



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 2016-17

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	2-54

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

Total number of courses mapped: 18

Sl.No	Course Code	Course Name
1	14MBA47	Summer Project
2	14MBA23	Research methods
3	14MBA22	Financial Management
4	14MBA11	Management & Organisational Behaviour
5	14MBA15	Marketing Management
6	14MBA16	Managerial Communication
7	14MBA13	Accounting for Managers
8	14MBA21	Human Resource Management
9	14MBA13	Economics for Managers
10	14MBA14	Business Analytics
11	14MBA26	Entrepreneurial Development
12	14MBA25	Strategic Management
13	14MBAMM301	Consumer Behavior
14	14MBAMM303	Services Marketing
15	14MBAMM302	Retail Management
16	14MBA HR302	Recruitment & Selection
17	14MBA MM407	Sales Management
18	14MBA HR303	Compensation & Benefits

SEMESTER I

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Subject Code : 14MBA11 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

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

Part A- Principles of Management

Module 1: (6 Hours) 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 and recent trends in management.

Module 2: (12 Hours) Planning and Organizing: Planning: 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, principles of organizations-chain of command, span of control, delegation, decentralization, and empowerment. Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations.

Module 3: (4 Hours) Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

RECOMMENDED BOOKS • Essentials of Management-Koontz, 8/e, McGraw Hill • Management: Text and Cases-VSP Rao, Excel BOOKS

• MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010 • Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011 • Management Theory & practice – Chandan J. S, Vikas Publishing House. • Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

Part B- Organizational Behaviour

Module 4: (4 hours) Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

Module 5: (16 Hours) Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. Attitude: Formation, components of attitudes, relation between attitude and behaviour. Perception: Process of perception, factors influencing perception, link between perception and individual decision making. Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

Module 6: (10 Hours) Motivation and Leadership: 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-Fiedler's model, SLT, transactional and transformation leadership.

Module 7: (4 Hours) Group Behaviour: Definition, types, formation of groups, building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution. Power and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.

Practical Component • Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 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 behaviours 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/jobs or students can be allowed to choose the same.

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, • Organization Behaviour – Ashwathappa, Himalaya Publication House • ORGB - Nelson, Quick, Khanelwal, 2/e,

Cengage Learning, 2012. • Organizational Behaviour - Anada Das Gupta, Biztantra, 2011. • Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011. • Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.

REFERENCE BOOKS: • Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011. • Management and Organizational Behaviour - Laurie J Mullins, Pearson education • Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengage Learning • Organizational Behaviour, Aquinas P. G, Excel BOOKS.

ECONOMICS FOR MANAGERS

Subject Code : 14MBA12 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To introduce the fundamentals, tools and theories of managerial economics • To orient on micro economic techniques as a decision making process • To understand macro economic analysis essential for business managers

Module 1: (10 hours) Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Theories of firm- Baumol’s Model and Agency theory- Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticities, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance. Problems on Elasticity of Demand.

Module 2: (8 hours) Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, – Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination- Returns to Scale- Economies and Diseconomies of Scale - Technological progress and production function

Module 3: (8 hours) Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. -Short-run and Long-run Cost Curves Profits: Determinants of Short-Term & Long Term Profits, Measurement of Profit. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Module 4: (8 hours) Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation Pricing - Descriptive Pricing- Price Skimming, Price Penetration. Module

5:(8 hours) Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy.

Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators, Inflation : Types, causes, Measurement , Kinds of Price Indices, Primary, Secondary and

Tertiary Sectors and their contribution to the Economy, SWOT Analysis of Indian Economy.

Module 6: (8 hours) Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance Globalization and Indian Business Environment: Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Module 7: (6 hours) Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget, Monetary Policy: Measures of Money Supply, Monetary Policy in India– objectives, tools for Credit Control. Role and functions of Comptroller and Auditor General of India (CAG)

Practical Components: • Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods) • Study of demand elasticity for a product when there is a price increase or price decrease. • Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method. • Preparing a project proposal for a new business venture to understand the BEP using real time data. • An in-depth study of economic indicators on the growth rate • Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI • A study on the effect of monetary policy on banking and NBFCs • A futuristic study of leading Indian industries and observations of CAG on major issues.

RECOMMENDED BOOKS: • Managerial Economics, D.N Dwivedi, 6th ed., Vikas Publication. • Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications. • Managerial Economics, H. L Ahuja, S. Chand, 2011 • Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication. • Indian Economy, Misra and Puri, Himalaya Publications • Business Economics, ML Jhingan and Upadhyaya, Vrinda Publications • Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

REFERENCE BOOKS: • Managerial Economics- Principles and worldwide applications, Dominick Salvatore, 6e, Oxford Publication, 2010 • Managerial Economics, Jaswinder Singh, Dreamtech publications, 2013 • Managerial Economics, Yogesh Maheswari, PHI, 2013 • Modern Economic Theory, KK Dewett and MH Navalur, S Chand Publication, 2013 • Managerial Economics: Case study solutions- Kaushal H, 1/e., Macmillan, 2011

ACCOUNTING FOR MANAGERS

Subject Code : 14MBA13 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • Explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary • Explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements.

- Prepare basic entries for business transactions and present the data in an accurate and meaningful manner
- Prepare basic financial statements and explain the articulation between the basic statements.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Module 1: (4 Hours) Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).

Module 2: (10 Hours) Preparation of books of Accounts: Journals, Subsidiary books, three column cash book, ledgers and trial balance. Depreciation- Straight line and Written down Value Methods.

Module 3: (12 Hours) Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts / statement of companies-both horizontal & vertical form of financial statements. (Basic problems on Final accounts of companies)

Module 4: (14 Hours) Analysis of Financial Statements: Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

Module 5: (6 Hours) Accounting Standards and IFRS: Need for accounting standards. IFRS and proposed changes in Indian Accounting Standards.

Module 6: (4 Hours) Emerging issues in Accounting: Corporate Governance and clause 49 of the listing agreement, Human Resource Accounting, Forensic Accounting, Window Dressing- Sustainability Reporting

Module 7: (6 Hours) Fundamentals of Taxation: Overview of Heads of Income, deductions u/s 80C, Income Tax Rates and Returns – 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.

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. • Accounting for managers, Madegowda J, Himalaya Publishing House. • Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications. • Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers. • Business Taxation, Akhileshwar Pathak and Savan Godiawala, 2/e, McGraw Hill Education (India) Pvt. Ltd, 2013.

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. • Financial Accounting (IFRS update), Gary A.Porter & Curtis L. Norton, 6/e, Cengage Learning. • Accounting For Management, Arora M. N, Himalaya Publishing House. • Essentials of Financial Accounting (Based on IFRS), Bhattacharya, 3/e, Prentice Hall India. • Comdex (Computer and Financial Accounting with Tally 9.0 Course Kit), Dream Tech. • Comdex – Tally 9, Namrata Agrawal -DreamTech. • IFRS: A Practical approach, Jasmine Kaur, McGraw Hill.

BUSINESS ANALYTICS Subject Code : 14MBA14 IA Marks : 50 No. of Lecture Hours / Week : 04 ExamHours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To introduce analytics as a tool for business decision making • To learn multivariate statistical methods to explain or predict the measured values • To familiarize the use of project management evaluation techniques • To orient the students with research tools

Module 1 (8 Hours) Descriptive Statistics: Measures of central tendency - Problems on measures of dispersion – Karl Pearson correlation, Spearman’s Rank correlation, simple and multiple regression (problems on simple regression only)

*Module 2 (6 Hours) 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)*

*Module 3 (8 Hours) Decision Theory: Introduction – Steps of decision-making process – types of decision- making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (only theory). Design of Experiments: Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs
Module 4 (only theory) (6 Hours) Cluster Analysis: Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization techniques Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis Discriminant Analysis: Introduction – Linear discriminant analysis*

Module 5 (5 Hours) Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Masterdata management(only theory)

Module 6 (15 Hours) Linear Programming: structure, advantages, disadvantages, formulation of LPP, solution using graphical method. Transportation problem: Basic feasible solution using NWCM, LCM and VAM, optimisation using MODI method. Assignment Model: Hungarian method – Multiple solution problems – Maximization case – Unbalanced – Restricted.

Module 7 (8 Hours) 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

Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40

Practical Component: • Students are expected to have a basic excel classes • Students should be able to categorize the data and find out the basic statistical values

RECOMMENDED BOOKS: • *Business Analytics – Methods, Models and Decisions*, James R. Evans, 1st edition, Prentice Hall, 2013, ISBN – 978-0-13-295061-9

- *Operations Research – Theory & Applications*, J K Sharma, 5th edition, Macmillan publishers, 2013, ISBN 978-9350-59336-3
- *Business Analytics – an application focus*, Purba Halady Rao, PHI Learning, 2013, ISBN 978-81-203-4819-6
- *Quantitative Methods*, N D Vohra, 4th Edition, Tata McGraw Hill, 2010, ISBN 978-0-07014673-0
- *Fundamentals of Statistics*, S.C Gupta, 6th edition, Himalaya Publishing House, 2007, ISBN 978-81-8318-755-8

REFERENCE BOOKS: • *Analyzing Multivariate Data*, James Lattin, Douglas Carroll and Paul Green, ThomsonLearning, 2003, ISBN 0-534-34974-9. • *Business Intelligence: A Managerial Approach*, E. Turban, R. Sharda, J. Aronson, and D. King, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7. • *Quantitative Methods for Business*, Anderson, Sweeney and Williams, Thomson, 2005, ISBN 981-240-641-7

MARKETING MANAGEMENT

Subject Code : 14MBA15 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • *To provide students an insight to basic concepts of marketing management.* • *To help students understand various marketing tools/models for solving marketing problems in the changing business environment.* • *To understand fundamental premise underlying market driven strategies.*

Module 1: (8 hours) Introduction to Marketing: Introduction, Definitions of market and 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 Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer

Module 2: (8 hours) Consumer Behaviour Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Buying Roles, Buying Motives, Buyer Behaviour Models

Module 3: (8 hours) Market Segmentation, Targeting & Positioning: 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, Tasks involved in Positioning. Branding - Concept of Branding, Types, Brand Equity, Branding strategies.

Module 4: (8 hours) 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 labelling in packing.

Module-5 (8 hours) 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,

Module 6: (10 hours) Integrated Marketing communication: Meaning and Importance of Marketing Communication, Communication Objectives, Steps in Developing Effective Communication Advertising - Objectives,

Ad Budget, AIDA Model, Advertising Copy Deciding Media, Evaluating Advertising Effectiveness, Sales Promotion

- Kinds of Promotion, Tools and Techniques of Sales Promotion, Push and Pull Strategies Personnel Selling - Concept, Features, Functions, and Steps involved in personal Selling. Publicity - Meaning, Objectives, Types, Functions of Public relations, Direct Marketing - Meaning, Features, Functions, Basic Concepts of E-Commerce, E-Business

Module 7: (6 hours) Marketing Planning: Meaning, Concepts, Steps involved in Marketing planning, Marketing Audit- Meaning, Feature, Various components of Marketing Audit Marketing Strategy-Analysis of Industry and Competition, Strategic Planning Process,

Case Studies of Indian Context

Practical Components • Analyze Product Life Cycle of few Products like-Electronic goods, Computers. • Analyze Packaging strategies used by FMCG companies • Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

RECOMMENDED BOOKS • Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012 • Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014 • Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012 • Marketing Management Concepts & Cases, S.A.Sherlekar, HPH • Marketing Management, Tapan Panda, 2/e, Excel Publication • Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014

REFERENCE BOOKS • Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012 • Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011. • Marketing Management – Karunakaran, HPH. • Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas. • Marketing- Lamb, Hair, Mc Daniel, 7/e, Cengage Learning 2012. • Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning, 2005. • Marketing: Planning, Implementation, and Control -William M. Pride, Ferrell O. C, Cengage Learning, 2010.

MANAGERIAL COMMUNICATION

Subject Code : 14MBA16 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total

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Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To familiarize learners with the mechanics of writing. • To enable learners to write in English precisely and effectively

Module 1: (6 Hours) 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

Module 2: (6 Hours) 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, Nonverbal communication.

Module 3: (8 Hours) Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Prewriting – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

Module 4: (12 Hours) 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 – Press conference – Media interviews Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings. Meeting Documentation: Notice, Agenda, and Resolution & Minutes.

Module 5: (10 Hours) Case Method of Learning: Understanding the case method of learning – Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, reading, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Dos and don'ts for case preparation – Discussing and Presenting a Case Study

Module 6: (6 Hours) Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for Managers Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies

Module 7: (8 Hours) Employment communication: Introduction – Composing Application Messages - Writing CVs – Group discussions – Interview skills Impact of Technological Advancement on Business Communication – Technology-enabled Communication - Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing

Practical Components: • *Demonstrate the effect of noise as a barrier to communication* • *Make students enact and analyze the non-verbal cues* • *Give exercises for clarity and conciseness in written communication.* • *A suitable case isto be selected and administered in the class sticking to all the guidelines of case administering and analysis.* • *Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc,*

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- *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*

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.* • *Communication – Rayudu C. S, HPH.* • *Business Communication – Lesikar,Flatley, Rentz & Pande, 11/e, TMH, 2010* • *Advanced Business Communication – Penrose, Rasberry, Myers, 5/e,*

Cengage Learning, 2004. • BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012 • Business Communication – Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS: • Effective Technical Communication - Ashraf Rizvi M, TMH, 2005. • Business Communication - Sehgal M. K & Khetrapal V, Excel BOOKS. • Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012. • Basic Business Communication – Raj Kumar, Excel BOOKS, 2010.

SEMESTER II HUMAN RESOURCE MANAGEMENT

Subject Code : 14MBA21 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To develop a meaningful understanding of HRM theory, functions and practices. • To apply HRM concepts and skills across various types of organizations.

Module 1: (8 hours) Human Resource Management: Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Principles of HRM, Organization of Personnel department, Role of HR Manager. HRM's evolving role in the 21st century. Module 2: (8 hours) 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.

Module 3: (8 hours) Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment. Selection: Definition and Process of Selection. Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Module 4: (8 hours) Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods

and Development of Management Development, Career and Succession Planning.

Module 5: (8 hours) Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Module 6: (8 hours) Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

Module 7: (8 hours) Industrial Relations: Overview of industrial relations and industrial conflict. Industrial

disputes: preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges. Practical Component: • 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.

RECOMMENDED BOOKS: • Human Resource Management – Rao V. S. P, Excel BOOKS, 2010 • Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai. • Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, 16th Rep., Cengage Learning, 2012. • Human Resource Management - Lawrence S. Kleeman, Biztantra, 2012. • Human Resource Management – Aswathappa K HPH

REFERENCE BOOKS:

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• 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. • Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.

FINANCIAL MANAGEMENT

Subject Code : 14MBA22 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To explain the basic functions and responsibilities of a financial department in a business/ firm; • To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management • To explain the various techniques of evaluation of investment proposals • To discuss the various factors to be considered in designing the target capital structure.

Module 1: (10 Hours) Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas. Indian financial system – Primary market, Secondary market –stocks & commodities market, Money market, Forex markets. (Theory Only) Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

Module 2: (10 Hours) 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.

Module 3: (8 Hours) Cost of Capital 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.

Module 4: (10 Hours)

Investment decisions — 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. Estimation of cash flow for new project, replacement projects.

Module 5: (6 Hours) 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)

Module 6: (8 Hours) Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

Module 7: (4 Hours) Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions, Behavioural Finance, Financial Modelling, Financial engineering, risk management. (Theory Only).

Practical Components: • Identifying the small or medium sized companies and understanding the investment evaluation techniques used by them. • Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector. • Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

RECOMMENDED BOOKS: • Financial Management - Prasanna Chandra, 8/e, TMH, 2011. • Financial Management, Shashi K Gupta and R K Sharma, 8th Revised Edition, Kalyani Publishers, -2014 • Financial Management, Khan M. Y. & Jain P. K, 6/e, TMH, 2011. • Financial Management, Rajiv Srivastava and Anil Misra, Second edition, Oxford University Press, 2011 • Financial Management, I

M Pandey, 10th Edition, Vikas Publishing House -2014 • Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002

REFERENCE BOOKS: • Financial Management, V K Bhalla ,1st Edition- S.Chand 2014, • Fundamentals of FinancialManagement, Brigham & Houston, 10/e, Cengage Learning. • Corporate Finance, Damodaran , 2/e, Wiley India (P) Ltd., 2004 • Financial Management, Paresh P., Shah 2/e, Biztantra.

• Fundamentals of Financial Management, Sheeba Kapil ,Pearson,2013 • Financial Management, Sumit Gulati & Y P Singh,Mc Graw Hill, New Delhi - 2013

RESEARCH METHODS

Subject Code : 14MBA23 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03 Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To provide an understanding on the basic concepts of research methods • To expose the students to the role that statistics plays in business decisions

Module 1: (6 hours) 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.

Module 2: (8 hours) Types of Business Research Design: Exploratory and Conclusive Research Design Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Conclusive research Design - Descriptive Research - Meaning, Types – cross-sectional studies and longitudinal studies. – Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection

Module 3: (6 hours) Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Module 4: (6 hours) 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 Measurement and Scaling Techniques: Basic measurement scales-

Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi- Dimensional Scaling.

Module 5: (8 hours) Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation

Module 6: (16 hours) Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only) Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only) ANOVA: One- Way and Two Way Classification. (Theory Only)

Module 7: (6 hours) Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Practical Components: • Students are expected to write the research design on Exploratory and Descriptive Research. • Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions. • Students are asked to conduct Market survey to know the consumer perception towards any FMCG. • Identify the problem and collect relevant literatures and data for analysis • Data Interpretation and report writing: Short and Long reports. • Report presentation methods, ex: Power Point Presentation, etc

RECOMMENDED BOOKS • Research Methodology- C R Kothari, Vishwa Prakashan, 2002 • Business Research Methods. Donald R. Cooper & Pamela S Schindler, 9/e, TMH /2007 • Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi -Vikas Publication - 2014 • Research Methods for Business, Uma Sekaran & Roger Bougie, 6th Edition, Wiley, 2013 • Business Research Methods-SL Gupta and Hetesh Gupta, McGraw hill - 2012 • Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007 • Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011

REFERENCE BOOKS • Research Methods- William M C Trochi,- 2/e, Biztantra, 2007

• Methodology of Research in social Sciences- O R Krishnaswami, M Ranganatham, HPH, 2007 • Research Methodology –C Murthy- Vrinda Publication - 2011

CONSUMER BEHAVIOUR

Subject Code : 14MBA MM301 IA Marks :

50 No. of Lecture Hours / Week : 04 Exam

Hours : 03

Total Number of Lecture Hours : 56 Exam

Marks : 100 Practical Component : 01 Hour /

Week

Objectives:

- To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

Module 1: (4 Hours)

Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism. Module 2: (8 Hours)

Role of Research in understanding consumer behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth

Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members.

Levels of Consumer Decision Making – Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages

Situational Influences- Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behaviour (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

Module 3: (10 Hours)

Individual Influences on Consumer Behaviour and CRM: Part 1

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 (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth 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 (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Colour), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).

C) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization, perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk.

Customer Relationship Management

Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

Module 4: (08 Hours)

Individual Influences on Consumer Behaviour: Part 2

A) Learning: Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioural Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning, Elaboration Likelihood Model.

B) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models.

C) Persuasive Communication: Communications strategy, Target Audience, Media Strategy,

D) Message strategies, Message structure and presentation.

Module 5: (07 Hours)

External Influences on Consumer Behaviour: Part 1

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

A) Culture and Subculture - Major Focus on Indian Perspective

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 (Nationality subcultures, Religious subcultures, Geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.

Module 6: (07 Hours)

External Influences on Consumer Behaviour:

Part 2 Groups: Meaning and Nature of Groups, Types

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups, reference group appeals, Celebrities.

Module 7: (08 Hours)

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 (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters

Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition.

Case studies in Indian context only (04

Hours)Practical Component:

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

- Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's

Hierarchy?

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

RECOMMENDED BOOKS:

- Consumer Behavior - Leon Schiffman, Leslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others, 11/e TMH,
- Consumer behavior - Jay D. Lindquist, Joseph Sirgy, 1/e, Cengage Learning.
- Consumer behavior – David L. Loudon, Della Bitta, 4/e, McGraw Hill.
- Consumer Behavior – Raju M. S & Dominique Xardel, Vikas Publishing House.

REFERENCE BOOKS:

- Consumer Behavior - Henry Asseal, Cengage Learning.
- Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications
- Customer Behavior: A Managerial Perspective – Sheth, Mittal, Cengage Learning.
- Consumer Behavior- Satish K. Batra & S H H Kazmi, Excel Books.
- CRM – Alok Kumar, Chhabi Sinha, 7/e, Biztantra.
- Customer Relationship Management - Peru Ahamed & Sagadevan, Vikas Publishing.
- Consumer Behavior – Kumar Rajeev, Himalaya Publisher.

RETAIL MANAGEMENT

Subject Code : 14MBA MM302 IA Marks :

50 No. of Lecture Hours / Week : 04 Exam

Hours : 03

Total Number of Lecture Hours : 56 Exam

*Marks : 100 Practical Component : 01 Hour /
Week*

Objectives:

- To develop an understanding of the contemporary retail management, issues, strategies and trends in Retailing
- To highlight the significance of retailing and its role in the success of modern business houses
- To acclimatize with the insights of retailing, key activities and relationships.

Module 1: (7 Hours)

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

Module 2: (5

*Hours) Theories of
Retailing*

*Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization
theory*

Module 3: (10 Hours)

*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.

Module 4: (10 Hours)

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 Retail Communication Mix

Module 5: (5 Hours)

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies

Module 6: (9 Hours)

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

Module 7: (6 Hours)

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

Case Studies (4

Hours) 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 neighborhood (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.

RECOMMENDED BOOKS:

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

REFERENCE BOOKS:

- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Retail Management - Chetan Bajaj, Oxford University press.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retail Management – Arif Sheikh, HPH.
- Sales & Distribution Management - Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.
- Retail Management, Functional Principles and Practices, Gibson G Vedamani, 4th Edition, JAICO Publishing House.
- Retail Management, Global perspective, Dr. Harjith Singh, 3rd Revised Edition, S.Chand.

SERVICES MARKETING

Subject Code : 14MBA MM303 IA Marks :

50 No. of Lecture Hours / Week : 04 Exam

Hours : 03

Total Number of Lecture Hours : 56 Exam

Marks : 100 Practical Component : 01 Hour / Week

Objectives:

- To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
- To discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.
- To acquaint the students with the various models and their applications.

Module 1: (6 hours)

Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, myths about services, characteristics of services, concept of service marketing triangle, service marketing

mix, GAP models of service quality. Marketing challenges in service industry.

Module 2: (6 hours)

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. Module 3: (6 hours)

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.

Module 4: (10 hours)

Customer defined service standards: “Hard” & “Soft” standards, process for developing customer defined standards

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.

Service design and positioning-Challenges of service design, new service development-types, stages. Service blue printing-Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery.

Module 5: (8 Hours)

Employee role in service designing: importance of service employee, 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.

Module 6: (8 hours)

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

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.

Module 7: (6 hours)

Physical evidence in services: Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behaviour-Guidance for physical evidence strategies. Case Studies in Indian context only (6 hours)

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 to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

RECOMMENDED BOOKS:

- Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011
- Services Marketing-Christopher Lovelock, Pearson Education, 2004
- Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L.

Kurtz, 2/e, Biztantra, 2007

- Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006

REFERENCE BOOKS:

- Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
- Services Marketing - Govind Apte, Oxford, 2007
- Services Marketing - Hoffman & Bateson, 4/e, Cengage Learning-2007
- Service Marketing - Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006
- Service Marketing - Jha S. M, HPH

RECRUITMENT & SELECTION

*Subject Code : 14MBA HR302 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03
Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week*

Objectives: • To enable students to understand and apply the principles of recruitment and Selection trends in the industry. • To provide a conceptual and Application of Selection Procedure in the Industry. • To give an understanding of the components and meaning of Latest Selection Tools in the corporate sector.

Module 1: (6 Hours) 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, Fleishman job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

Module 2: (9 Hours) 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.

Module 3: (7 Hours) 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.

Module 4: (10 Hours) 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. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

Module 5: (8 Hours) Screening the candidates:

Application Forms: bio-data / resume /curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking

a Behavioural approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique, Pinning down what is needed: targeted interviewing, focusing on behaviour, 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, the inner person, additional characteristics. Studying the CV.

Module 6: (8 Hours) Testing: Meaning, definition, purpose, advantages and disadvantages, Ability tests clericalability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process - getting started,

examining the 5 interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioural gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking, statutory requirements. Module 7: (8 Hours) Reference checking & Appointment orders: meaning, definition and purpose. Verification of character, criminal antecedents, previous workbehavior and education qualifications. Verification of community certificates in public sector companies Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.

Practical Component:

- 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.

RECOMMENDED BOOKS: • *Human Resource Selection, Robert D. Gatewood and Hubert S. Feild, 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* • *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* **REFERENCE BOOKS:** • *Employee Selection, Lilly M Berry, 1edition, Cengage Learning, 2002, ISBN 13 - 9780534580957* • *Hiring & keeping the best*

people, HBS Press, 2013, ISBN: 1422131785, 9781422131787 • Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books, 2009, ISBN: 8174464980, 9788174464989 • High performance hiring by Robert W. Wendover, CrispPublication, California, 1991.

COMPENSATION AND BENEFITS

*Subject Code : 14MBA HR303 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03
Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week*

*Objectives • To discuss the strategic importance of compensation to the achievement of organizational goals. And the identify links between compensation objectives and business strategy.
• Discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.
• Discuss recent theoretical and practical developments in the area of compensation and benefits. •
Develop the basic competencies required for the development and management of compensation systems.*

- Discuss how compensation management can become a competitive advantage. • Discuss the role of compensation management as part of the new mandate for HR executives.*

Module 1: (6 Hours) Introduction To Compensation: Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

Module 2: (6 Hours) Defining Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best?

Module 3: (10 Hours) Job Analysis and Evaluation: Why Perform Job Analysis?, Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure

Module 4: (8 Hours) 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

Module 5: (10 Hours) Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Does Compensation Motivate Performance?, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups: Who are Special Groups?, Compensation Strategies For Special Groups

Module 6: (8 Hours) Legal & Administrative Issues in Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration

Module 7: (8 Hours) Global Compensation: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices In Global Compensation, Comparing Systems, Expatriate Pay

Practical Components • Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization. • 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.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

RECOMMENDED BOOKS: • *Compensation & Reward Management*, BD Singh, 2nd edition, Excel BOOKS, 2012, ISBN: 9350620111, 9789350620113 • *Compensation*, Milkovich & Newman, 6th edition, Irwin/McGraw-Hill, ISBN:0256259658, 9780256259650 • *Compensation and Benefit Design*, Bashker D. Biswas, FT Press, 2012, ISBN: 0133064859, 9780133064858 • *An Introduction to Executive Compensation*, Steven Balsam, Academic Press, 2002, ISBN: 0080490425, 9780080490427 **REFERENCE BOOKS:** • *Strategic Compensation*, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004, ISBN: 0131918737, 9780131918733 • *Compensation Management in a Knowledge based world*, Richard I. Anderson, 10th edition, Pearson Education • *Compensation Management*, Er Soni Shyam Singh, Excel Books, ISBN: 8174465766, 9788174465764.

SALES MANAGEMENT

Subject Code : 14MBA MM407 IA Marks : 50 No. of Lecture Hours / Week : 04 Exam Hours : 03

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Total Number of Lecture Hours : 56 Exam Marks : 100 Practical Component : 01 Hour / Week

Objectives: • To provide an understanding of the concepts, techniques and approaches required for effective decisionmaking in the areas of Sales Management. • To emphasize on the practicing manager's problems and dilemmas. • To develop skills critical for generating, evaluating and selecting sales strategies.

Module 1: (8 hours) Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of salesmanager. Types of sales organizations.

Module 2: (6 hours) Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

Module 3: (6 hours) Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, salesquota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.

Module 4: (8 hours) Sales force motivation and compensation: Nature of motivation, Importance, Process andfactors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

Module 5: (6 hours) Sales management job: Standard sales management process-international sales management -international market selection-market survey approach or strategy - case study in Indian context.

Module 6: (8 hours) 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 sales manager and sales person.

Module 7: (8 hours) 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.

Case Studies in Sales Management

(6 hour

s) Practical component:

- 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 doing the 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 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.
- 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 and a 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 and recommend a method for your company.

RECOMMENDED BOOKS: • *Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.* • *Sales & Distribution Management, Tapan K.Panda & Sunil Sahadev, 6/e, Oxford University Press.* • *Sales & Distribution Management, A. Nag, McGraw Hill, 2013*

REFERENCE BOOKS: • *Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.* • *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 Publishing House3. • Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co. • Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill.

GUIDELINES FOR 10 WEEK INTERNSHIP / PROJECT WORK

(14MBA48)BETWEEN 3RD AND 4TH SEMESTER MBA

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.

STRUCTURE

The project work shall consist of two parts

*Part - A - Corporate Exposure – Approximately 4 weeks 40% of the marks is allocated
Part - B - Study of an Issue / Problem Approximately 6 weeks
60% of the marks is allocated*

GENERAL GUIDELINES

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Sem Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 14MBA48 and shall be compulsory for all the students opting for all specializations.
- The University shall receive 3 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)
- 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” margin on all the sides.
- The report shall be hard bound facing sheet 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.
- The certificate from the organization.
- Acknowledgement
- Executive Summary

Schedule to be followed before commencement of InternshipActivity Time line Remarks

- Identifying the organization
- Problem identification

First two weeks Student individually identifies an organization and identifiesproblem for his/her study,according to his/her interest.

Problem statement 3rd week His/ Her interests are discussed with selected guide

Research Design 4th week Discussion with Internal Guide to decide on suitable design for the research

Synopsis Preparation 5th and 6th week Preparation of Synopsis
incorporating the objectives Presentation of Synopsis 7th and 8th 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 9th and 10th week The approval status is submitted to HOD who will officially give
concurrence for the execution of the internship*

**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*

*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
Internship Activity Time Line
Remarks Understanding Structure,
Culture and
functioning of the
organization*

First 2 weeks of Internship

*Student should understand products/services and the problems of
the organization. Preparation of Research instrument for data
collection*

3rd and 4th week of Internship

Discussion with the guide for finalization of research instrument in his/her domain and present the same to the guide. (First Presentation)

Data collection 5th and 6th week of Internship

Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation)

Analysis and finalization of Report 7th and 8th week of Internship

Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use Statistical Package whose result should be shown in the report) (Third Presentation)

Submission of Report 9th and 10th of Internship

Final Report should be submitted to the University before one week of the commencement of theory examination

