



MANGALORE INSTITUTE OF TECHNOLOGY AND ENGINEERING
(An ISO 9001:2015 Certified Institution)

1.3.2. Average percentage of courses that include experiential learning through project work/field work/internship during last five years

ACADEMIC YEAR 2019-20

MASTER OF BUSINESS ADMINISTRATION

Documents contains list and syllabus of courses that includes experiential learning through project works, internships and field work for the department.

Documents Enclosed

Sl. No	Particulars	Page Nos
1.	List of course that include experiential learning through project works, internships and field work	1-1
2.	Syllabus of the courses mapped	2-115

**LIST OF COURSES THAT INCLUDE EXPERIENTIAL
LEARNING THROUGH PROJECT WORKS, INTERNSHIPS
AND FIELD WORK**

Total number of courses mapped: 24

Sl.No	Course Code	Course Name
1	18MBA11	Management & Organizational Behaviour
2	18MBA12	Managerial Economics
3	18MBA13	Accounting for Managers
4	18MBA14	Business Statistics & Analytics
5	18MBA15	Marketing Management
6	18MBA16	Managerial Communication
7	18MBA21	Human Recourse Management
8	18MBA22	Financial Management
9	18MBA23	Research Methodology
10	18MBAMM301	Consumer Behaviour
11	18MBAMM302	Retail Management
12	18MBAMM303	Services Marketing
13	18MBAFM301	Banking & Financial Services
14	18MBAFM302	Investment Management
15	18MBAFM303	Direct Taxation
16	18MBAHR301	Recruitment and Selection
17	18MBAHR302	HR Analytics
18	18MBAHR303	Compensation & Rewards System
19	18MBAOS307	Organization Study
20	18MBAMM401	Sales Management
21	18MBAMM402	Integrated Marketing Communications
22	18MBAMM403	Digital & Social Media Marketing
23	18MBAHR401	Public Relations
24	18MBAPR407	Project Work

MANAGEMENT AND ORGANIGATIONAL BEHAVIOR

Semester	I	CIE Marks	40
Course Code	18MBA11	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
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Credits : 04			

COURSE OBJECTIVES:

1. To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
2. To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process
3. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self.
4. To make students aware of Individual behavior in groups, dynamics of groups, team building and interpersonal effectiveness besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

PART A - PRINCIPLES OF MANAGEMENT

Unit 1:

Introduction: Management: Introduction, Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, Fayol's fourteen principles of management, Recent trends in management.

Unit 2:

Planning and Organizing:

Planning: *Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, Decision-making, Process of decision-making, Types of decisions, Techniques in decision-making.*

Organizing: *Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations. Principles*

of organizations-chain of command, span of control, delegation, decentralization, and empowerment.

Case Study: *Principles of Management, Cengagelearning , William , Manjunath, Sandhya*

Unit 3:

Controlling: *Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.*

RECOMMENDED BOOKS

- Management and Organizational Behaviors, Chuck Williams, James Cambell, Manjunath & Sandhya Cengage Publications, 2018
- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSPRao, Excel Books

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M M Munshi, Sapna Book House, Bangalore, 2015.
- Principles and practices of Management, KiranNerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.

PART B - ORGANIZATIONAL BEHAVIOUR

Unit 4:

Introduction: *Organizational Behaviour: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India.*

Case study: *Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, TaTa McGraw Hill companies, Fouth Edition, Pg-6.*

Unit 5:

Foundations of Individual Behaviour : Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, therole of disabilities.

Personality: *Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.*

Perception: *Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.*

Attitude: *Meaning, Formation, components of attitudes, relation between attitude and behaviour.*

Unit 6:

Motivation: *Meaning, theories of motivation-needs theory,*

two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories.

Case Study: "Nuts and Bolts", Principles of Management, Cengage Learning, William, Manjunath, Sandhya Pageno 531-532.

PRACTICAL COMPONENTS:

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are

studied in Unit 2 and justifying why such structures are chosen by those organizations.

- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

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

COURSE OUTCOMES:

1. Comprehend & correlate all the management functions which are happening around with fundamental concepts and principles of management.
2. Understand the overview of management, theory of management and practical applications of the same.
3. Effectively use their skills for self-grooming, working in groups and to achieve organizational goals.
4. Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.
5. Understand and demonstrate their exposure on recent trends in management.

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.

REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson education.
- Organizational Behaviour, Aquinas P. G, Excel Books.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2		X			

CO3			X	X	
CO4					X
CO5			X		

MANAGERIAL ECONOMICS

Semester	I	CIE Marks	40
Course Code	18MBA12	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	: 03
Credits : 04			

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Introduction to Economics

Unit 1:

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

Fundamental Concepts of Managerial Economic

Unit 2:

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioral theories: Simon's Satisficing Model, Cyert and March Model, Agency theory.

Case Study: Dabur India Limited: Growing Big and Global.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 64-65.

Demand analysis

Unit 3:

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems)

Cost Analysis & Production analysis

Unit 4:

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function **Case Study:** Automobile Industry in India: New Production paradigm.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 234-236.

Market structure and pricing practices

Unit 5:

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Case Study: David Fights Goliath: The Nirma Story.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 349-351.

Unit 6: Profits

Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit.

Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

PRACTICAL COMPONENTS:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting
- Preparing a Project proposal for a Business Venture.

COURSE OUTCOMES:

1. The student will understand the application of Economic Principles in Management decision making.
2. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
3. The Student will be able to understand, assess and forecast Demand.
4. The student will apply the concepts of production and cost for optimization of production.

5. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.
6. The student will be able to identify, assess profits and apply BEP for decision making.

RECOMMENDED BOOKS:

- Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011
- Managerial Economics – Dominick Salvatore, 7/e, Oxford Publishers, 2010.
- Managerial Economics – R. Panneerselvam, P. Sivasankaran, P. Senthilkumar, Cengage, 2018.

REFERENCE BOOKS:

- Managerial Economics – Samuelson & Marks, 5/e, Wiley, 2009.
- Managerial Economics – Hirschey, 2/e, Cengage Learning, 2010.
- Managerial Economics: Case Study solutions – Kaushal H, 1/e, Macmillan, 2011.

CO-PO MAPPING

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

ACCOUNTING FOR MANAGERS

Semester	I	CIE Marks	40
Course Code	18MBA13	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.
2. Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.
3. Prepare basic entries for business transactions and present the data in an accurate and meaningful manner.
4. Prepare basic financial statements and explain the articulation between the basic statements.
5. To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Unit 1:

Introduction to Accounting: *Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.*

Case study: Problem on Accounting Equation .

Unit 2:

Preparation of books of Accounts: Journals, ledgers 3 column cash book and trial balance, Depreciation- Straight line and Written down Value Methods.

Case Study on Change of Method of Depreciation.

Unit 3:

Preparation of Financial Statements: *Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Basic problems of Final Accounts), Window dressing.*

Case Study problem on Final Accounts of Company and Firm.

Unit 4:

Analysis of Financial Statements: Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Case Study on Ratio analysis.

Unit 5:

Emerging issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting. Accounting Standards and IFRS: Nature and significance.

Unit 6:

Fundamentals of Taxation: Basic concepts of Direct & Indirect Tax. Heads of Income, Deductions u/s 80C, Rate of Income Tax of current assessment Year for Individuals only (only theory).

PRACTICAL COMPONENTS:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally).
- Filling up of ITR forms.
- Identify the sustainability report of a company and study the contents.

COURSE OUTCOME:

1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Demonstrate knowledge regarding accounting principles and its application.
3. Capable of preparing financial statement of sole trading concerns and companies.
4. Independently undertake financial statement analysis and take decisions.
5. Comprehend emerging trends in accounting and taxation.

RECOMMENDED BOOKS:

- Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
- A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
- Financial Accounting, Tulsian P. C, 1/e, Pearson Education.

REFERENCE BOOKS:

- Financial Accounting for Management: An Analytical Perspective,

Ambrish Gupta, 4/e, Pearson Education.

- Introduction to Financial Statement Analysis, Ashish K Bhattacharya, Elsevier India.
- Financial Accounting – Raman B. S, Vol I & Vol II, 1/e, United Publishers, 2009.

CO-PO MAPPING

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

BUSINESS STATISTICS & ANALYTICS

Semester	I	CIE Marks	40
Course Code	18MBA14	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. To make the students learn about the applications of statistical tools and techniques in decision making.
2. To emphasize the need for statistics and decision models in solving business problems.
3. To enhance the knowledge on descriptive and inferential statistics.
4. To familiarize the students with analytical package MS Excel.
5. To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

Unit 1:

Introduction to Statistics: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean.

Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.

Unit 2:

Correlation and Regression: Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression (problems on simple regression only).

Unit 3:

Probability Distribution: Concept and definition - Rules of probability – Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No

derivation) (Problems only on Binomial, Poisson and Normal).

Unit 4:

Time Series Analysis: Introduction - Objectives Of Studying Time Series Analysis - Variations In Time Series - Methods Of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method -

Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method - Ratio To Moving Average Method.

Unit 5:

Linear Programming: *structure, advantages, disadvantages, formulation of LPP, solution using Graphical method. Transportation problem: basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.*

Unit 6:

Project Management: *Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation, Concept of project crashing.*

PRACTICAL COMPONENT :(Student-Centered Learning)

- Students are expected to have a basic excel classes.
- Students should be able to relate the concepts which can highly enhance an application scenario in your profession.
- Student should demonstrate the application of the techniques covered in this course.

COURSE OUTCOMES:

1. Facilitate objective solutions in business decision making under subjective conditions.
2. Demonstrate different statistical techniques in business/real-life situations.
3. Understand the importance of probability in decision making.
4. Understand the need and application of analytics.
5. Understand and apply various data analysis functions for business problems.

RECOMMENDED BOOKS:

- Business Statistics and Analytics – Pannerselvam, Nagesh,

Senthilkumar, Cengage Learning, 2018.

- BStat: A South Asian Perspective with Course Mate – Keller & Arora
Cengage Learning, 2016.
- Quantitative Methods for Business, Anderson, Sweeney and Williams,
Thomson, 2005 ISBN 981-240-641-7.

REFERENCE BOOKS:

- Statistical Methods – Dr S. P Gupta, Sulthan Chand & sons, fourth Edition, ISBN 81-8054298-X.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN, 978-81-8318-755-8.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll and Paul Green, Thomson Learning, 2003, ISBN 0-534-34974-9.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO 1	X			X	X
CO 2		X	X	X	
CO 3			X	X	X
CO 4				X	
CO 5		X			

MARKETING MANAGEMENT

Semester	I	CIE Marks	40
Course Code	18MBA15	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning.
3. Identify a Conceptual framework, covering basic elements of the marketingmix.
4. To understand fundamental premise underlying market driven strategies.

Unit 1:

Introduction to Marketing: Introduction, Definitions of market and marketing, Selling Vs marketing, The Exchange Process, Elements of Marketing Concept, Functions of Marketing, Old Concept or Product- oriented Concept, New or Modern or Customer- oriented Concept, Marketing Myopia, Marketing Environment analysis, (Micro and Macro), Marketing in the 21st century opportunities, challenges & Ethics.

Unit 2 :

Buyer Behavior Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. B2B marketing Vs Consumer Marketing.

Case Study on “ Barista Lavazza”, Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.Pg 33-34.

Unit 3 :

Market Segmentation, Targeting & Positioning (STP):

Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasksinvolved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Case Study on “ Marketing of Tata’s Nano in India ”, Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas. Pg 335-354.

.4:

Managing the Product: Concept, product hierarchy, product line, product mix, product mix strategies, Product life cycle and its strategies, New Product Development, packing as a marketing tool, Role of labeling in packing. Services Marketing & its Characteristics.

Case Study on “ American Express ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 257-259.

Unit-5:

Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing.

Unit 6:

Promotion Strategy: 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.

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, MkIS.

Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Marketing Strategic Planning Process.

Case Study on “ Facebook ”, Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 503-504.

PRACTICAL COMPONENTS:

- Marketing Games and quiz for Students.
- Analyze Product Life Cycle of few Products like-Electronic goods, Computers etc.
- Study Packaging strategies used by FMCG companies.
- Understand Marketing strategies, plans used by automobile, cosmetic, FMCG companies etc.

COURSE OUTCOME:

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. Explain how companies identify attractive market segments, differentiate and position their products for maximum competitive advantage in the market place.
4. Build marketing strategies based on product, price, place and promotion objectives.
5. Synthesize ideas into a viable marketing plan.

RECOMMENDED BOOKS

- Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing Management, Tapan Panda, 2/e, Excel Publication.

REFERENCE BOOKS

- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012.
- Marketing in India: Textand Cases- Neelamegham S, 4/e, Vikas.
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO 3	PO4	PO5
1	X			X	
2		X	X		
3		X			
4					X
5					X

MANAGERIAL COMMUNICATION

Semester	I	CIE Marks	40
Course Code	18MBA16	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objective:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
3. To introduce the students to some of the practices in managerial communication those are in vogue.
4. To prepare students to develop the art of business communication with emphasis on analysing business situations.
5. To train students towards drafting business proposals.

Unit 1:

Introduction: *Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation – Communication in a cross-cultural setting.*

Unit 2:

Oral Communication: *Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Non-verbal communication.*

Unit 3:

Written Communication: *Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.*

Unit 4:

Business Letters and Reports: *Introduction to business letters – Types of Business Letters – Writing routine and persuasive letters – Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing*

Proposals: Structure & preparation – Writing memos Media Management: The press release – Pressconference– Media interviews

Group Communication: *Meetings – Planning meetings – objectives –participants – timing – venue of meetings.*

Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Unit 5:

Presentation skills: *What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers.*

Case Methods of learning: *Understanding the case method of learning. Negotiation skills: What is negotiation – Nature and need for negotiation –Factors affecting negotiation – Stages of negotiation process – Negotiationstrategies.*

Unit 6:

Employment communication: Introduction – Composing Application Messages– Writing CVs–Group discussions– Interviewskills

Impact of Technological Advancement on Business Communication– Technology-enabled Communication- Communication networks– Intranet–Internet–E-mails–SMS– teleconferencing –videoconferencing.

Note: *Course Instructors are free to set their own cases or use cases from Harvard/Case centre.*

PRACTICAL COMPONENTS:

- Make students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product byan organization.
- Students should be given an assignment to draft a proposal to undertake research project.

COURSE OUTCOMES:

1. The students will be aware of their communication skills and know their potential to become successful managers.

2. The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.
3. The students will be introduced to the managerial communication practices in business those are in vogue.
4. Students will get trained in the art of business communication with emphasis on analysing business situations.
5. Students will get exposure in drafting business proposals to meet the challenges of competitive environment.

RECOMMENDED BOOKS:

- Business Communication: Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e. Pearson Education,2011.
- Business Communication: Process and Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
- *Communicating in Business with CourseMate- Ober/Newman-Latest Edition-2018.
- Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010.

REFERENCE BOOKS:

- Effective Technical Communication – Ashraf Rizvi M, TMH, 2005.
- Business Communication – Sehgal M. K & Khetrpal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

CO-PO MAPPING

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



HUMAN RESOURCE MANAGEMENT

Semester	II	CIE Marks	40
Course Code	18MBA21	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

COURSE OBJECTIVES:

- To understand the HRM concepts and theory.
- To obtain an overview of various HRM functions and practices.
- To gain an insight into the basic statutory provisions.

Unit 1:

Human Resource Management: Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM. Case Study on "Enterprise Builds on People", Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.

Unit 2:

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Unit 3:

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, Recent trends and Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Case Study on "Jayram's Dilemma", Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123.

Unit 4:

Training and development: Training v/s development, Systematic Approach to Training, Training Methods; one the job and off the job.

Case Study on "Training Program at ABC Cement", Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140.



Unit 5:

Performance Appraisal : *Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal.*

Employee Turnover & Employee Retention: Meaning, Strategies to manage employee turnover, Employee retention strategies.

Compensation: *Meaning of Job Evaluation, Objectives of Compensation Planning, components of compensation, Compensation Pay Structure in India.*

Unit 6:

Employee Welfare: *Introduction, Types of Welfare Facilities and Statutory Provisions in India.*

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: *Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.*

PRACTICAL COMPONENTS:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

COURSE OUTCOME:

1. Understanding of HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.

5. List out the regulations governing employee benefit practices.

RECOMMENDED BOOKS:

- Human Resources Management: A South Asian Perspective, Denski/Griffin/Sarkar- Cengage Learning, 2012.
- Human Resource Management – Rao V. S. P, Excel BOOKS, 2010.

- Human Resource Management – Dr. T.P RenukaMurthy HPH.

REFERENCE BOOKS:

- Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
- Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
- Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.

CO-PO MAPPING

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

FINANCIAL MANAGEMENT

Semester	II	CIE Marks	40
Course Code	18MBA22	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03

Credits : 04

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 uses.
3. To evaluate the investment proposals.
4. To analyze capital structure and dividend decision.
5. To understand the management of working capital in an organization.

Unit 1:

Financial management – Introduction to financial management, objectives of financial management. Changing role of finance managers. Interface of Financial Management with other functional areas.

Emerging Issues in financial management: Risk management, Behavioral finance and financial engineering.

Introduction to Financial System. Financial markets, Financial Instruments, Financial institutions and financial services. Introduction to derivatives.

Unit 2:

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.

Unit 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.

Unit 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 (Theory & Problem). Capital rationing; Risk analysis in capital budgeting (Theory only).

Case Study on replacement of capital project.

Unit 5:

Working capital management – factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management).

Case study on Working Capital Determination.

Unit 6:

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) 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.

PRACTICAL COMPONENTS:

- Study the different financial services offered by a bank.
- 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.

COURSE OUTCOME:

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

RECOMMENDED BOOKS:

- Financial Management -Prasanna Chandra, 9/e, TMH.
- Financial Management,Khan M. Y.& Jain P. K, 7/e, TMH.

- Financial Management ,I M Pandey, 11th Edition, Vikas Publishing House.

REFERENCE BOOKS:

- Principles of corporate finance, Brealey and Myers, 9/e, TMH.
- Financial Management, Rathod, Babitha Thimmaiah, Harish Babu, HPH.
- Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

CO-PO MAPPING

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

RESEARCH METHODOLOGY

Semester	II	CIE Marks	40
Course Code	18MBA23	SEE Marks	60
Teaching Hours / week (L:T:P)	4-0-0	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the basic components of research design.
2. To Gain an insight into the applications of research methods.
3. To equip students with various research analytical tools used in business research.

Unit 1:

Business Research – 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.

Case Study 1: *Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 458.*

Unit 2:

Business Research Design: Meaning and significance - Types: Exploratory and Conclusive Research Design.

Exploratory Research: *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.*

Experimental Research Design – *Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi- experimental design, True experimental design, statistical experimental design.*

Case Study 2: *Business Research Methods: S.N.Murthy &*

U.Bhojanna. Excel Books-page 455.

Unit 3:

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, clustersampling -Non Probability Sampling –convenience sampling- judgemental sampling, snowballsampling- quota sampling - Errors in sampling.

Case Study 3: Business Research Methods: S.N.Murthy & U.Bhojanna. Excel Books-page 461

Unit 4:

Data Collection: 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.

Case Study 4: Business Research Methods: S.N.Murthy &U.Bhojanna. ExcelBooks-page 457.

Measurement and Scaling Techniques: Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstonescale, Multi-Dimensional Scaling.

Case Study 5: Business Research Methods: S.N.Murthy & U.Bhojanna. ExcelBooks-page 452 & 463.

Unit 5:

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f- test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification (theoryonly).

Case Study 6: Business Research Methods: S.N.Murthy & U.Bhojanna. ExcelBooks-page 301.

Unit 6:

Data Analysis and Report Writing: 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.

Case Study 7: Business Research Methods: S.N.Murthy & U.Bhojanna. ExcelBooks-page 470.

PRACTICAL COMPONENTS:

- To identify research problem and collect relevant literatures for data analysis.
- To write the research design by using Exploratory and Descriptive Research methods.
- To prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- To conduct Market survey and to investigate consumer perception towards any FMCG.
- To demonstrate Report writing and Presentation methods.

COURSE OUTCOME:

1. Understand various research approaches, techniques and strategies in the appropriate in business.
2. Apply a range of quantitative / qualitative research techniques to business and day to day management problems.
3. Demonstrate knowledge and understanding of data analysis, interpretation and report writing.
4. Develop necessary critical thinking skills in order to evaluate different research approaches in Business.

RECOMMENDED BOOKS

- Business Research Methods: A South-Asian Perspective with course Mate William G. Zikmund / Barry J. Babin / Jon C. Carr / Atanu Adhikari / Mitch Griffin, Cengage learning.
- Business Research Methods: S.N. Murthy & U. Bhojanna. Excel Books.
- Business Research Methods. Donald R. Cooper & Pamela S. Schindler, 9/e, TMH/2007.

REFERENCE BOOKS

- Research Methodology – C.R. Kothari, Vishwa Prakashan.
- Research Methods – M. M. Munshi & K. Gayathri Reddy, Himalaya Publishing House, 2015.
- Marketing Research - Naresh K. Malhotra - 5th Edition, Pearson Education/PHI 2007.

CO-PO MAPPING

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



CONSUMER BEHAVIOR

Semester	III	CIE Marks	40
Course Code	18MBAMM301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
2. To comprehend the social and cultural dimensions of consumer behaviour.
3. To provide an insight of the psychological and behavioural concepts of consumers.

Unit 1:

Introduction to the study of Consumer Behaviour: Meaning & Definition 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.

Unit 2:

Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.

Consumer Decision Making: 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.

Part 1

Unit 3:

Individual Influences on Consumer Behaviour and CRM

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

C) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.

Part 2

Unit 4:

Individual Influences on Consumer Behaviour

A) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.

B) Attitude: 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).

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

Unit 5:

External Influences on Consumer Behaviour

Social Class: *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.*

Culture: *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.*

Groups: *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.*

Unit 6:

Consumer Influence and Diffusion of Innovations

Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.

Diffusion of Innovations: 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.

PRACTICAL COMPONENT:

- 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?

COURSE OUTCOMES:

The student should 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 organizationsto enhance the Consumer Behaviour.

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, Latest edition.
- Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning.

REFERENCE BOOKS:

- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications, 2015
- Consumer Behavior: Building Marketing Strategy– Del I. Hawkins, & Others, 11/e, TMH,
- Consumer Behavior- Satish K. Batra & S H HKazmi, Excel Books.

CO-PO MAPPING

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

RETAIL MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAMM302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03

Credits : 04

Course Objectives:

1. To develop an understanding of the contemporary retail management, issues, strategies and trends.
2. To highlight the importance of retailing and its role in the success of modern business.
3. To acclimatize with the insights of retailing, key activities and relationships.

Unit 1:

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, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.

Unit 2:

Theories of Retailing: Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory.

Unit 3:

Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – *Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies.*

Unit 4:

Store Management and Visual Merchandising: Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise

Assortments -Buying systems -Buying merchandise and RetailCommunication Mix.

Unit 5:

Relationship Marketing & International Retailing: Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.

Unit 6:

Retail Audit and ethics in Retailing Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism

PRACTICAL COMPONENTS:

- 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 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.

COURSE OUTCOMES:

The student should be able to:

1. Find out the contemporary retail management, issues, and strategies.
2. Evaluate the recent trends in retailing and its impact in the success of modern business.
3. Relate store management and visual merchandising practices for effective retailing.

RECOMMENDED BOOKS:

- Retail Management - Levy & Weitz, 8/e, TMH, 2012.
- Retail Management - Chetan Bajaj, Oxford University press.
- Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Retail Marketing Management - David Gilbert, 2/e, Pearson Education
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

CO-PO MAPPING

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

SERVICES MARKETING

Semester	III	CIE Marks	40
Course Code	18MBAMM303	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To acquaint the students with the characteristics of services and their marketing implications.
2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
3. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Unit 1:

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP model of service quality.

Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services.

Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.

Unit 2:

Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies – Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in

services.

Unit 3:

Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand.

Yield management-balancing capacity utilization, pricing.

Waiting line strategies-four basic Waitingline strategies.

Leadership & Measurement system for market driven service performance- key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.

Unit 4:

Employee role in service designing: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP3.

Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.

Unit 5:

Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

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

Unit 6:

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour- Guidance for physical evidence strategies.

PRACTICAL COMPONENT:

- Ask students to choose a service industry of their choice at the beginning of the semester

- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating the concepts to the particular industry(GAPS).
- Students can prepare service blueprints for any service of their choice.
- Identify any existing services, locate loopholes in the design and suggest modifications.
- Visit a service industry and analyze the role of customers in service delivery.

COURSE OUTCOMES:

The student should be able to:

1. Develop an understanding about the various concepts and importance of Services Marketing.
2. Enhance knowledge about emerging issues and trends in the service sector.
3. Learn to implement service strategies to meet new challenges.

RECOMMENDED BOOKS:

- Services Marketing - Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011.
- Services Marketing-Christopher Lovelock, Pearson Education.

REFERENCE BOOKS:

- Services Marketing –Rajendra Nargundkar, 3/e, TMH, 2010.
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007.
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L. Kurtz, 2/e, Biztantra, 2007.

CO-PO MAPPING

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

BANKING & FINANCIAL SERVICES

Semester	III	CIE Marks	40
Course Code	18MBAFM301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

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.

Unit 1:

Structure of Banking in India: Functions of RBI, structure and functions of commercial banks. Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)

Unit 2:

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)

Unit 3:

Merchant Banking: Categories, Services offered, Issue management – Postand Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting,

Private Placement, Book Building Vs Fixed price issues.(Theory)

Unit 4:

NBFCs an Overview -Types of NBFCs in India. Regulatory framework. Micro finance-Models, services, challenges. Leasing & Hire Purchase: Concept, Types, Evaluation.Problems in Evaluation of Leasing & Hire Purchase. (Theory&Problems)

Unit 5:

Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.

Venture capital: concept, features, process. Stages, Performance of Venture capital funded companies in India. (Theory)

Unit 6

Mutual Funds: Structure, Functions, Types of Funds, Performance of Mutual Funds, Regulations. Depository system: objectives, activities, NSDL & CDSL. The process of clearing and settlement. Factoring & Forfeiting: Definition, functions, types. Securitization: Meaning, process, Types, Benefits. (Theory)

Question Paper: 90% Theory, 10% Problems (Leasing and hire purchase).

PRACTICAL COMPONENTS:

1. Study and compare the performance of Public and private sector banks.
2. Issue management: Study the recent public issues.
3. Factoring and forfeiting business in India.
4. Venture capital funding and start up challenges.
5. Status of securitization in India.

COURSE OUTCOME:

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.

RECOMMENDED BOOKS

- Financial services – Khan M Y, 6/e, McGraw Hill.
- Banking and Financial Services- Mukund Sharma, Himalaya publishing, 2015.
- Management of Banking and Financial services- Padmalatha & Justin

Paul, Pearson.

REFERENCE BOOKS

1. *Financial Markets and Services – Gordon & Natarajan, 7/e, Himalayapublishing, 2011.*

INVESTMENT MANAGEMENT

Semester	III	CIE Marks	40
Course Code	18MBAFM302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To understand the capital market and various instruments for investment.
2. To learn valuation of equity, debt and mutual funds.
3. To learn the theories of portfolio management.

Unit 1:

Investment: Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges (only Theory).

Unit 2:

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns individual security, Portfolio Risk and Return (Theory & Problems).

Unit 3:

Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. Preference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models. (Theory & Problems).

Unit 4:

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Industry Analysis. Company Analysis- Financial Statement Analysis, Ratio Analysis. Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators –Moving averages, ROC, RSI, Market Indicators. (Theoryonly).

Unit 5:

Modern Portfolio Theory: Markowitz Model, Sharpe's single index model, Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT AND CAPM. (Theory & Problems).

Unit 6:

Market Efficiency and Behavioral Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioral Finance – Interpretation, Biases and critiques.

Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio performance Evaluation: Holding period returns, Measures of portfolio performance. (Theory & Problems).

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.

COURSE OUTCOMES:

1. The student will understand the capital market and various Instruments for Investment.
2. The learner will be able to assess the risk and return associated with

investments and methods to value securities.

3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management.
4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.

RECOMMENDED BOOKS:

- Investment Analysis and Portfolio management – Prasanna Chandra,3/e, TMH, 2010.
- Investments–ZviBodie, Kane, Marcus & Mohanty, 8/e, TMH, 2010.
- Security Analysis & Portfolio Management- J Kevin, TMH

REFERENCE BOOKS:

- Analysis of Investments & Management – Reilly & Brown, Cengage, 10e/2017
- Security Analysis & Portfolio Management – Punithavathy EhavathyPandian,2/e, Vikas, 2005.

Question Paper: 60 % Theory 40% problems.

CO-PO MAPPING

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

RECRUITMENT AND SELECTION

Semester	III	CIE Marks	40
Course Code	18MBAHR301	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
Credits : 04			

Course Objectives:

1. To enable students to understand and apply the principles of recruitment and Selection trends in the industry.
2. To provide a conceptual and Application of Selection Procedure in the Industry.
3. To give an understanding of the components and meaning of Latest Selection Tools in the corporate sector.
4. To Enable students with testing, reference checking and appointment orders in job recruitment and selection

Unit 1:

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

Unit 2:

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

Unit 3:

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

Unit 4:

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

Unit 5:

Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a Behavioral approach to recruitment: spotting personality patterns, making basic assumptions, Predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behavior, assessing how person performs, assuming they have been hired. – Identifying the ingredients of success: the winning candidate's profile, challenges in the Interview, the starting point, day to day execution, dealing with people.

Unit 6:

Testing, Reference checking & Appointment orders: Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test

Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications.

Appointment orders Meaning, definition, and purpose. Contents of appointment letter, hard copy (or soft copy).

PRACTICAL COMPONENTS:

- Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.
- In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages.
- In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
- Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data

base at least five resumes for each positions.

- Students can identify 4 or 5 jobs of their interest and can create Advertisements for the same imagining that they are Proprietors of the companies and hiring for these positions.
- Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like Police Constable, Doctor, CEO, Mechanical Engineer, Professor etc.,
- Role play: Students can do the role play for the entire process of hiring and selecting 3 or 4 selected roles in a specific industry.

COURSE OUTCOMES:

At the end of the course students are able to:

1. Gain the insights of various principles and practices of recruitment and selection in an industry.
2. Equip students with various selection procedure practiced in industry.
3. Develop students with latest selection tools in the corporate sector.
4. Develop students with various testing of job recruitment and selection

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009, ISBN: 1136369317, 9781136369315.

REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002, ISBN 13-978-0534580957.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009, ISBN: 1444315951, 9781444315950.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009, ISBN: 1921485779, 9781921485770.

CO-PO MAPPING

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

HR ANALYTICS

Semester	III	CIE Marks	40
Course Code	18MBAHR302	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
	Credits : 04		

Course Objectives:

1. To introduce the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
2. To develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
3. To aware the challenges human resources analytics for the competitive advantage of the organization.
4. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.

Unit 1:

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session)

Unit 2:

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Unit 3:

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Unit 4:

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

Unit 5:

HR Metrics – Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

HR Dashboards

Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBM- AMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Unit 6:

HR Scorecard

Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

PRACTICAL COMPONENT:

- To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the MBA students”
- To visit organizations and find out the problems and causes for unethical behavior at Workplace.
- Identify the important HR metrics used in manufacturing companies.
- Ask students to collect manpower data of your institute and prepare HR Dashboards.
- Collect the payroll detail from IT Company and use module 6 contents.

COURSE OUTCOMES:

The students will be able to.

1. Have an understanding of How HR function adds value and demonstrates the value in business terms
2. Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
3. Convert soft factors in a people management context into measurable variables across various domains.

4. Devise, conduct and analyse a study on employees or any other related to the HR context in an organization.

RECOMMENDED BOOKS:

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

REFERENCE BOOKS:

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HRAnalytics: The What, Whyand How, byTracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

CO-PO MAPPING

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

COMPENSATION & REWARD SYSTEM

Semester	III	CIE Marks	40
Course Code	18MBAHR303	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-2	Exam Hours	03
<hr/> Credits : 04 <hr/>			

Course Objectives

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Unit 1:

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Unit 2:

Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

Unit 3:

Job Evaluation: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium

Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt's Task & Bonus Wage Plans.

Unit 4:

Determining External Competitiveness and Benefits Management:
Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades

Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

Unit 5:

Performance Based Compensation System: *Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Compensation of Special Groups, Compensation Strategies for Special Groups.*

Incentives: *Positive & negative incentives, Types of individual incentives: incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, scanlan plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. incentive plans for white collar worker: straight salary, straight commission, combination plans.*

Unit 6:

Legal & Administrative Issues in Compensation Global Compensation: *Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay.*

PRACTICAL COMPONENT:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students must compare and analyze compensation practices in different countries.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.

COURSE OUTCOMES:

The students 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.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
- Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
- Compensation Management, ErSoniShyam Singh, Excel Books.

CO-PO MAPPING

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

GUIDELINES FOR ORGANISATION STUDY

Semester	III	CIE Marks	40
Course Code	18MBAOS307	SEE Marks	60
Teaching Hours / week (L:T:P)	0-0-8		
Credits : 04			

OBJECTIVE

To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The Organisation study shall consist of Study of an organization for 4 credits for 4 weeks.

GENERAL GUIDELINES

- The Organisation study shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes
- The Subject code of the Organisation study shall be 18MBAOS 307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Submission of Report: *Students shall submit one hard copy of the report to the college with hard bound color of royal blue and a soft copy in PDF file(Un-editable Format)*

Evaluation: *Internal evaluation will be done by the internal guide.*

Viva-Voce / Presentation: *A viva-voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work. The viva – voce examination will be conducted by the respective HOD or Senior Professor or internal Guide of the department and an external evaluator drawn from industry. In case of non availability of industry professional, a senior professor or a faculty with more than 10 years of experience may be invited to conduct the viva-voce examination. Organisation study carries 100 marks consisting of 40 marks for Organisation study report (evaluated by internal guide) and 60 marks for*

viva-voce examination. Minimum passing marks of the Organization study is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

Contents of the Organisation study Report

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Organisation study by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive summary

Chapter 1: Introduction about the Organisation & Industry.

Chapter 2: Organization Profile

- Back ground,
- Nature of business,
- Vision mission, quality policy
- Workflow model
- Product/service profile
- Ownership pattern
- Achievements/awards if any
- Future growth and prospects

Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements
Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Organization study such as figures, graphs, photographs, Financial statements etc.,

Format of the Organization study : Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5line spacing. The Organization study report shall not exceed 60 pages.

SALES MANAGEMENT

Semester	IV	CIE Marks	40
Course Code	18MBAMM401	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course

Objectives:

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.

Unit 1:

Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.

Unit 2:

Selling skills & selling strategies: Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

Unit 3:

Management of Sales Territory & Sales Quota: 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.

Unit 4:

Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the

motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Sales management job: Standard sales management process-international sales management - international market selection market survey approach or strategy.

Unit 5:

Sales Manager and Sales Person: Role of sales manager and sales people;

functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for salesmanager and sales person.

Unit 6:

Selling on the internet: *Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.*

PRACTICALCOMPONENT:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- 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 behaviour also depend on the personality of the individual doingthe buying? Or the one doing the selling?
- Students 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 the institute if operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and tomake a small report.
- Roles and functions of sales manager and sales people are different in every organization Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager anda salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is : how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods andrecommend a method for your company.

COURSE OUTCOMES:

Student should be able to

1. Understand the applythe selling techniques in an organisation.
2. Develop a plan for organising, staffing & training sales force.
3. Organise sales territories tomaximize selling effectiveness.
4. Evaluate sales management strategies.

RECOMMENDED BOOKS:

- Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, OxfordUniversity Press.
- Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.

REFERENCE BOOKS:

- Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books,2007.
- Salesmanship and Sales Management-P.K Sahu & K C Raut, 3/e, Vikas PublishingHouse3.
- Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley& Co.

CO-PO MAPPING

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

INTEGRATED MARKETING COMMUNICATION

Semester	IV	CIE Marks	40
Course Code	18MBAMM402	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course

Objectives:

1. To build a comprehensive framework for integrated marketing communications.
2. To study the advertising, publicity, personal selling, direct marketing and sales promotion.
3. To enhance knowledge of emerging trends in integrated marketing communications.

Unit 1:

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.

Unit 2:

Advertising Agency: *Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.*

Unit 3:

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

Unit 4:

Direct Marketing: Features, Functions, Growth, Advantages/ Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, pushpullstrategies, Co-operative advertising, Integration with advertising and publicity Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relationstrategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Unit 5:

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Unit 6:

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

PRACTICAL COMPONENTS:

- Study the IMC programs adopted by various colleges to students applying for an MBA course? Is the tactic adopted by your college right? If no, what are your suggestions?
- Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles, cold drinks, jeans, mobiles etc.
- Observe a marriage in your family and write about how you would 'event manage' it?
- Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
- Students can do a survey on effective media communications.

COURSE OUTCOMES:

Student should be able to

1. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
2. Ability to create an integrated marketing communications plan which includes promotional strategies.
3. Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
4. Prepare advertising copy and design other basic IMC tools.

RECOMMENDED BOOKS:

- Advertising and Promotions IMC Perspectives: Belch and Belch, 9/e, Tata McGraw Hill, 2012.

- Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.

REFERENCE BOOKS:

- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
- Advertising an IMC perspective, S.N.Murthy & U Bhojanna, Excel Books.
- Integrated Marketing Communications – Niraj Kumar, HPH.

CO-PO MAPPING

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

DIGITAL & SOCIAL MEDIA MARKETING

Semester	IV	CIE Marks	40
Course Code	18MBAMM403	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To understand the important concepts related to e-marketing
2. To learn the use of different electronic media for designing marketing activities.
3. To acquaint the students with the latest techniques of e-marketing.

Unit 1:

Introduction to digital marketing: Online marketplace analysis: micro- environment, The Internet macro-environment. E-Marketing Plan: Overview of the E-Marketing Planning Process – Creating an E Marketing Plan– A Seven-Step E-Marketing Plan The E-Marketing Environment: Overview of Global E-Marketing Issues – Country and Market Opportunity Analysis – Technological Readiness Influences Marketing – Wireless Internet Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security –Cyber Crime.

Unit 2 :

E-Marketing Research: Data Drive Strategy – Marketing Knowledge Management –Monitoring Social Media – Technology-Enabled Approaches – Real-Space Approaches –Marketing Databases and Data Warehouses – Data Analysis and Distribution – Knowledge Management Metrics - Consumer Behaviour Online – Segmentation – Targeting –Differentiation – Positioning Strategies. Data Analytics: Introduction, Key terms and concepts. Working with data. Setting objectives, goals and KPIs. Tracking and collecting data. Analysing data. Advantages and

challenges.

Unit 3 :

E-Marketing Management: Product – Products on Internet – Creating Customer Value Online– Product Benefits – E-Marketing Enhanced Product Development – Price – Change in Pricing Strategies – Buyer and Seller Perspectives – Payment Options – Pricing Strategies – Distribution– Online Channel Intermediaries – Distribution Channel Length and Functions – Channel Management and Power – Distribution Channel Metrics.

Unit 4:

Search Engine Optimisation (SEO) Introduction, Understanding SEO. Search engine friendly website structure. SEO and key phrases. Link popularity. User insights. Benefits and challenges. Content Marketing: Introduction, Key terms and concepts, meaning, Strategic building blocks. Content creation. Advantages and challenges.

Search Advertising: *Introduction, Key terms and concepts. Advertising in search. The elements of a search ad. Targeting options. Bidding and ranking for search ads. Tracking. Advantages and challenges.*

Online Advertising: *Introduction, Key terms and concepts. Types of display adverts. Payment models for display Advertising. Getting your ads online. Targeting and optimising. Step-by-step guide to online Advertising. Advantages and challenges.*

Affiliate Marketing: *Introduction, Key terms and concepts. The building blocks of affiliate marketing. Setting up a campaign. Advantages and challenges.*

Unit 5:

Customer Acquisition and Retention: *Profile of Consumers – Browsing Behaviour Model – Elements of Social Media – Social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship Marketing – Stakeholders – Three Pillars of Relationship Marketing – Customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success.*

Unit 6:

Social Media Channels: *Introduction, Key terms and concepts, Traditional media vs Social media. Social media channels: Social networking. Content creation, Bookmarking & aggregating and Location & social media. Tracking social media campaigns. Social media marketing: Rules of engagement. Advantages and challenges.*

Social Media Strategy: Introduction, Key terms and concepts. Using social media to solve business challenges. Step-by-step guide to creating a social media strategy. Documents and processes. Dealing with opportunities and threats. Step-by-step guide for recovering from an online brand attack. Social media risks and challenges.

COURSE OUTCOMES:

Student should be able to

1. Recognize appropriate e-marketing objectives.
2. Appreciate the e-commerce framework and technology.
3. Illustrate the use of search engine marketing, online advertising and marketing strategies.
4. Use social media & create templates.
5. Develop social media strategies to solve business problems.

RECOMMENDED BOOKS:

- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
- https://www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/emarketing_textbook_download.pdf.
- E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
- Internet Marketing: Integrating Online and Offline Strategies. M. L. Robertsand Debra Zahay, 3rd edition, Cengage Publishing, 2013

REFERENCE BOOKS:

- The Essential Guide to Online Marketing, Rob Strokes, Quirk, ISBN: 9781936126323
- E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013
- Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.

CO-PO MAPPING

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

INDIRECT TAXATION

Semester	IV	CIE Marks	40
Course Code	18MBAFM403	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide an overview of GST in India.
2. To provide an understanding of levy and collection of GST.
3. To give an overview of customs duty in India.
4. To provide an understanding of valuation for customs duty.

Unit 1:

Introduction to Goods and Services Tax (GST): Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).

Unit 2:

Levy and Collection of Tax: Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).

Unit 3:

Time and Value of supply: Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).

Unit 4:

Input Tax Credit: Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration , Compulsory Registration in Certain Cases, Procedure for Registration , Deemed Registration. Returns under GST: Furnishing of Returns, First Return , Revision of Returns and Penalty/Late Fee. (Theory).

Unit 5:

Introduction to Customs Duty. Definitions, Circumstances of Levy of

Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).

Unit 6:

Import and Export Procedure under Customs: Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty , Penalties under Customs, Seizure of Goods , Confiscation of Goods. (Theory).

Question Paper: 60 % Theory 40% problems

COURSE OUTCOME:

At the end of the course, the students are able to:

1. Have clarity about GST system in India.
2. Understanding of levy and collection of GST in India.
3. Have an overview of customs duty in India.
4. Understanding of valuation for customs duty.

RECOMMENDED BOOKS:

1. Indirect Taxes Law and practices, V S Datey, Taxmanns
2. GST & Customs Law (University Edition), K.M Bansal, Taxmanns.

REFERENCE BOOKS:

1. Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns
2. Goods & Services Tax (GST) in India , B. Viswanathan UBS Publishers

CO-PO MAPPING

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

PUBLIC RELATIONS

Semester	IV	CIE Marks	40
Course Code	18MBAHR401	SEE Marks	60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	03
Credits : 03			

Course Objectives:

1. To provide an understanding of the fundamentals tools of public relations practices.
2. To provide a multidisciplinary understanding of the emerging trends in the field of public relations.
3. To Understand the role of employee communication and organizational change.
4. To Understand the importance of community relations

Unit 1:

Public Relation: Proactive and Reactive Approaches – Public Relations Process – Behavioural Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – When communications is not enough – 20 great truths about Public Relations.

Unit 2:

Theoretical basis for Public Relations – Theories of Relationships – Systems Theory – situational Theory – Theories of Persuasion and Social Influence – Social Exchange Theory – Diffusion Theory – Social Learning Theory – Elaborated Likelihood Theory - Theories of Mass communication – Uses and Gratification Theory – Agenda Setting Theory – Public Relations roles – Models of Public Relations – Approaches to Conflict Resolutions.

Unit 3:

Employee communications – Role of employee communication – concept of Organizational culture – Establishing Communication Policy – Organizational change – Importance of employee communication – Special employee Communication Situations – Media of Employee

communications – Objectives of Internal media – Starting internal media –controlling internal. media - Occasional and Special media Rules of Effective Employee Relations. Frontline supervisors as the key communicators.

Case 1: *Investing in Employees Pays Off (CJSS).*

Case 2: *Southwest Airlines – Where Fun, LUV, and Profit Go Hand –in Hand (CJSS).*

Unit 4:

Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs -Specific Functions of Public Relations – Criteria for Community relations Activities – Corporate Social Responsibility & Philanthropy-Emerging Challenge ofCommunityActivism.

Case 3: *Community Relationships Maintained During Hospital Closing (CJSS).*

Unit 5:

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – working with the media –Media Relations Program Elements –Role of Technology in Public Relations.

Case 4: *Fatal Tiger Attack at San Francisco Zoo (LLHT).*

Unit 6:

Issues in Public Relations/ Crisis Management – public relations challenges –Types of Issues - target audiences-Public Service as Preventive Public Relations – Special Interests – Importance of compromise –Issue Anticipation –Scenario Technique.

Crisis Management – Understanding how people typically react to issues – Human Nature – Role of communications – Types of crises – News media influence - Fundamental guidelines.

Case 5: *Take your choice – Tobacco or Health (CJSS).*

PRACTICAL COMPONENT:

- Related cases for each module to be discussed in the classes and presentation can be done for each case by group of students.
- Team of students can be made and asked to report the media personalities about the event held in the college. Different styles of reporting the same event can be discussed in the class with its possible reactions from the media.
- Collect the newspaper articles about various messages from organizations through spokespersons and analyze the effect of each

type of delivery and impact on the audience.

- Conduct a CSR Programme for the college like Blood donation, Eye camps in association with Lions, Rotary clubs etc and gather the information's about various challenges these organizations face during such community oriented programmes.

COURSE OUTCOMES:

1. To demonstrate an understanding of the fundamentals tools of public relations practices.

2. To describe the various emerging trends in the field of public relations.
3. To analyze the importance of employee communication and organizational change.
4. To evaluate the importance of community relations.

RECOMMENDED BOOKS

1. “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman & Toth, third edition, Tata McGraw Hill, 2012 (LLHT).
2. “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
3. Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007, ISBN - 1136370773, 9781136370779.

REFERENCE BOOKS:

1. Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004, ISBN - 1135606080, 9781135606084.
2. Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003, ISBN - 0749440724, 9780749440725.
3. Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

CO-PO MAPPING

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

RUBRICS FOR CONTINUOUS INTERNAL EVALUATION (CIE) FOR 40 MARKS	
Particulars	Marks
Internal Assessment (Average of two best performances out of three internal assessments tests shall be considered).	25
Seminar/Presentation	Document for the same must be maintained.
Subject Viva-Voce/ Oral Examination	
Assignment/ Quiz	
Total	40
<p>Note: Course Instructor may introduce/use any activity other than the above three activities to award 15 marks. The activities used by the course instructor must be measurable and documented for inspection by VTU.</p>	

QUESTION PAPER PATTERN FOR SEE			
Semester End Examination (SEE) conducted for 100 marks and converted to 60 marks.			
Particulars	Question member	Composition of the question	Marks
Part – A Any four full questions to be answered. Total marks for Part – A is 80.	1 to 7	(a)	03
		(b)	07
		(c)	10
		Any two 10 marks sub questions of seven main questions should be pertaining to application oriented topics based on practical Components given at the end of each course.	
Part – B Compulsory Marks for Part – B is 20.	8	Case Study	20
Total			100

GUIDELINES FOR 6 WEEK PROJECT WORK

Semester	IV	CIE Marks	40
Course Code	18MBAPR407	SEE Marks	60
Teaching Hours / week (L:T:P)	0-0-12		
	Credits : 06		

OBJECTIVE

To expose the students to understand the working of the organization/company / industry and take up an in-depth study of an issue /problem in the area of specialization.

GENERAL GUIDELINES

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes.
- The project work report shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned Regional Office with an intimation to the Registrar (Evaluation)
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size
- All the reports shall be printed in the A4 size 1 inch margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted)

- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her
- The certificate from the organization if applicable.
- Acknowledgement
- Executive Summary

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
Identifying the organization Problem identification	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second Week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

*Synopsis: It is a three page document or hard copy to be submitted to the HOD with the signatures of the Guide and the student.

Page 1	Title, Contact Address of student- with details of Internal and External Guide (if applicable)
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information
Page 3	Time Activity Chart

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	First week of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2 nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation)
Data collection	3 rd week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)
Analysis and finalization of report	4 th & 5 th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation)
Submission of Report	6 th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination

Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institut drawn from VTU affiliated institute with minimum of 10 years experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert drawn from the VTU affiliated institutes with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 40 marks for internal marks by the internal guide, average of 30 marks from both internal and external evaluation and 30 marks for viva-voce examination. . Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1 inch margin all sides (1.5 inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.

- **Submission of Report:** Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar (Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- **Plagiarism:** Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.
- **Publication of Research Findings:** Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitors' information, SWOT Analysis, Future growth and prospects and Financial Statement

Chapter 2: Conceptual background and Literature review
Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography

Annexure relevant to the project such as figures, graphs, photographs etc.

Rubrics for Project Work (Common to core and Dual Specializations)		
Particulars		Marks Allotted
A. Internal Assessment by the Guide- Based on three Presentations by Students		40
B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.		30
C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)		30
Total		100
Rubrics for Project Evaluation and Viva voce Examination		
A. Internal Assessment by the Guide- Based on three Presentations by Students		
Sl. No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	5
8	Summary of findings, suggestions and conclusion	5
Total		40
B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.		
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	5
Total		30
C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)		
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Objectives of the study and Methodology	5
5	Analysis using statistical tools and statistical packages	5
6	Findings and appropriate suggestions	5
Total		30

