; Control</b>
<b>Course Type: SOFT CORE</b>	<b>No. of Credits: 03</b>
<b>LTP = 2:1:0</b>	

**Course Objectives:**

- The ultimate objective of production planning and control, like that of all other manufacturing controls, is to contribute to the profits of the enterprise. As with inventory management and control, this is accomplished by keeping the customers satisfied through the meeting of delivery schedules.
- To establish routes and schedules for work that will ensure the optimum utilization of materials, workers, and machines and to provide the means for ensuring the operation of the plant in accordance with these plans.

**Course Contents:****UNIT-1:**

Introduction to Manufacturing Systems Engineering: Process Planning, Logical design of process planning, Computer Aided Process Planning (CAPP), Computerization of file management; Variant (Retrieval), Generative and demi-generative approaches, General remarks on CAPP developments and trends.

**UNIT-2:**

Resource Planning & Production Control and Value Engineering: Overview of production control, Forecasting, Master production schedule, Materials requirements planning, Evolution from MRP to MRP II, Evaluation of MRP approach, Order release, Shop floor control. Objectives of value engineering – types of values – function & cost – product life cycle- steps in value engineering – methodology in value engineers – FAST Diagram – Matrix Method.

Location – Facility location and layout – Factors considerations in Plant location- Comparative Study of rural and urban sites – Methods of selection plant layout – objective of good layout – Principles – Types of layout – line balancing.

### **UNIT-3:**

Just in Time (JST) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control, Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

### **UNIT-4:**

Job Sequencing and Operations Scheduling and Toyota Production System (TPS):: Introduction- Job sequencing-n jobs, One machine-n jobs, Two machine-n jobs, Three machines-n jobs- two jobs, M machines –n jobs, M machines-sequencing jobs on parallel machines, **Toyota Production System (TPS):** Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS

- (a) Kanban number under constant quantity withdrawal system
- (b) Constant cycle, Non-constant quantity withdrawal system
- (c) Constant withdrawal cycle system for the supplier Kanban

Production smoothing in TPS, Production planning, Production smoothing, Adaptability to demand fluctuations, Sequencing method for the mixed model assembly line to realize smoothed production of goal.

### **Text Books:**

1. Jacobs, F.R., Berry, W.L., Whybark, D.C., and Vollmann, T.E., Manufacturing Planning and Control for Supply Chain Management, Sixth Edition, McGraw-Hill/Irwin, 2011.
2. Nahmias, S., Production and Operations Analysis, 4<sup>th</sup> Edition, McGraw-Hill Irwin, 2001.

### **Reference Books:**

1. Gaither, N. and Frazier, G., Operations Management, Ninth Edition, Southwestern, 2002.
2. Hax, A.C. and D. Candea, Production and Inventory Management, Prentice-Hall, 1984.
3. Nahmias, S., Production and Operations Analysis, Third Edition, Irwin, 1997.
4. Production and Operations Management S.N. Chary Tata McGraw Hill
5. Operations Management J.G. Monks McGraw Hill
6. Facility Layout and Location Francis and White Prentice Hall
7. Just in Time Manufacturing Kargoanker -
8. Toyota production System-An Integrated Approach to Just in Time Yasuhiro Modern Engineering and Management Press

### **Actuarial Management Specialization**



<b>Course Code – MBAD16F33A1</b>	<b>General Insurance</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:**

The aim of the General Insurance Specialist Applications subject is to instill in successful candidates the ability to apply knowledge of the Indian general insurance environment and the principles of actuarial practice to providers of general insurance in the India and the awareness of regulatory developments in the principal general insurance markets of the world like UK, Europe, and USA.

**Course Contents:**

**UNIT-1:**

**Introduction to General Insurance**

Principle terms – regulatory and supervisory requirements – IRDA and actuarial practices – Quarterly solvency margin reports (Forms KG, HG) , Taxation accounts - Annual Financial Condition Report - Annual Appointed Actuary’s Report - Calculation of Economic Capital – reserving techniques - financial planning requirements of general insurer.

**UNIT-2:**

**Fundamentals / Principles of General Insurance**

Contract of Insurance - Condition necessary for a contract- Contractual Duty- Contribution under Policy conditions - INSURANCE DOCUMENTS - Proposal Forms - Policy Forms - Cover Notes - Certificate of Insurance – Endorsements - Renewal Notice - Other Insurance Documents.

**UNIT-3:**

**Types of General Insurance**

Fire insurance - the standard fire & special perils policy - terrorism cover - tariff system - special policies - marine insurance - marine policies - duration of cover – claims - motor insurance - motor vehicles act, 1988 - personal accident cover for owner-driver - theft claims - personal accident insurance - types of disablement- claims - extended coverage.

**UNIT-4:**

**Legislative and Regulatory Matters**

Insurance Act, 1938 - The Insurance (Amendment) Act, 2002 - General Insurance Business (Nationalization) Amendment Act, 2002 - I.R.D.A. Regulations, 2002 – CLAIMS - Legal Aspects b) Surveyors and Loss Assessors - Claims documents - Loss Minimization

**References & recommended reading**

1. Insurance - Fundamentals, Environment and Procedures : B.S. Bodla, M.C. Garg & K.P. Singh,
2. Insurance - Law and Practice :C.L. Tyagi & Madhu Tyagi.
3. Health Insurance in India - A Review (A Comprehensive Guide to Health Insurance in India) : The Insurance Times.
4. Guide to Practice of General : Dr. Rakesh Agarwal, 2nd edition, 2011

<b>Course Code – MBAD16F33A2</b>	<b>Investments and Finance</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:**

The aim of this Finance and Investment Technical subject is to instill in successful candidates the ability to apply, in simple situations, the principles of actuarial planning and control to the appraisal of investments, and to the selection and management of investments appropriate to the needs of investors.

**UNIT-1:****Investment objectives and Alternatives**

Concepts relating to investment - investment objective - investment process - investment constraints — investment strategy — investment v/s speculation — arbitrage - gambling — types of investors — investor behavior - investment avenues.

**UNIT-2:****Selection Criteria**

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

**UNIT-3:****Portfolio Construction**

Construction on investment indices –principal active management styles – equity portfolio management techniques - bond portfolio management techniques – Portfolio construction, revision and evaluation.

**UNIT-4:****Portfolio Hedging**

Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities.

**References & recommended reading:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management – PUNITHavathyPandian, 2/e, Vikas, 2005.

<b>Course Code – MBAD16F33A3</b>	<b>Health Care Insurance</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

**Course Objective:**

The aim of the Health and Care Specialist Applications subject is to instill in the successful candidates the ability to apply knowledge of the UNITEDed Kingdom and Indian health and care environment and the principles of actuarial practice to the provision of health and care benefits in the United Kingdom and India.

## Course Contents:

### UNIT-1:

#### Insurance Business Environment

Terms in Health and Care Provision in India – Types of health and care insurance products – State provision - general business environment for health and care insurers – legal, taxation and regulatory framework to health and care insurance in India – Professional standards to actuaries in Indian health and care operations

### UNIT-2:

#### Design and Pricing of Health and Care Insurance Products

Policy conditions – capital requirements – marketability- competition – distribution – management of risks – underwriting – reinsurance, 3<sup>rd</sup> party insurance administration – investment policy – renewal process and options – value analysis – control of risks – asset-liability management

### UNIT-3:

#### Role of Health Care Insurer

Importance of health and care provision – health care systems worldwide – different approaches to financing health care – quality adjusted life years – role of healthcare insurer – statutory actuarial roles.

### UNIT-4:

#### ABI Guidelines

Actuarial Board Of India guidelines – actuarial, economic and financial factors – best practices in health and care provisions.

#### References & recommended reading:

1. Health Insurance in India - A Review: Dr Rakesh Agarwala, The Insurance Times, Sashi Publications
2. Governing Mandatory Health Insurance: Jain Books
3. Understanding Health Insurance Textbook & Workbook Bundle : Michelle A Green, Delmar Publishers 8<sup>th</sup> Edition.
4. Health Insurance Today : Janet I. Beik, Elsevier, 4th Edition

<b>Course Code – MBAD16F33A4</b>	<b>Pension Fund Management</b>
<b>Course Type - SOFT CORE</b>	<b>No of credits – 03</b>
<b>L:T:P - 2 : 1 : 0</b>	

#### Course Objective:

The aim of the Pensions and other Employee Benefits Specialist Application subject is to instill in successful candidates the ability to apply knowledge of actuarial and related subjects as these apply to Pensions, Social Security and other Employee Benefits in India (in particular), UK and across the globe (in general).

#### Course Contents:

##### UNIT-1: Introduction

Principle terms – role of State, employers, individuals, trustees, actuaries and advisers – legal framework for pensions and other long term employee benefits- gratuity, Provident fund, Leave benefits and Medical benefits – Indian and International accounting standards – professional guidance

for actuaries by Institute of Actuaries of India .

### **UNIT-2: Financing and Design**

Methods of financing the benefits – timing of contributions relative to benefits - factors determining suitable design – level and form of benefits – choice of assets when benefits are funded – sponsor covenant – risks and uncertainties - level and incidence of benefits, level and incidence of contributions, level and incidence of return on capital, overall security of benefits in India.

### **UNIT-3: Asset-Liability Management**

Trade off between risk and return, projection models –strategies – problems of transfer of pension rights – valuation of defined benefit scheme to new entrants – discontinuance terms – rights of beneficiaries – other benefit expectations – provision for discontinuance benefits and level of available assets.

### **UNIT-4: Monitoring and Analysis**

Process of analysis – use of results – pension provision – reasons for monitoring – data required – pension scheme design – monitoring asset adequacy – protection of member rights – analysis of risks undertaken - level of funding- surplus and deficiencies – future contributions – mergers and takeovers – winding up a scheme – sponsor covenants.

### **References & recommended reading**

1. Compensation and Rewards Management : B. D. Singh, Excel Books
2. Human Resource Management, VSP Rao, Excel Books
3. Compensation and Benefit Design : Bashker D. Biswas, Pearson
4. Strategic Compensation – A Human Resource Management Approach : Joseph J. Martocchio, Pearson, 6<sup>th</sup> Edition

<b>Course Code</b>	<b>Course Title</b>	<b>Course Type</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBAD16F33C2	<b>Visual Communication</b>	SC	2	1	0	3

### **Course Objectives:**

The objective of this course is to enable students to:

1. Possess fundamental understanding of the elements and theories of visual communication and the principles of narrative.
2. develop student’s screen-writing skills and help them understand how to convert an idea from the creative brief to screenplay.
3. delve further into the elements of film-making and expose them to the nuances of lighting, composition, camera movements, point of view and their application into film-production.
4. introduce post-production techniques and sound design for broadcast production, multi-platform video structure and editing for social media.

### **Course Outcomes:**

On successful completion of this course students shall be able to:

1. Identify principles of film design and be familiar with the four fundamental elements of film style.

2. learn basic principles of filmic design, four foundational elements of film style, tools of camera and styles of editing.
3. Analyze the art, craft and technique of filmmaking and apply those to create their own screenplay and visualize a basic story idea.
4. be familiar with post production techniques and will be able to apply the acquired skills to produce their own film, which will culminate as their final project.

**Course Content:**

**UNIT 1**

**Knowing Your Medium:** Introduction to Visual Communication – Elements & Theories of Visual Communication – Seeing, Perception and Context

Principles of Narrative - Telling Stories with Images – Visual Language

Visual Analysis Theories - visual message and meanings.

The six perceptions of visual message: Personal, Historical, Technical, Ethical, Cultural Critical perspectives. Semiotic Analysis – Aspects of sign and symbols.

**UNIT 2**

**Screen Grammar:** Elements of Screen Writing – Storytelling, Action, Character, Setting, Theme and Structure Film & Video as a Storytelling Medium – Scene, Shot & Sequence

The 3-act structure – Set-Up, Confrontation, Climax, Resolution – Plot and Sub-plot – Shot Breakdown Creating & Developing Characters – Screenplay

**UNIT 3**

**Elements of Film-making:** Light – Types of Lights, Three-point Lighting and Unique Uses of Lighting Manipulating the Image - Colour, Temperature, Filters and Effects

Composition – Introduction to the Camera, Visualization and Framing - Mechanics of Film Camera Image Size – Camera Angles – Camera Movements – Rule of Thirds – Golden Points – Lenses – Depth of Field – Focus & Selective Focus – Rhythm and Movement – Perspective

Ways of Shooting: Blocking. Master-close and triple-take method. Cut in and cut away.

Elements of a Shot – Size, Uses and Context – Point of View – Moving Camera

Continuity, Imaginary Line

**UNIT 4**

**Studio Production & Post-Production:** Video Post-Production Techniques – Basics of Editing – Elements of Editing - Editing Function & Principles – Linear and Non-linear Editing – Principles of Editing

Introduction to Sound Design – Using Sound to deliver a Story – Using Background Music & Sound Effects – Principles of Recording

Introduction to the Broadcast Studio – Production Equipment – Production Crew

Basic Television System – Expanded Studio & Electronic Field Production Systems –Television Studio – Studio Control Room – Master Control – Studio Support Areas  
 Video standards – Recording formats – Video Compression – Virtual Reality – Multi-Platform Video Structure – Video for Social Media

**Text Books:**

1. Lester, E (2000) Visual Communications: Images with Messages Thomson Learning
2. Schildgen, T (1998). Pocket Guide to color with digital applications. Thomsom Learning
3. Picture this: Media Representation of Visual Arts and artists. University of Luton Press
4. Palmer, Frederic: Visual Elements of Art and Design,1989, Longman Porter, Tom and Goodman, Sue:
5. Manual of Graphic Technique 2: For Architects, Graphic Designers, and Artists,1982, Astragal Books. London Palmer. F: Visual Awareness (Batsford, 1972)

Course Code	Course Title	Course Type	L	T	P	C
MBAD16F33C3	Communicative Design & Writing	SC	2	1	0	3

**Course Objectives:**

The objective of this course is to enable students to:

1. introduce students to writing for the mass media, including news-gathering, features writing, advertising and public relations copy writing.
2. develop the student’s ability to analyze design using design aesthetics, fundamental elements of art, basic principles and theories.
3. introduce the tools and techniques used in today’s communication industry, focusing on editing images (Raster images on Adobe Photoshop), creating illustrations and vector design (On Adobe Illustrator) and executing page design & layouts (On Adobe InDesign).
4. apply the acquired design skills from the previous units, and design a Customer-centric communication, including the creative brief, campaign planning, ideation, content creation and execution.

**Course Outcomes:**

On successful completion of this course students shall be able to:

1. Write media content factually, persuasively and effectively, in accordance with industry standards.
2. be familiar with the basic principles and fundamentals in visual art and design.
3. Undertake computer-based projects using Adobe Photoshop, Adobe InDesign and Adobe Illustrator software programs will familiarize students with the basic tools and pallets.
4. understand the creative process, develop techniques and methods of creative problem solving, and apply the acquired skills to execute a final creative campaign project.

**Course Content:**

**UNIT 1**

**Media Writing:** Newsgathering & Interviewing Skills – Advertising and Public Relations  
Copywriting – Writing for New Media & Internet – Screenwriting for Broadcast – Ethics in Writing for Media

**UNIT 2**

**Design Aesthetics:** Introduction to Graphic Design – Ways of Seeing – Elements & Principles of Design – Form, Repetition, Structure, Similarity, Gradation, Radiation, Anomaly, Contrast, Concentration, Texture and Space – Typography – Colour Theory

**UNIT 3**

**Basics of Graphic Design:** Creating Images for the Print & Web (Basic Photography) – Editing Images (Raster images on Adobe Photoshop) – Illustrations and Vector Design (On Adobe Illustrator) – Page Design & Layouts (On Adobe InDesign)

**UNIT 4**

**Application of Design:** Designing for Social Media & Digital Advertising – Print Design Project – Customer-centric Communication – Creative Brief & Campaign Planning – Ideation, Content Creation to Presentation

**Text Books:**

1. Gail Greet Hannah, Elements of Design, Princeton Architectural Press, 1 July 2002
2. Hoffman, Armin; Graphic design manual, Principles and Practice. Arthur Niggli Publisher, Multilingual edition.
3. Proctor, R.M.; The principles of pattern, Dover Publications Inc.; Revised edition edition
4. Wong, Wucius; Principles of Form and Design, Wiley Publications, (1 September 1993)
5. Frutiger, Adrian; Signs and Symbols: Their Design and Meaning by, Ebury Press; New edition edition.

<b>Course Code</b>	<b>Duration</b>	<b>Course Title</b>			
MBAD16F33C1		<b>Advertising Management</b>			

**UNIT-1: INTRODUCTION TO ADVERTISING**

Evolution of Advertising -Advertising meaning - nature and importance of advertising - types and objectives. Response hierarchy - models and alternatives. Relation of advertising with other marketing mix elements. Social & Ethical issues of Advertising.

## **UNIT -2: MESSAGE DECISIONS AND DEVELOPMENT**

Communication process - basic and elements - Marketing Communication – Major media types – their merits and demerits - Advertising through internet and interactive media - issue and considerations

Factors influencing media choice - media selection – media scheduling. Advertising creativity - Advertising appeals - Advertising copy and elements of print advertisement creativity - Tactics for print advertisement.

## **UNIT III: MEASURING ADVERTISING EFFECTIVENESS**

Arguments for and against measuring effectiveness - Advertising testing process - Evaluating Communication and sales effects - Pre-and Post-testing techniques. Budgeting for Advertising-Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods

## **UNIT IV: ORGANISATIONAL ARRANGEMENT**

Advertising Agency – Role - types and selection of advertising agency - *Structure of an Advertising Agency*; Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department; Ancillary Services; Interfacing with Client's Organisation

### **Suggested Readings:**

1. Belch and Belch, Advertising and Promotion, Tata McGraw Hill Co.
2. Sharma, Kavita, Advertising; Planning and Decision Making, Taxmann Publication Pvt. Ltd.
3. Mahajan. J.P., and Ramki Advertising and Brand Management Ane Books Pvt Ltd. New Delhi.
4. Burnett, Wells, and Moriatty, Advertising; Principles and Practice, Pearson Education.

### **Course Objectives:**

1. To develop an understanding of the concept, types and significance of advertising.
2. To enable students to grasp concepts of media and media strategy.
3. To expose students to the various techniques of advertising budget techniques.
4. To help students understand the structure and functions of ad agencies.

### **Course Outcome:**

At the end of the course the student should be able to :

1. Discuss the significance and evolution of advertising
2. Explain the pros and cons of different advertising media alternatives
3. Demonstrate the various techniques of developing advertising budgets
4. Explain the concept and functions of ad agencies

## **FOURTH SEMESTER**

<b>Course Code: MBAD16F4100</b>	<b>Strategic Management</b>
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**Course Objectives:**

- The aim of this course is to allow students to examine strategic management processes and to encourage debate, discussion and reflection.
- To provide in depth understanding of strategic formulation, choice, implementation and control.

**Course Contents:****UNIT-1:**

**Introduction of Strategic Management:** meaning, nature, importance and relevance. The Strategic Management Process: – Corporate, Business and Functional Levels of strategy. Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management. Relationship between a Company’s Strategy and its Business Model. Balance scorecard.

**UNIT-2:**

**External and Internal Analysis:** The Strategically relevant components of a Company’s External Environment Analysis, Industry Analysis - Porter’s Five Forces model – Industry driving forces – Key Success Factors. Analyzing a company’s resources and competitive position - SWOT analysis – Value Chain Analysis –Benchmarking

**UNIT-3:**

**Competitive Strategies:** Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Portfolio Analysis: BCG Matrix – GE 9 Cell Model.

**UNIT-4:**

**Strategy Implementation and control-** Strategy implementation; Organization Structure – Matching structure and strategy. Behavioral issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control

Four Case studies to reflect national and international strategy.

**Text Books:**

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
4. Business Policy and Strategic Management – Subba Rao P, HPH.
5. Strategic Management - Kachru U, Excel Books, 2009.

**Reference Books:**

1. Strategic Management: Concepts and Cases - David R ,13/e, PHI.
2. Strategic Management: Building and Sustaining Competitive Advantage- Robert A. Pitts & David Lei, 4/e, Cengage Learning.
3. Competitive Advantage - Michael E Porter, Free Press NY
4. Essentials of Strategic Management - Hunger, J. David, 5/e, Pearson.
5. Strategic Management – SarojDatta, jaico Publishing House, 2011.
6. Business Environment for Strategic Management – Ashwathappa, HPH.
7. Contemporary Strategic Management-, Grant, 6/e, 2012, Wiley India.

<b>Course Code: MBAD16F4200</b>	<b>Business Development Models</b>
<b>Course Type: HARD CORE</b>	<b>No. of Credits: 02</b>
<b>LTP = 1:0:1</b>	

**Course Objective:**

The main objective of the course is to encourage the students to have thorough understanding of the business model generation. This will help the students to think independently to have creative abilities among the students.

**Course Contents:**

**UNIT-1:**

Introduction to business model development, importance of BMD, the building blocks, business model canvas, BMD patterns, unbundling business models, long tail, multi sided platforms, free as a business model , open business models etc.

**UNIT-2:**

Customer insights, ideation, visual thinking, prototyping, storytelling scenarios,

**UNIT-3:**

Business model environment, evaluating business models, business model perspective on blue ocean strategy, managing multiple business models.

**UNIT-4**

Business models design process, BMDP and innovation, design attitude, various phases, prepare for a successful business model design project, case studies.

**Reference Books:**

Alexander Osterwalder and Yves Pigneur: Business Model generation,, Wily Indiapvt ltd, New Delhi.

<b>Course Code – MBAD16F4300</b>	<b>Project Work</b>
<b>Course Type - HARD CORE</b>	<b>No of credits – 10</b>
<b>L:T:P - 0:1:9</b>	

## **TRAINING AND PLACEMENT:**

Having a degree will open doors to the world of opportunities for you. But Employers are looking for much more than just a degree. They want graduates who stand out from the crowd and exhibit real life skills that can be applied to their organizations. Examples of such popular skills employers look for include:

- Willingness to learn
- Self motivation
- Team work
- Communication skills and application of these skills to real scenarios
- Requirement of gathering, design and analysis, development and testing skills
- Analytical and Technical skills
- Computer skills
- Internet searching skills
- Information consolidation and presentation skills
- Role play
- Group discussion, and so on

The REVA University therefore, has given utmost importance to develop these skills through variety of training programs and such other activities that induce the said skills among all students. A full-fledged Career Counseling, Training and Placement (CCTP) Centre headed by well experienced dynamic Trainer, Counselor and Placement Officer supported by an efficient team does handle all aspects of Internships and Placement for the students of REVA University. The prime objective of the CCTP Centre is to liaison between REVA graduating students and industries by providing a common platform where the prospective employer companies can identify suitable candidates for placement in their respective organization. The CCTP Centre organizes pre-placement training by professionals and also arranges expert talks to our students. It facilitates students to career guidance and improve their employability. In addition, CCTP Centre forms teams to perform mock interviews. It makes you to enjoy working with such teams and learn many things apart from working together in a team. It also makes you to participate in various student clubs which helps in developing team culture, variety of job skills and overall personality. The University has signed MOU's with Multi-National Companies, research institutions and universities abroad to facilitate greater opportunities of employability and as well students' exchange programs for higher learning

The need of the hour in the field of Business, Management, Commerce and Trade is efficient leaders of repute, who can deal the real time problems with a pinch of innovation. This kept in focus, the training and Placement cell has designed the training process, which will commence from second semester along with the curriculum. Special coaching in personality development, career building, English proficiency, reasoning, puzzles, leadership, strategic management and communication skills to every student of REVA University is given with utmost care. The process involves continuous training and monitoring the students to develop their interpersonal skills that

will fetch them a job of repute and to choose a proper career path.

REVA University has signed MOU's with Universities abroad and Multi National Companies for exchange programs to enhance the opportunities in the field of Commerce.

## FACULTY MEMBERS

<b>S.No</b>	<b>Name of the Faculty</b>	<b>Designation</b>
1	Dr. M M BAGALI	Professor & Director
2	Dr. CHITHAMBAR GUPTA V	Associate Professor
3	Dr. SHINU ABHI	Head-REVA Academy for Corporate Excellence
4	Prof. B DIWAKAR NAIDU	Associate Professor
5	Dr. SHALINI CHANDRA	Associate Professor
6	Dr. B R SANTOSH	Associate Professor
7	Prof. SHIVASHARANA	Associate Professor
8	Prof. H N SHYLAJA	Assistant Professor
9	Prof. SANDHYA.S	Assistant Professor
10	Dr. RUCHI GUPTA	Assistant Professor
11	Prof. MANJUNATH V S	Assistant Professor
12	Prof. ANSHU RANI	Assistant Professor
13	Prof. NAGENDRA S M	Assistant Professor
14	Prof. NAVEEN KUMAR .P	Assistant Professor
15	Prof. NITU GHOSH	Assistant Professor
16	Prof. PILLAVENKATSWAMY	Assistant Professor
17	Prof. NIRANJAN .K	Assistant Professor
18	Prof. ANITHA KUMARI B	Assistant Professor
19	Dr. URMILA JAGADEESWARI ITAM	Assistant Professor

20	Prof. SIJU C NAIR	Assistant Professor
21	Prof. SUDHAKARA M R	Assistant Professor
22	Prof. GEETHA S R	Assistant Professor
23	Prof. AISHWARYA.H	Assistant Professor
24	Prof. KUMUDA B S	Assistant Professor
25	Prof. KAVYA S	Assistant Professor
26	Prof. ANUJ VARMA	Assistant Professor
27	Prof. MEENAKSHI VARMA	Assistant Professor
28	Prof. KRUPA	Assistant Professor

## **DO's AND DON'Ts**

### **DO's**

1. Maintain discipline and respect the rules and regulations of the University
2. Be regular and punctual to classes
3. Study regularly and submit assignments on time
4. Be respectful to your colleagues/friends and hostel staff/management
5. Read the notice board (both at your college and the hostel) regularly
6. Utilize your Personal Computer for educational purpose only
7. Follow the code of conduct
8. Visit Health Center on the campus whenever you are unwell
9. Be security conscious and take care of your valuables especially Cash, Mobile Phones, Laptop and other valuables.
10. Carry your valuables along with you whenever you proceed on leave/vacation
11. Use electric appliances, lights and water optimally
12. Keep the campus clean and hygienic

### **DON'Ts**

1. Ragging inside/outside the campus
2. Possession of Fire arms and daggers etc.
3. Use of Alcohols, Toxic drugs, sheesha, gutkha and hashish/heroin etc
4. Use of Crackers, explosives and ammunition etc
5. Smoking and keeping any kind of such items
6. Misusing college & hostel premises/facilities for activities other than studies
7. Playing loud music in the room which may disturb studies of colleagues / neighbours
8. Making noise and raising slogans
9. Keeping electrical appliances, other than authorised ones.
10. Involvement in politics, ethnic, sectarian and other undesirable activities
11. Proxy in any manner
12. Use of mobiles in the classrooms

Note: 1. Rules are revised / reviewed as and when required

2. Healthy suggestions are welcome for betterment of Institution