

MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. Make students have an understanding of the fundamental concepts of marketing &amp; the environment in which marketing system operates.</li> <li>2. To analyze the motives influencing buying behaviour &amp; Describe major bases for segment marketing, target marketing, and market positioning.</li> <li>3. Identify a Conceptual framework, covering basic elements of the marketing mix.</li> <li>4. To understand fundamental premise underlying market driven strategies.</li> <li>5. Giving them hands on practical approach to subject study.</li> </ol>			
<b>Module-I Introduction to Marketing</b>			<b>9 hours</b>
Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. <b>Assignment:</b> Contemporary Indian Marketing Environment			
<b>Module -2 Analysing Consumer Behaviour</b>			<b>9 hours</b>
Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. <b>Market Segmentation:</b> Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. <b>Assignment- Live projects on Consumer Behaviour.</b>			
<b>Module -3 Product, Brand Equity, Services Marketing</b>			<b>9 hours</b>
Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.			
<b>Module -4 Pricing , Marketing Channels</b>			<b>7 hours</b>
<b>Pricing decisions:</b> Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure. <b>Marketing Channels:</b> Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. <b>Product Distribution Logistics:</b> Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..			
<b>Module -5 Direct Marketing &amp; Digital Marketing:</b>			<b>9 hours</b>
Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. <b>Promotions-</b> Marketing communications- Integrated Marketing			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising, Customer Relationship Management- components. Significance of Marketing Research- importance of data

7 hours

**Module - 6 Sales Promotion, Marketing Planning and Rural Marketing**

**Sales Promotion:** Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MktIS.

**Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process.

**Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies

Classroom Exercise: Brand Communication (create and enact a commercial)

**Course outcomes:**

At the end of the course the student will be able to:

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
3. Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion, significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

**Practical Components:**

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X	X		X
CO3	X	X	X		
CO4	X	X			X
CO5	X			X	
CO6	X			X	X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Textbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 <sup>th</sup> Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
<b>Reference Books</b>				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Danniel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J B J Walker & William J Stanton	Tata Macgraw Hill	Latest edition



## II SEMESTER

HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3-0-2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. The student will be able to recite the theories and various functions of Human Resources Management</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace</li> <li>3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention</li> <li>4. The student will be able to classify and categorise in differentiating between the best method to solve the problem</li> <li>5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace</li> <li>6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.</li> </ol>			
<b>Module-1 Introduction</b>			<b>7 hours</b>
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
<b>Module -2 Human Resource Planning</b>			<b>9 hours</b>
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.			
<b>Recruitment and Selection:</b> Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel			
<b>Learning, Training, and Development:</b> Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
<b>Module -3 Performance Management and Appraisal</b>			<b>9 hours</b>
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.			
<b>Compensation and Benefits</b> Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.			
<b>Industrial Relations</b> Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.			
<b>Employment Relations</b> - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
<b>Module -4 Human Resource Management in Small and Medium Enterprises</b>			<b>9 hours</b>
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.			
<b>Human Resource Management in the Service Sector</b> Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			



Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on "Training Program at ABC Cement". . . . . **9 hours**

**Module -5 Human Resource Management Innovations**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable. **7 hours**

**Module - 6 HR Leadership and Organisation Transformation**

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.

**Course Outcomes:**

At the end of the course the student will be able to:

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

**Practical Component:**

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		X
CO2	X	X		X	
CO3	X	X	X		
CO4	X			X	

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

**Textbooks**

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	<b>Human Resources Management</b>	T.P Renuka Murthy	HPH.	2015
<b>Reference Books</b>				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

## FINANCIAL MANAGEMENT

Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

### Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To understand concept of time value of money and its implication.
3. To evaluate the investment proposals.
4. To understand the management of working capital in an organization.
5. To analyze capital structure and dividend decision.

**9 hours**

### Module-1 Introduction

Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).

**9 hours**

### Module-2 Time value of money

Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.

**9 hours**

### Module-3

**Sources of Financing:** Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). **Cost of Capital:** Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.

**9 hours**

### Module-4 Investment Decisions

Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.

**7 hours**

### Module-5 Working Capital Management

Factors influencing working capital requirements - Current asset policy and current asset finance policy- **Determination of operating cycle and cash cycle on Excel-** Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.

**7 hours**

### Module-6 Capital structure and dividend decisions

Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.

### Course outcomes:

At the end of the course the student will be able to:

1. Understand the basic financial concepts
2. Apply time value of money
3. Evaluate the investment decisions
4. Estimate working capital requirements
5. Analyze the capital structure and dividend decisions



**Practical Components:**

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X		
CO4	X		X	X	
CO5	X		X		

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

**Textbooks**

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y. & Jain P. K.,	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

**Reference Books**

1	Financial Management	I M Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M. Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019

## MARKETING RESEARCH & ANALYTICS

Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03

### Course Objectives

1. To provide an understanding of the basics of marketing research process.
2. To orient on the theoretical and practical aspects of marketing research.
3. Encourage the students to take up analytical thinking through research.
4. To highlight importance marketing research for enhancing marketing strategies.

### Module-1 Marketing Research Dynamics

**9 hours**

Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.

### Module -2 Marketing Research Projects

**7 hours**

Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects.

*Lab on socially acceptable responses- managing*

### Module -3 Decision Support System

**9 hours**

Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.

### Module -4 Applications of Marketing Research

**9 hours**

**Applications of Marketing Research:** Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

*Live project & Assignment: Agriculture Marketing or B2B marketing*

### Module -5 Predictive analysis

**9 hours**

Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data\_ Myths, Misconceptions and Methods by Steven Finlay.

### Module - 6 Product Research

**7 hours**

Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products.

**Live project: New Product adoption**

### Course outcomes:

The student should be able to:

1. Comprehend the objectives of Market research & its application in solving marketing problems.
2. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data.
3. Generalize and interpret the data with the help of various measurement techniques.
4. To understand the emergence of new trends in research.

### Practical Component:

- Choose 5 successful products or services and identify the insight behind them through a field survey.
- Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them.
- Take 5 recent digital innovations like twitter or face book and identify the insights.
- Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins.
- Data Analysis case with real data IBM.

### CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X		X	
CO3	X		X		X
CO4	X			X	X

#### Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

#### Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7 <sup>th</sup> Edition
2	Marketing Analytics Using Excel	.Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015

#### Reference Books

1	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3 <sup>rd</sup> Edition
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	4 <sup>th</sup> Edition
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci		8 <sup>th</sup> Edition



CONSUMER BEHAVIOUR			
Course Code	20MBAMM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.</li> <li>To comprehend the social and cultural dimensions of consumer behaviour.</li> <li>To provide an insight of the psychological and behavioural concepts of consumers.</li> </ol>			
<b>Module-1 Introduction</b>			<b>7 hours</b>
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.			
<b>Module -2 Models of Consumer Behaviour</b>			<b>9 hours</b>
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.			
<b>Consumer Decision Making:</b> Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages.			
Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Class Exercise: Conducting consumer experiments.			
<b>Module -3 Individual Influences on Consumer Behaviour and CRM Part –I</b>			<b>9 hours</b>
a) <b>Motivation:</b> Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives.			
b) <b>Personality:</b> Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.			
c) <b>Perception:</b> Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.			
<b>Module -4 Individual Influences on Consumer Behaviour and CRM Part –II</b>			<b>9 hours</b>
d) <b>Learning:</b> Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.			
e) <b>Attitude:</b> Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model).			
<b>Persuasive Communication:</b> Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation			
<b>Module -5 External Influences on Consumer Behaviour</b>			<b>9 hours</b>
<b>Social Class:</b> Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India.			
<b>Culture:</b> Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.			
<b>Groups:</b> Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.			
<b>Module - 6 Consumer Influence and Diffusion of Innovations</b>			<b>7 hours</b>
<b>Opinion Leadership:</b> Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.			
<b>Diffusion of Innovations:</b> Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.			

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM  
**Case Study: Pillsbury Cookie Challenge.**

**Course outcomes:**

At the end of the course the student will be able to:

1. Explain the background and concepts vital for understanding Consumer Behaviour.
2. Identify the role of variables that determines Consumer Behaviour in Social & cultural domain.
3. Identifying the psychological and behavioural practices adopted by organizations to enhance the Consumer Behaviour.

**Practical Components:**

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
- Students have to prepare a questionnaire and conduct the survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement. 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.
- Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Texbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour	Leon Schiffman, Leslie	Pearson	Latest Edition
2	Consumer Behaviour: A Managerial Perspective	Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal	Cengage Learning	Latest Edition
3	Consumer Behaviour	Sethna	Sage Publications	4/e, 2018
4	Advertisement Brands & Consumer Behaviour- Case Book	Ramesh Kumar	Sage Publications	2017

Reference Books				
1	Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications	2015
2	Consumer Behaviour: Building Marketing Strategy	Dell, Hawking & others	Tata McGraw Hill	Latest Edition
3	Consumer Behaviour	Satish K Batra & S H H Kazmi	Excel Books	Latest Edition



RETAIL MANAGEMENT		CIE Marks	40
Course Code	20MBAMM306	SEE Marks	60
Teaching Hours/Week (L:T:P)	3:0:2	Exam Hours	03
Credits	04		
<b>Course Objectives</b>			
1.To provide an understanding of the concepts, techniques and approaches in Sales Management			
2. To emphasize on the Sales Manager's problems and dilemmas.			
3.To develop skills for generating, evaluating and selecting sales strategies.			
4.To develop an understanding of the contemporary retail management, issues, strategies and trends.			
5.To highlight the importance of retailing and its role in the success of modern business.			
6.To acclimatize with the insights of retailing, key activities and relationships.			
<b>Module-1 Sales Management</b>			<b>7 hours</b>
Meaning, Personal Selling, the sales management process Emerging Trends in Sales Management, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies: selling and buying styles, selling situations, selling skills, selling process.			
<b>Module -2 Management of Sales Territory &amp; Sales Quota</b>			<b>7 hours</b>
Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.			
<b>Module -3 Retail Management</b>			<b>10 hours</b>
Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario. <b>Assignment: History and current trends including Indian retail FDI Policy.</b>			
<b>Module-4 Setting up Retail organization</b>			<b>10 hours</b>
Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design. Retail Market Strategy - Financial Strategy Human Resource Management, Information Systems and supply chain management & Logistics.			
<b>Store Layout and Space planning:</b> Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.			
<b>Store Management:</b> Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of modern retail stores.			
Assignment: <i>Merchandise Planning and Category Management, Mall Management-key aspects</i>			
<b>Module -5 Retail Pricing</b>			<b>9 hours</b>
<b>Retail Pricing:</b> Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies			
<b>Relationship Marketing in Retailing:</b> Management & Evaluation of Relationships in Retailing, Retail <b>Research in Retailing:</b> Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit			
<b>Retail Analytics Case Study: Customer Analytics at Big Basket.</b>			
<b>Module – 6 Internationalization of Retailing</b>			<b>7 hours</b>
Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.			
<b>Course Outcomes:</b>			
1.Career development in the field of sales			
2.Management of sales			
3.Find out the contemporary retail management, issues, and strategies.			
4.Evaluate the recent trends in retailing and its impact in the success of modern business.			
5.Relate store management and visual merchandising practices for effective retailing.			
<b>Practical Component:</b>			
<ul style="list-style-type: none"> <li>Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to</li> </ul>			

succeed in this profession.

- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighbourhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

### CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X	X	
CO2	X		X	X	
CO3	X				X

#### Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

#### Textbooks

1	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev,	6/e, Oxford University Press	2012
2	Managing of Sales Force	Spiro Stanton Rich	TMH	2003.
3	Sales Management	Charles M. Futrell		2012
4	Retail Management	Levy & Weitz	McGraw Hill	Latest Edition
5	Retail Management	Chetan Bajaj	Oxford University	
3	Retail Management-A Global Perspective: Text and Cases	Dr. Harjit Singh	S.Chand	Reprint 2018

#### Reference Books

	Sales & Distribution Management	Gupta S. L	Excel Books	2010
2	Retail Marketing Management	Dravid Gilbert,	Pearson Education	Latest Edition
3	Retail Management: A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education	Latest Edition

FINANCE SPECIALISATION COURSES			
INVESTMENT MANAGEMENT			
Course Code	20MBAFM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>To understand the capital market and various instruments for investment.</li> <li>Learn valuation of equity, debt and mutual funds.</li> <li>To learn theories of portfolio management.</li> <li>To learn diversification of securities for risk return trade off in capital market.</li> <li>To learn portfolio construction for retail investors, high net worth individuals, mutual funds.</li> </ol>			
<b>Module -1 Introduction to Investment</b>			<b>7 hours</b>
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.			
<b>Securities Market:</b> Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
<b>Module -2</b>			<b>7 hours</b>
<b>Return and Risk Concepts:</b> Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).			
<b>Module -3 Valuation of Securities</b>			<b>9 hours</b>
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
<b>Module -4</b>			<b>7 hours</b>
<b>Macro-Economic and Industry Analysis:</b> Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis.			
<b>Market Efficiency:</b> Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.			
<b>Technical Analysis</b> – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
<b>Module -5 Modern Portfolio Theory</b>			<b>11 hours</b>
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).			
<b>Module-6 Portfolio Management Strategies and Performance Evaluation</b>			<b>9 hours</b>
<b>Portfolio Management Strategies:</b> Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. <b>Mutual Funds:</b> Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. <b>Portfolio performance Evaluation:</b> Measures of portfolio performance (Theory & Problems).			
<b>Course outcomes:</b>			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> <li>The student will understand the capital market and various Instruments for Investment.</li> <li>The learner will be able to assess the risk and return associated with investments and methods to value securities.</li> <li>The student will be able to analyse the Economy, Industry and Company framework for Investment Management.</li> <li>The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.</li> </ol>			



### CO-PO MAPPING

**Practical Components:**

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	X
CO3	X				X
CO4	X			X	

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.  
40 percent theory and 60 percent problems in the SEE.

**Textbook/ Textbooks**

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	3/e, 2010
2	Investments	ZviBodie, Kane, Marcus & Mohanty	Tata McGraw Hill Education	8/e, 2010
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2014

**Reference Books**

1	Analysis of Investments & Management	Reilly & Brown	Cengage Publications,	10e/2017
2	Security Analysis & Portfolio Management	Punithavathy Ehavathy Pandian	Vikas Publications	2/e, 201/8
3	Investment management (Security Analysis and & Portfolio Management)	Bhalla V.K.	Vikas Publications	19/e, 2018

BANKING & FINANCIAL SERVICES			
Course Code	20MBAFM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives:</b>			
1. To understand the structure and functions of central and Commercial banking in India.			
2. To learn the functions of various financial services in India.			
<b>Module-1 Structure of Banking in India</b>			<b>7 hours</b>
<b>Structure of Banking in India:</b> Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)			
<b>Module -2 Commercial Banking</b>			<b>9 hours</b>
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking-Home banking-ATMs-Internet Banking- Mobile Banking-Core Banking Solutions-Debit, Credit and Smart Cards- Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. (Theory)			
<b>Module -3 Merchant Banking</b>			<b>9 hours</b>
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			
<b>Module -4 NBFCs; Micro-finance; Leasing &amp; Hire Purchase Banking</b>			<b>9 hours</b>
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework.			
B. Micro-finance: Models, Services, Challenges.			
C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)			
<b>Module -5 Credit Rating; Venture Capital; Depository System &amp; Securitisation of Debt</b>			<b>9 hours</b>
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols.			
B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory)			
C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement.			
D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)			
<b>Module-6 Mutual Funds</b>			<b>7 hours</b>
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.			
<b>Course outcomes:</b>			
At the end of the course the student will be able to:			
1. The Student will be acquainted to various Banking and Non-Banking financial services in India.			
2. The Student will understand the activities of Merchant Banking and credit rating.			
3. The Student will be equipped to understand micro financing and other financial services in India.			
4. The Student will understand how to evaluate and compare leasing & hire purchase.			
<b>Practical Components:</b>			
<ul style="list-style-type: none"> <li>• Study and compare the performance of Public and private sector banks.</li> <li>• Issue management: Study the recent public issues.</li> <li>• Factoring and forfeiting business in India.</li> <li>• Venture capital funding and start up challenges.</li> <li>• Status of securitization in India</li> </ul>			

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4	X			X	

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 80 percent theory and 20 percent problems in the SEE.

**Textbook/ Textbooks**

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial services	Khan M Y	McGraw Hill	6/e
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	2015
3	Financial Services in India: Concept and Application	Rajesh Kothari	Sage Publications	1/e, 2010

**Reference Books**

1	Financial Markets and Services	Gordon & Natarajan	Himalaya Publishing House	7/, 2011
2	Merchant Banking & Financial	Vij & Dhavan	McGraw Hill	1/e, 2011
3	Investment Banking	Pratap G Subramanyam	Tata McGraw Hill	2012
4	Behavioural Finance	Sujata Kapoor & Jaya Mamta Prosad	Sage Publications	1/ e, 2019



ADVANCED FINANCIAL MANAGEMENT		
Course Code	20MBAFM306	CIE Marks 40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks 60
Credits	04	Exam Hours 03
<b>Course Objectives</b>		
<ol style="list-style-type: none"> <li>To understand the concept capital structure and capital structure theories.</li> <li>To assess the dividend policy of the firm.</li> <li>To be aware of the management of working capital and its financing.</li> <li>To understand the techniques of managing different components of working capital.</li> </ol>		
		<b>9 hours</b>
<b>Module -1 Capital Structure Decisions</b>		
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).		
		<b>9 hours</b>
<b>Module -2 Dividend Policy</b>		
Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. (Theory and Problems).		
		<b>9 hours</b>
<b>Module -3 Working Capital Management Policy</b>		
Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).		
		<b>7 hours</b>
<b>Module -4 Inventory Management</b>		
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)		
		<b>7 hours</b>
<b>Module -5 Receivables Management</b>		
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. (Theory and Problems)		
		<b>9 hours</b>
<b>Module-6 Cash Management</b>		
Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems)		
<b>Course outcomes:</b>		
At the end of the course the student will be able to:		
<ol style="list-style-type: none"> <li>Get an overview of capital structure theories.</li> <li>Understand and assess the dividend policy of the firm.</li> <li>Realize the importance of management of working capital in an organization.</li> <li>Be aware of the techniques of cash, inventory and receivables management</li> </ol>		
<b>Practical Component:</b>		
<ul style="list-style-type: none"> <li>Study the working capital financing provided by a Bank and submit the report on the same.</li> <li>Study the annual report of any two companies and prepare a cash budget for next year.</li> <li>Study dividend policy of companies and its impact on shareholders' wealth.</li> <li>Study implications of bonus issues/stock splits of companies.</li> </ul>		

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				
CO4	X				X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

**Textbooks**

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	M.Y.Khan & P.K.Jain	TMH	6/e, 2011
2	Financial Management	Prasanna Chandra	TMH	8/e, 2011
3	Corporate Finance-Text and Cases	Vishwanath S.R.	Sage Publishing	3/e, 2019

**Reference Books**

1	Financial Management & Policy	Vanhorne	Pearson	12/e,
2	Financial Planning: Theory and Practice	Sid Mitra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr.	Sage Publishing	1/e, 2015
3	Financial Management-A	Rajesh Kothari	Sage Publishing	2/e, 2017

## HUMAN RESOURCE SPECIALISATION COURSES

RECRUITMENT AND SELECTION			
Course Code	20MBAHR303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. The student will be able to recite the theories and various steps involved in Recruitment and Selection</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization</li> <li>3. The student will be able to apply and solve the workplace problems through Recruitment and Selection intervention</li> <li>4. The student will be able to classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection</li> <li>5. The student will be able to compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems</li> <li>6. The student will be able to design and develop an original framework and framework in dealing with the problems in the organization.</li> </ol>			
<b>Module-1 Workforce Planning and Recruitment Analytics</b>			<b>9 hours</b>
Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.			
<b>Module -2 Job Analysis, Job Description and Job Design</b>			<b>9 hours</b>
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.			
<b>Module -3 Job Evaluation</b>			<b>7 hours</b>
The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.			
<b>Module -4 Selection and Interview Strategy</b>			<b>9 hours</b>
Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's: Simulations.			
<b>Module -5 Testing and Assessment</b>			<b>9 hours</b>
Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.			
<b>Module – 6 Making the Hire; Assessment of Candidate and Job Fit</b>			<b>7 hours</b>
Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.			
<b>Course outcomes:</b>			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> <li>1. Gain the practical insight of various principles and practices of recruitment and selection.</li> <li>2. Acquire knowledge of latest conceptual framework used in recruitment and selection process and procedure applied in various industries.</li> </ol>			



3. Illustrate the application of recruitment and selection tools and techniques in various sectors.
4. Develop a greater understanding about strategies for workforce planning and assessment, analyse the hiring management system followed in various industries.

**Practical Component:**

- Design and Job Advertisement and Calculate the Cost; Paper Print mode; Social Media formalities.
- Meet a Manager ( which ever stream ), interact and design and JD for that role.
- Meet HR Manager / Officer, and ask Best 10 Interview Questions they ask during Candidate interaction.
- Visit HR department, and take part on shortlisting/ Scrutiny the CV.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4	X		X	X	

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Textbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	How to Recruit, Incentives and Retain Millennials.	Rohtak	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A. Picardi	Sage Publication	2019
3	Human Resource Management	R. C. Sharma	Sage Publication	2019

**Reference Books**

1	Human Resource Management:	Amitabha Sengupta	Sage Publication	2018
2	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication India Pvt. Ltd	7/e, 2016
3	Performance Management and	T. V Rao	Response Books	2004

INDUSTRIAL RELATIONS AND LABOUR LAWS			
Course Code	20MBAHR305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. The student will be able to describe and Identify the application of Labour Laws regulating Industrial Relations in Organisation</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation</li> <li>3. The student will be able to apply and solve the workplace problems through Labour Laws</li> <li>4. The student will be able to classify and categorise different Laws and Codes</li> <li>5. The student will be able to create and reconstruct Industrial Relations System to be adopted in the Organisation</li> <li>6. The student will be able to appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation</li> </ol>			
<b>Module-1 Fundamental Aspects of Industrial Relations</b>			<b>9 hours</b>
Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities, State and Employer/Management. The Participants of Industrial Relation Activities; <b>Evolution of Labour Legislation in India</b> - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers, The Present Labour Laws and Codes			
<b>Module -2 Factories Act, 1948</b>			<b>7 hours</b>
Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences			
<b>Module -3 Social Security Act</b>			<b>9 hours</b>
<b>The Employees' Compensation Act, 1923</b>			
Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty			
<b>The Employees' State Insurance Act, 1948</b>			
Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions			
<b>The Maternity Benefit Act, 1961</b>			
Introduction, Objectives, Scope and Important Definitions, Provisions Related to Maternity, Benefits, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act			
<b>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952</b>			
Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act			
<b>The Payment of Gratuity Act, 1972</b>			
Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.			
<b>Module -4 Wages Act</b>			<b>9 hours</b>
<b>The Payment of Wages Act, 1936</b>			
Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act			
<b>The Minimum Wages Act, 1948</b>			
Introduction, Objectives, Scope and Important Definitions, Fixation and Revision of Wages, Payment of			

Minimum Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act  
**The Payment of Bonus Act, 1965**  
 Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences  
**9 hours**

**Module -5 Regulating Employer-Employee Relations Act**

**The Industrial Disputes Act, 1947**  
 Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labour Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)

**The Industrial Employment (Standing Orders) Act, 1946**  
 Introduction, Objectives, Scope and Important Definitions of the Act, Procedure for Certification of Standing Orders, Other Provisions Relating to Standing Orders, Miscellaneous Provisions of the Act, Penalties and Offences

**The Trade Unions Act, 1926**  
 Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties

**Module – 6 Contract Labour (Regulation and Abolition) Act, 1970**

**7 hours**

**Contract Labour (Regulation and Abolition) Act, 1970**  
 Introduction, Objectives, Scope and Important Definitions, Registration of Establishments Employing Contract Labour, The Advisory Boards, Prohibition of Employment of Contract Labour, Appointment of Licensing Officer and Licensing of Contractors, Welfare and Health of Contract Labour, Offences by Companies

**The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959**  
 Introduction, Objectives, Scope and Important Definitions, Notification of Vacancies, Penalties Miscellaneous Provisions, The Employment Exchanges (Compulsory Notification of Vacancies) Amendment Bill, 2013

**Course outcomes:**

At the end of the course the student will be able to:

1. Gain practical experience related to labour legislations in India across various sectors.
2. Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.
3. Develop the greater understanding of IR concepts and its application in solving various issues in IR.
4. Apply the IR and labour laws concepts in various industries in India.

**Practical Component:**

- Visit Any Organisation and discuss the applicability of Laws at the workplace
- Meet HR Manager and discuss the statutory and non-statutory measure
- Visit Labour Dept, Government, and Interact with Labour Commissioner

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X		X		X
CO4	X		X		



<b>Question paper pattern:</b>				
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.				
<ul style="list-style-type: none"> <li>• The question paper will have 8 full questions carrying equal marks.</li> <li>• Each full question is for 20 marks.</li> <li>• Each full question will have sub question covering all the topics under a Module.</li> <li>• The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.</li> <li>• 100 percent theory in the SEE.</li> </ul>				
<b>Texbooks</b>				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publication India Pvt. Ltd	2019
2	The SAGE Handbook of Industrial Relations	Paul Blyton, Edmund Heery, Nicolas Bacon, Jack Fiorito	SAGE Publications	2008
3	Labour and Industrial Laws	P. K. PADHI	Prentice Hall India Pvt., Limited	2017
<b>Reference Books</b>				
1	Bare Acts, Ministry of Labour	GOI	GOI	2019
2	The Idea of Labour Law	Guy Davidov, Brian Langille	The Oxford University Press	2011
3	Labour and Industrial Laws	PADHI, P. K	PHI Learning Pvt. Ltd	2019

COMPENSATION MANAGEMENT AND REWARD SYSTEM			
Course Code	20MBAHR306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. The student will be able to describe and Identify the application of Compensation Management in the Organisation</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation</li> <li>3. The student will be able to apply and solve the workplace problems through application of Compensation Management</li> <li>4. The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation</li> <li>5. The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation</li> <li>6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation.</li> </ol>			
<b>Module-1 Compensation</b>			<b>7 hours</b>
Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
<b>Module -2 Compensation Management</b>			<b>7 hours</b>
Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			
<b>Module -3 Wage Determination Practices in India</b>			<b>9 hours</b>
<b>Divergent Systems for Wage Determination in Practice in Indian Organisations</b>			
Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities.			
<b>Module -4 Contingent Pay, Pay for Performance, Competence</b>			<b>9 hours</b>
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.			
<b>Module -5 Administration &amp; Controlling Salary Costs and Salary Review</b>			<b>9 hours</b>
Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.			
<b>Module - 6 Operating, Non-financial Benefits(Intrinsic and Relational Rewards)</b>			<b>9 hours</b>

on, Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

**Course outcomes:**

At the end of the course the student will be able to:

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals.
2. Determine the performance based compensation system for business excellence and solve various cases.
3. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
4. Understand the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonus.

**Practical Component:**

- To understand the theoretical and practical aspects in the area of compensation and benefits.
- Exposure to MS-Excel or HRIS packages recommended.
- Acquire knowledge of compensation and reward system policies, processes and procedure.
- Apply the concepts of compensation administration and intrinsic and extrinsic reward system in national and global perspective.
- Analyse the divergent system and wage determination practices followed in various sectors.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				X
CO2	X	X	X		
CO3	X	X			
CO4	X			X	X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Textbooks**

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication India Pvt. Ltd	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson	2013
3	Managing Employees Performance and Rewards	Shields	Cambridge Press	2007





LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	20MBAMM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>To understand the basic concepts, processes and key elements of a supply chain.</li> <li>To understand the elements and scope of logistics in supply chain management</li> <li>To provide insights for establishing efficient, effective, and sustainable supply chains.</li> <li>To comprehend the role of warehouse management</li> <li>To gain knowledge about Inventory Management</li> <li>To provide insights into International Logistics</li> <li>To explain the role of technology in supply chain planning, visibility, and execution.</li> </ol>			
<b>Module-1 Supply Chain</b>			<b>7 hours</b>
<p>Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.</p> <p><b>Definition and scope of Logistics.</b> Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain.</p> <p><b>Case Study.</b></p>			
<b>Module -2 Warehouse Management System</b>			<b>7 hours</b>
<p>Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design. criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB &amp; SPOKE vs Distributed Warehouses. <b>Case Study</b></p>			
<b>Module -3 Inventory Management</b>			<b>7 hours</b>
<p>Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.</p> <p>Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) ,Impact of uncertainties. <b>Case Study</b></p>			
<b>Module -4 Transportation</b>			<b>5 hours</b>
<p>Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances.</p> <p>Packaging Issues in Transportation, role of containerisation. <b>Case Study</b></p>			
<b>Module -5 Logistics Management</b>			<b>7 hours</b>
<p>Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs.</p> <p><b>Recent Issues in SCM:</b> Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM.</p> <p><b>Case Study</b></p>			
<b>Module - 6 International Logistics</b>			<b>7 hours</b>
<p>Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. <b>Case Study</b></p>			

**Course outcomes:**

The student should be able to:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

**Practical Components:**

- Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students should visit different logistics companies and understand the services provided by them and submit a report.
- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X
CO4	X			X	

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE

**Textbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	A Logistic approach to Supply Chain Management	Coyle, Bardi, Longley	Cengage Learning	Latest edition
2	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage	2020
3	Supply Chain Management- Text and Cases	Janat Shah	Pearson	Latest edition
4	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalra	Pearson	Latest edition
5	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary		

**Reference Books**

1	The Box	Marc Levinson		
2	Essentials of Supply Chain Management	Michael H Hugos		
3	Logistics and Supply Chain	Martin Christopher	FT Publishing	5 <sup>th</sup> Edition
4	Supply chain Logistics Management	Donald J Bowersox,	Mc Graw Hill	4 <sup>th</sup> Edition



DIGITAL MARKETING MANAGEMENT		CIE Marks	40
Course Code	20MBAMM403	SEE Marks	60
Teaching Hours/Week (L:T:P)	3:0:0	Exam Hours	03
Credits	03		
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>To understand the important concepts related to e-marketing</li> <li>To learn the use of different electronic media for designing marketing activities.</li> <li>To acquaint the students with the latest techniques of e-marketing.</li> </ol>			
<b>Module-1 Introduction to Digital Marketing</b>			<b>7 hours</b>
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
<b>Module -2 Display Advertising</b>			<b>7 hours</b>
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
<b>Module -3 Search Engine Advertising</b>			<b>7 hours</b>
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy			
<b>Live Project: Create a digital marketing plan</b>			<b>7 hours</b>
<b>Module -4 Social Media Marketing</b>			<b>7 hours</b>
<b>Face Book Marketing:</b> Facebook for business & facebook insights <b>LinkedIn Marketing:</b> LinkedIn Strategy, LinkedIn Analytics <b>Twitter Marketing:</b> Building Content Strategy, twitter usage , Twitter Analytics <b>Instagram &amp; Snapchat:</b> Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
<b>Module -5 Mobile Marketing</b>			<b>7 hours</b>
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. <b>Tracking mobile campaigns-</b> Mobile Analytics. <b>Live Project: Create a mobile advertising project..</b>			
<b>Module – 6 Search Engine Optimization</b>			<b>5 hours</b>
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
<b>Course outcomes:</b>			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> <li>Recognize appropriate e-marketing objectives.</li> <li>Appreciate the e-commerce framework and technology.</li> <li>Illustrate the use of search engine marketing, online advertising and marketing strategies.</li> <li>Develop social media strategy's to solve business problems.</li> </ol>			
<b>Practical Components:</b>			
<ul style="list-style-type: none"> <li>Students will learn to create a digital marketing plan.</li> <li>Students will learn to create a mobile advertising project.</li> </ul>			

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X	X	
CO4	X		X		X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Textbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020

**Reference Books**

1	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019
2	Digital Marketing	Hanlon	Sage Publications	2/e, 2017
3	Digital Marketing	Ian Dodson	Wiley	2016

**HUMAN RESOURCE SPECIALISATION COURSES**

<b>ORGANISATIONAL LEADERSHIP</b>			
Course Code	20MBAHR401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
<b>Course Objectives</b>			
<ol style="list-style-type: none"> <li>1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organisation</li> <li>2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organisation</li> <li>3. The student will be able to apply and solve the workplace problems through Leadership practices</li> <li>4. The student will be able to classify and categories different Leadership practices and styles followed in the Organisation</li> <li>5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation</li> <li>6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organisation</li> </ol>			
<b>Module-1 Introduction</b>			<b>5 hours</b>
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.			
<b>Module -2 Model of Leadership - Part A</b>			<b>7 hours</b>
<b>Trait Approach</b>			
Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Skills Approach</b>			
Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Behavioral Approach</b>			
Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority-Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Situational Approach</b>			
Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Module -3 Model of Leadership - Part B</b>			<b>7 hours</b>
<b>Path-Goal Theory</b>			
Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path-Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Leader-Member Exchange Theory</b>			
Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Transformational Leadership</b>			
Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument			
<b>Authentic Leadership</b>			



Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

**Psychodynamic Approach**

Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach,

1. Focus on the Inner Theatre

2. Focus on the Leader-Follower Relationships

Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor

3. Focus on the Shadow Side of Leadership Narcissism

How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument

**Module -4 Leadership Instrument**

7 hours

Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument

**Module -5 Ethical Leadership**

7 hours

Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality; Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.

**Module – 6 Leadership Practices**

7 hours

Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership.

**Course Outcomes:**

1. Understand the fundamental concepts and principles, theories of Organizational Leadership.
2. Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments.
3. Developing better insight in understanding the leadership traits that influence them to work effectively in group.
4. Demonstrate their ability to apply of their knowledge in organizational leadership.

**Practical Components:**

- Meet any Leader- Organisation or Academic and ask 10 questions related to Leadership. Than analysis the type of leadership style adopted.
- Meet 4-5 Leaders from different roles and compare - contrast the different style son leadership.
- Meet Gender specific leaders and try analysing who makes the best leader in which type of set-up.

**Note:** Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.

**CO-PO MAPPING**

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	X
CO3	X		X	X	
CO4	X		X		X

**Question paper pattern:**

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

**Textbooks**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	7/e, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998

**Reference Books**

1	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood, Kate Sweetman	Harvard Business Pres	2008
4	Leadership for Organisations	David A. Waldman, Charles O'Reilly	Sage Publications	2019

**PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS**

Course Code	20MBAHR402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03

**Course Objectives**

1. The student will be able to describe and Identify the application of various PG and IE framework
2. The student will be able to describe and explain in her/his own words, the relevance and importance of various PG and IE to be adopted in the Organisation
3. The student will be able to apply and improve the workplace effectiveness through various PG and IE
4. The student will be able to classify and categorise different PG and IE practices and to be followed in the Organisation
5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organisation
6. The student will be able to appraise and judge the practical applicability of various PG and IE practices to be followed in the Organisation

**4 hours**

**Module-1 Dynamics of Personal Growth**

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

**4 hours**

**Module -2 Interpersonal Trust**

Openness, confidentiality, blind spot and unknown part of personality. Self-disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.

**7 hours**

**Module -3 Understanding Human Personality and Neuro Functioning**

Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. **Basic functions of mind:** Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.

**7 hours**

**Module -4 Attitudes, Beliefs, Values and their impact on Behaviour**

Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.

**9 hours**

**Module -5**

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

**9 hours**

**Module – 6 Transactional Analysis**

Ego states, types of transactions and time structuring. Life position, scripts and games; T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)

**Course Outcomes:**

1. Have in-depth understanding the various personality traits which promotes personal growth.
2. Analyze the concepts of human personality, behaviour and functioning of mind
3. Learn and apply the psychometrics tests in understanding the personality traits.
4. Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness.

**Practical Components:**

- Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report.
- Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results
- Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal





effectiveness.

- Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/her personal growth.
- Organize a workshop on MBTI for the students to know their type and to understand the type dynamics.
- Organize a Neuro linguistic programming workshop for the participation of all HR students.

#### CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X		X	X	X
CO3	X	X	X		
CO4	X	X	X		X

#### Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

#### Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organisational Behaviour: Human Behaviour at work	John W. Newstrom and Keith Davis	Tata McGraw Hill	11/e, 2003
2	Human Relations in organisations	Robert N. Lussier	Mc- Graw Hill Education	6/e
3	Development of Management Skills	Whetten & Cameron	PHI	7/e
4	Competency Mapping Assessment and Growth	Naik G. P	IIHRM	2010

#### Reference Books

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

RESEARCH METHODOLOGY			
Course Code	20MBA23	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
<b>Course Objectives:</b>			
<ol style="list-style-type: none"> <li>1. To understand the basic components of research design.</li> <li>2. To Gain an insight into the applications of research methods.</li> <li>3. To equip students with various research analytical tools used in business research.</li> <li>4. To equip students with necessary critical thinking skills using excel.</li> </ol>			
<b>Module-1 Business Research</b>			<b>9 hours</b>
<b>Business Research:</b> Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.			
<b>Module -2 Business Research Design</b>			<b>9 hours</b>
<p>Meaning, types and significance of research design. Exploratory and Conclusive Research Design.</p> <p><b>Exploratory Research:</b> Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.</p> <p>Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.</p>			
<b>Module -3 Sampling</b>			<b>7 hours</b>
<b>Sampling:</b> Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.			
<b>Module -4 Data Collection</b>			<b>9 hours</b>
<p>Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.</p> <p><b>Measurement and Scaling Techniques:</b> Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs.</p>			
<b>Module -5</b>			<b>7 hours</b>
<b>Data Analysis and Report Writing:</b> Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.			
<b>Module – 6</b>			<b>9 hours</b>
<b>Advanced Excel and real time application:</b> V Look Up, H Look up, Sort and filter, concatenate, Conditional Formatting., Pivot Table, If statement, Nested If, Charts. Statistical tests and how to interpret statistical outputs.			
<b>Course outcomes:</b>			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> <li>1. Understand various research approaches, techniques and strategies in the appropriate in business.</li> <li>2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems.</li> <li>3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing.</li> <li>4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business using excel in particular</li> </ol>			
<b>Practical components:</b>			
<ul style="list-style-type: none"> <li>• To identify research problem and collect relevant literatures for data analysis.</li> <li>• To write the research design by using Exploratory and Descriptive Research methods.</li> <li>• To conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis using excel and need to submit a small report.</li> </ul>			

- To demonstrate Report writing and Presentation methods.

#### CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	
CO2	X			X	
CO3	X	X	X		X
CO4	X		X	X	X

#### Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

#### Textbook/ Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Research Methodology	C R Kothari	Viswa Prakasam Publication	2014
2	Business Research Methods	S. N. Murthy & U. Bhojanna	Excel Books	3e, 2016
3	Research Methods	M MMunshi & K Gayathri Reddy	HPH	2015

#### Reference Books

1	Research Methodology	Ranjit Kumar	Sage Publications	
2	Excel for dummies	Harvey .G	John Wiley & Sons	2016
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2014