



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 2018-19

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

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1.	List of course that include experiential learning through project works, internships and field work	1-1
2.	Syllabus of the courses mapped	2-74

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

Total number of courses mapped: 20

SI No	Subject Code	Subject Name
1	16MBA11	Management & Organization Behaviour
2	16MBA12	Economics for Managers
3	16MBA13	Accounting for Managers
4	16MBA14	Quantitative Methods
5	16MBA15	Marketing Management
6	16MBA16	Managerial Communication
7	16MBA21	Human Resource Management
8	16MBA22	Financial Management
9	16MBA23	Research Methodology
10	16MBA FM301	Principles & Practices of Banking
11	16MBA FM302	Investment Banking and Financial Services
12	16MBA FM303	Investment Management
13	16MBA HR301	Industrial Relations & Legislations
14	16MBA HR302	Recruitment & Selection
15	16MBA HR303	Compensation & Benefits
16	16MBA MM302	Retail Management
17	16MBA MM303	Services Marketing
18	16MBA HR403	International Human Resource Management
19	16MBA HR401	Public Relation
20		Project Work

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code	: 16MBA11	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course 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 applications 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

Course Outcomes:

At the end of the course students are able to:

- Comprehend & correlate all the management activities which are happening around them with fundamental concepts and principles of management.
- Get an overview of management, theory of management and practical applications of the same.
- Effectively use their individual skill to work in groups to achieve organizational goals and ability to lead groups/teams.

- Demonstrate their acumen in applying managerial and behavioral concept in real world/situation.

Part A - Principles of Management

Unit 1: (8 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, Recent trends in management.

Unit 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.

Unit 3: (5 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 PublishingHouse.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.

REFERENCE BOOKS:

- Masters of Management Thought – Mahanand Charati & M MMunshi, Sapna Book House, Bangalore, 2015.

Part B - Organizational Behaviour

Unit 4:

(6 hours)

Introduction: Organizational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, challenges and opportunities.

Unit 5:

(15 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.

Unit 6:

(10 Hours)

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.

Note: Related case studies to be discussed.

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 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,Cengene Learning](#)
- [Organizational Behaviour, Aquinas P. G, Excel Books.](#)

ECONOMICS FOR MANAGERS

Subject Code	: 16MBA12	IA Marks	: 20
No. of Lecture Hours / Week:	03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

COURSE OBJECTIVES

- [To introduce the fundamentals, tools and theories of managerial economics](#)
- [To orient on micro economic techniques as a decision making process](#)
- [To understand various industrial policies essential for business managers](#)
- [To understand the vital characteristics of different market structures](#)

COURSE OUTCOMES

[At the end of the course students are able to:](#)

- [Equipped with the skill to apply the theory of demand, theory of production and cost in decision making](#)
- [Differentiate between various markets structure, functioning and pricing decisions.](#)
- [Acquire the knowledge of Indian Industrial Policies, its impact on industrial development so as to develop proper strategy in day to day management.](#)

Unit 1: (12 hours)

Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial Economics, Objectives and alternative hypothesis of the firm – Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of Demand for Decision Making, - Demand Forecasting: Meaning and Significance.(problems on Elasticity of Demand only).

Unit 2: (10 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

Unit 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 only)

Unit 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.

Unit 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.

Unit 6:

(10 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

Economic Policies: Fiscal Policy: Objectives, Instruments, Union Budget,

Monetary Policy: Objectives, tools for Credit Control.

Globalization: Meaning and Implications, Phases, Impact of Globalization on Indian Economy.

Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

Note 1: Related case studies to be discussed.

Note 2: 75 percent theory and 25 percent problems from Unit 1 & 3

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	: 16MBA13	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To explain fundamental accounting concepts and conventions.
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.
- To understand emerging issues in accounting and taxation.

Course Outcomes:

At the end of the course students are able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.
- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and taxation.

Unit 1: (6 Hours)

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

Unit 2: (10 Hours)

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

Unit 3: (14 Hours)

Preparation of Financial Statements: Preparation of final accounts of sole traders. Preparation of final accounts of companies, vertical form of financial statements. (Basic problems Final Accounts)

Unit 4: (12 Hours)

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

Unit 5: (8 Hours)

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

Unit 6: (6 Hours)

Fundamentals of Taxation: 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.

Note 1: Related case studies to be discussed.

Note 2: 25 percent theory and 75 percent problems

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, 2011.
- 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.

QUANTITATIVE METHODS

Subject Code	: 16MBA14	IA Marks	: 20
No. of Lecture Hours / Week:	03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To familiarize the use of linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

Course Outcomes:

At the end of the course students are able to:

- Understand and applying descriptive statistical tools in business situations.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Develop the skills of decision making using Decision Theory.

- Develop mathematical models using Linear Programming technique.
- Illustrate the use of network techniques for successful project implementation

Unit 1 **(10 Hours)**

Descriptive Statistics: Measures of Central Tendency- mean, median, mode, Measures of Dispersion- Standard deviation, variance, Co-efficient of Variance.

Unit 2 **(8 Hours)**

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 **(8 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).

Unit 4 **(10 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)

Unit 5 **(10 Hours)**

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

(10 Hours)

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

Theory 25 percent and Problems percent

Practical Component:(Student-Centered Learning)

- Students are expected to have basic Excel knowledge-hands on experience.
- Students should be able to relate the concepts to real time business situations.
- Student should demonstrate the application of statistical tools.

RECOMMENDED BOOKS:

- Statistical Methods, S. P Gupta, Sulthan Chand & sons, NewEdition,
- Quantitative Techniques in Management, N D Vohra, 4th Edition, Tata McGraw Hill, 2010.
- Fundamentals of Statistics, S.C Gupta, 6th edition, Himalaya Publishing House, 2007

REFERENCE BOOKS:

- Operations Research – Theory & Applications, J K Sharma, 5thedition, Macmillan publishers, 2013.
- Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2005.
- Analyzing Multivariate Data, James Lattin, Douglas Carroll andPaul Green, Thomson Learning, 2003.

MARKETING MANAGEMENT

Subject Code	: 16MBA15	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

- To provide an insight to basic concepts of marketing management.
- To understand various marketing models for solving marketing problems.
- To understand fundamental premise underlying market driven strategies.

Course Outcome:

At the end of the course students are able to:

- Acquire knowledge regarding basic concepts and functions of Marketing Management.
- Apply various marketing concepts to solve day-to-day corporate problems.
- Learn various strategies which enable decision making process.
- Study ever-changing environment and use of appropriate models and techniques of Marketing.
- Synthesize ideas into a viable marketing plan.

Unit 1:

(10 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

Unit 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

Unit 3: (10 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.

Unit 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.

Unit-5 (10 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,

Unit 6: (10 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 in Indian Context

Practical Components:

- 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.

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: 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 Danniel, 7/e, Cengage Learning 2012.
- Marketing: Planning, Implementation, and Control -William M. Pride, Ferrell O. C, Cengage Learning, 2010.
- Marketing Management, Tapan Panda, 2/e, Excel Publication

MANAGERIAL COMMUNICATION

Subject Code	: 16MBA16	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Number of Lecture Hours	56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objective:

To enhance students communication skills through verbal, non-verbal, correspondence, presentations, interviews and negotiation.

Course Outcomes:

At the end of the course students are able to:

- Describe and develop written and oral communication.
- Independently prepare business letters and reports.
- Exhibit, develop and apply negotiation strategies.
- Gain exposure to media management and demonstrate the skill in analyzing business situation.

Unit 1:

(10 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

Unit 2:

(8 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,
Non-verbal communication

Unit 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: Pre writing – Writing – Revising – Specific writing features – Coherence
– Electronic writing process.

Unit 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

Unit 5: (10 Hours)

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 – Negotiation strategies.

Unit 6: (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.
- 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

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.
- Business Communication – Renuka Murthy T P and YathishChandraM 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 PublishingHouse.

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.

Subject Code	: 16MBA21	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Objectives:

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

Course outcome:

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

- Synthesize information regarding the effectiveness of recruiting methods & selection procedures
- Identify the various training methods and design a training program
- Design a job description and job specification for various levels of employees.
- List out the regulations governing employee benefit practices.

Unit 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

Unit 2:

(10 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.

Unit 3:

(10 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.*

Unit 4:

(8 hours)

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods.

Unit 5:

(10 hours)

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

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

Unit 6:

(10 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.

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.

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 - Lawrence S. Kleeman, Biztantra , 2012.
- 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.
- Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.
- Human Resource Management – Aswathappa K HPH

FINANCIAL MANAGEMENT

Subject Code	: 16MBA22	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management.

Course Outcome:

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

- Understand the basic financial concepts
- Apply time value of money
- Evaluate the investment decisions
- Analyze the capital structure and dividend decisions.
- Estimate working capital requirements.

Unit 1:

(8 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.

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only) **Emerging Issues:** Risk management, Behavioral finance and Financial engineering.

Unit 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.

Unit 3:

(10 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.

Unit 4:

(12 Hours)

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.

Unit 5:

(8Hours)

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)

Unit 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)

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
- Financial Management, Pralhad Rathod, Babitha & S. Harish Babu, Himalaya Publishing House, 2015

REFERENCE BOOKS:

- Financial Management, V K Bhalla, 1st Edition- S.Chand 2014,
- Fundamentals of Financial Management, 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, McGraw Hill, New Delhi - 2013

RESEARCH METHODS

Subject Code	: 16MBA23	IA Marks	20
No. of Lecture Hours / Week	: 03	Exam Hours	03
Total Number of Lecture Hours	: 56	Exam Marks	80
Practical Component	: 02 Hours / Week		

Objectives:

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

Course outcome:

At the end of the course students are able to:

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

Unit 1:

(8 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.

Unit 2:

(10 hours)

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, Preexperimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Unit 3:

(8 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.

Unit 4: (12 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*

Unit5: (10 hours)

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- (only theory). ANOVA-one-way and two-way classification (theory only)

Unit6: (8 hours)

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.

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

RECOMMENDED BOOKS

- Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/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
- Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2007

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.R.Kothari, VishwaPrakashan
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2011
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi -Vikas Publication – 2014

<i>Subject Code</i>	: 16MBA MM301	<i>IA Marks : 20</i>
<i>Number of Lecture Hours/Week: 03</i>		<i>Exam Hours: 03</i>
<i>Lecture Hours</i>	: 56	<i>Number of Exam Marks: 80</i>
<i>Component</i>	: 02 Hours/ Week	<i>Practical</i>

Objectives:

- To understand the concept of consumer behavior, decision making by consumers, behavioral variables and its influences on consumer behavior.
- To comprehend the social and cultural dimensions of consumer behavior.
- To provide an insight of the psychological and behavioral concepts of consumers.

Outcomes:

The student should be able to:

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

Unit 1:

(5 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.

Unit 2:

(9 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.)

Unit 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

Unit 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, Message strategies, Message structure and presentation.

Unit 5:

(12 Hours)

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 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*

***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.*

***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.*

Unit 6:

(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 purchasedissonance, 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 Schiff man, Lesslie Kanuk, 10/e, Pearson, 2010.
- Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning
- 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 in Indian Perspective – Suja Nair, Himalaya Publications

REFERENCE BOOKS:

- Consumer Behavior - Henry Asseal, Cengage Learning.
- Consumer Behavior- Satish K. Batra & S H HKazmi, 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

<i>Subject Code</i>	<i>: 16MBA MM302</i>	<i>IA Marks : 20</i>
<i>Number of Lecture Hours/Week: 03</i>		<i>Exam Hours: 03</i>
<i>Lecture Hours</i>	<i>: 56</i>	<i>Exam Marks: 80 Practical</i>
<i>Component</i>	<i>: 02 Hours/ Week</i>	

Objectives:

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

Outcomes:

The student should be able to:

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

Unit 1:

(8 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

**Unit 2:
Theories of Retailing**

(5 Hours)

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

Unit 3: (14 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 Goodstore 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: (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.

Unit 5: (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

Unit 6: (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:

- 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
- Retail Marketing Management - David Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- 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

<i>Subject Code</i>	<i>: 16MBA MM303</i>	<i>IA Marks : 20</i>
<i>Number of Lecture Hours/Week: 03</i>		<i>Exam Hours:</i>
<i>03 Number of Lecture Hours</i>	<i>: 56</i>	<i>Exam Marks: 80 Practical</i>
<i>Component</i>	<i>: 02 Hours/ Week</i>	

Objectives:

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

Outcomes:

The student should be able to:

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

Unit 1: (10 Hours)

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 models 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: (8 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.

Unit 3: (10 Hours)

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 Waiting line 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: (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 GAP 3.

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: (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

exceedcustomer expectation.

Pricing of services-Role of price and value in provider GAP 4, Role of non-monitory cost, Priceas an indicatorof service quality –Approaches to pricing services, pricing strategies.

Unit 6: (6 Hours)

Physical evidence in services: *Types of service spaces- Role of service scapes, Frame work forunderstandingservice 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 theevery 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.

REFERENCE BOOKS:

- Services Marketing - RajendraNargundkar, 3/e, TMH, 2010
- Services Marketing - GovindApte, Oxford.
- 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

PRINCIPLES AND PRACTICES OF BANKING

Subject Code : 16MBA FM301

IA Marks: 20

Number of Lecture Hours/Week: 03

Exam Hours: 03

Number of Lecture Hours : 56

Exam Marks:

80Practical Component : 02 Hours/ Week

Course Objectives:

- To discuss the Structure and System of Banking in India
- To discuss the features of Negotiable Instrument Act of 1881
- To familiarize the students with Universal Banking
- To discuss the Asset Liability Management in banks

Course Outcomes:

At the end of the course students are able to:

- Understand the banking system in India
- Know the nature of banker – customer relationship
- Make use of Negotiable instruments practically

- Have familiarity in using banking technologies like internet banking, Mobile banking, NEFT, ECS etc.
- Understand the concept of international banking and management of asset and liability in banks

Unit 1:

(10 Hours)

Banking system and structure in India- Evolution of Indian Banks-Types of banks - PublicSector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercialbanks in socio economic development, Services rendered. Credit creation and Deployment of

Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

Unit 2: (10 Hours)

Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers

– Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters.

Customers` accounts with banks – Opening- operation – KYC norms and operation –Types of accounts and customers – Nomination – Settlement of death claims.

The Negotiable Instruments Act 1881: The Paying Banker and The Collecting Banker- Negligence-Bills of exchange and promissory note-Discharge of Negotiable instruments- Hundis.

Unit 3: (10 Hours)

Banking Technology- Concept of Universal Banking-Home banking–ATMs-Internet banking– Mobile banking- Core banking solutions–Debit, Credit and Smart cards– Electronic Paymentsystems-MICR- Cheque Truncation- ECS- EFT – NEFT-RTGS.

Unit 4: (9 Hours)

International banking–International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank.

Unit 5: (8 Hours)

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment

Unit 6: (9Hours)

Asset Liability Management (ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee(ALCO)- Activities of ALCO

Practical Components:

- Students can study Universal Banking & Cross Selling concepts adopted by banks
- Students can study Customer Profiling aspects adopted by banks
- Students can analyze Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)

RECOMMENDED BOOKS:

- Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
- Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
- Bank Management - Koch W, Timothy, & S. Scott, Cengage Learning, New Delhi.

- Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
- Banking Theory and Practice, K.C. Shekhar and LekshmyShekhar, Vikas Publishing House,2011.
- Modern Banking: Theory and Practice, Muraleedharan D, PHI,2013.

REFERENCE BOOKS:

- Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
- Banking and Financial System - Prasad K, Nirmla, Chandradas J. Himalaya Publishing House, Mumbai.
- Banking and Financial services- Sharma, Mukund, 1st edition, Himalaya Publishing House, Mumbai.

INVESTMENT BANKING AND FINANCIAL SERVICES

Subject Code	: 16MBA FM302	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To provide an understanding of the functioning of investment banking
- To explain the role of depositories and custodians
- To provide an in depth understanding of the financial services like factoring, venture capital, leasing and hire purchase.
- To familiarize the students with working of Housing finance and non banking finance companies
- To explain the concept and developments in micro finance, credit rating and securitization

Course Outcome:

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

- Understand the functioning of Investment banking
- Be aware of operation connected with depositories and custodians
- Know how financial services like factoring, venture capital, leasing and hire purchase are provided in the financial system.
- Understand the working of Housing finance and non-banking finance companies.
- Identify the developments happening in micro finance, credit rating and securitization system.

Unit 1:

(10 Hours)

Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks-Investment Banking Services- Merchant Banking Services-Issue Management-Pre

issue and Post

issue obligations-Changing landscape of Investment Banking. Regulation of the Capital Market-SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers.

Underwriting: *Concept – Devolvement - Business model - Underwriting in fixed price offers and book built offers.*

Unit 2:

(9 Hours)

Depository System: *Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants.*

Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996- Registration of depository and participant- Rights and Obligations of depositories and Participants.

Unit 3:

(7 Hours)

Housing Finance: *Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan.*

Non-Banking Finance Companies: *Types, Growth, Functions, RBI Guidelines, Prudential Norms.*

Unit 4:

(9 Hours)

Factoring: *Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India. **Forfeiting:** Origin, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India. **Securitization of debt:** Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.*

Unit 5:

(9 Hours)

Venture Capital: *Concept, features, Origin and the current Indian Scenario. Private equity- Investment banking perspectives in private equity*

Microfinance: *The paradigm - NGOs and SHGs - Microfinance delivery mechanisms – Future of microfinance.*

Credit rating: *Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs.*

Unit 6:

(12 Hours)

Leasing: *Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision.*

Hire Purchasing: *Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and Leasing.*

(Question Paper: Case study-Problem on financial evaluation of leasing and hire purchase.)

Practical Components:

- Students can study the procedure for the sanction of housing loans by a bank
- Students can study the Procedure to open a Demat account and an Online Trading Account.
- Students can visit a NBFC and study their operations
- Students may visit a SHG/NGO and study the micro finance aspects
- Visit a bank/financial institution providing factoring service and submit a report.

RECOMMENDED BOOKS:

- Indian Financial System—Khan M. Y, 7/e, TMH, 2011
- Indian Financial System – Machiraju, 4/e, Vikas, 2010
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Financial services - Khan M.Y, 6/e, McGraw Hill, 2011.
- Banking and Financial services- Sharma, Mukund, 1/e edition, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS:

- Dynamics of Financial Markets and Institutions in India – Srivastava R. M, Excel Books, 2010.
- Indian Financial System – Bharati V. Pathak, 3/e, Pearson Education, 2011.
- Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012.
- Merchant Banking & Financial services - Vij&Dhavan, 1/e, McGraw Hill, 2011.

INVESTMENT MANAGEMENT

Subject Code	: 16MBA FM303	IA Marks: 20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Objectives:

- To develop a thorough understanding of the process of investments.
- To familiarize the students with the stock markets in India and abroad.
- To provide conceptual insights into the valuation of securities.
- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To familiarize the students with the fundamental and technical analysis of the diverse investment avenues
- To learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Course Outcome:

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

- Understand the process of investments.
- Get an insight into functioning of stock markets in India and abroad.
- Have insight into the relationship of the risk and return.
- Have familiarity of the fundamental and technical analysis
- Learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Unit 1: (Theory)

(6 Hours)

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. Mutual Funds: Functions of Investment companies, Classification of Investment companies, Mutual Fund types, Performance of Mutual Funds- NAV.

Unit 2: (Theory)

(6 Hours)

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

Unit 3: (Theory & Problems)

(10 Hours)

Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return

Unit 4: (Theory & Problems)

(10 Hours)

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

Unit:5 (Theory& Problems)

(12 Hours)

Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

Company Analysis- Financial Statement Analysis, Ratio Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Market Indicators. (Problems in company analysis & Technical analysis)

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. (Theory only)

Unit 6: (Theory & Problems)

(12 Hours)

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. 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.

Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans.

Portfolio Evaluation: Holding period's returns, Measures of portfolio performance. Sharpe's, Treynor's and Jensen's.

(QUESTION PAPER- 50% Problems, 50% Theory)

Practical Components:

- A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and managing the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
- Students should study the functioning of stock exchange.
- Students can do:-
 - Macro Economic Analysis for the Indian economy.
 - Industry Analysis for Specific Sectors.
 - Company Analysis for select companies.
 - Practice Technical Analysis
- Students can study the mutual funds schemes available in the market and do their Performance evaluation.

RECOMMENDED BOOKS:

- Investments – ZviBodie, Kane, Marcus &Mohanty, 8/e, TMH, 2010.
- Investment Analysis and Portfolio management – Prasanna Chandra, 3/e, TMH, 2010.
- Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
- Investment Management – Bhalla V. K, 17/e, S.Chand, 2011.
- Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
- Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.
- Investment Management – Preethi Singh, 17/e, Himalaya Publishing House 2010.

REFERENCE BOOKS:

- Fundamentals of Investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
- Security Analysis & Portfolio Management – Nagarajan K &Jayabal G , 1st Edition, New Age international, 2011.
- Security Analysis & Portfolio Management– Dhanesh Khatri, 1st Edition, Macmillan, 2010.
- Security Analysis & Portfolio Management– Talwar, 1st Edition, Cengage, 2016.

INDUSTRIAL RELATIONS AND LEGISLATIONS

Subject Code	: 16MBA HR301	IA Marks :20
Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks: 80
Practical Component	: 02 Hours/ Week	

Course Objectives:

- To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
- To provide a conceptual basis of Industrial Relations.
- To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
- To discuss the various Industrial acts.

Course Outcomes:

The students should be able to

- Gain the insights of IR practices in the industry.
- Develop the knowledge related to employee-management relations
- Implementation of various industrial acts

PART A:

INDUSTRIAL RELATIONS

(32 hours)

Unit 1

(8 hours)

Introduction:

Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India –Historical perspective& post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India.

Unit 2

(8 Hours)

Collective Bargaining & Negotiation:

Collective Bargaining: Definition, Meaning, Nature, essential conditions for the success of collective bargaining, functions of collective bargaining, importance of Collective Bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.

Negotiations-Types of Negotiations-Problem solving attitude, Techniques of negotiation, negotiation process, essential skills for negotiation, Workers Participation in Management

Unit 3 (8 Hours)

Trade Union

Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector

Unit 5 (8 Hours)

Grievance procedure and Discipline management:

Grievance - Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures, model grievance procedure. Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.

RECOMMENDED BOOKS:

- Employee Relations Management, P N Singh, Singh P. N., - Pearson Publications, 2011.
- Dynamics of Industrial Relations, Mamoria&Mamoria, Himalaya Publications, 2012
- Human Resource Management Principles & Practice, Aquinas, Vikas Publication.
- Personnel Management & Industrial Relations, Nair N G, Nair L, S. Chand Limited, 2001
- Essentials of Human Resource Management and Industrial Relations, Subba Rao, 3rd Revised edition, Himalaya Publishing House, 2010.

REFERENCE BOOKS:

Industrial Relations, Trade Unions &Labour Legislation, P R N Sinha et al, Pearson Education, 2004.

- Bare Acts
- Industrial Relations and labor laws, ArunMonappa, RanjeetNambudiri, PatturajuSelvaraj, TMH, 1997.
- Industrial relations, trade unions and labor legislations, P R N Sinha, InduBala Sinha, Seema PriyadarshiniShekar, Pearson Education, 2013, ISBN: 9788131731642

PART B: (24 Hours)

Unit 5

INDUSTRIAL LEGISLATIONS (16 hours)

Only basic objectives and major provisions of the following legislations:

- Factories Act 1948,
- Industrial Employment (Standing orders) Act, 1946
- Employees' State Insurance (ESI) Act, 1948,
- Maternity Benefit Act, 1961
- Contract Labour Act,
- Shops and Establishments Act
- Child Labour (Prohibition & Regulation) Act, 1986
- Industrial disputes act of 1947

Unit 6 (8 Hours)

- Minimum Wages Act, 1948
- Payment of Wages Act, 1936

- Payment of Gratuity Act 1972,
- Employees' Provident Fund and Miscellaneous Provisions Act 1952;
- Payment of Bonus Act, 1965.
- Employees Compensation Act in 2013

NO PRACTICAL COMPONENT

RECOMMENDED BOOKS:

- Labor Laws for Managers, BD Singh, Excel Books, 2009
- Industrial Relations and Labor laws, SC Srivatava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.
- Industrial Relations and Labour Legislations, Piyali Ghosh & Shefali Nandan, TMH.
- Labor Industrial Laws, Dr. V. G. Goswami, Eighth Edition, Central Law Agency, Allahabad

REFERENCE BOOKS:

- Industrial Relations, Trade Unions & Labour Legislation, P R N Sinha et al, Pearson Education, 2004.
- Bare Acts
- Industrial Relations and labor laws, Arun Monappa, Ranjeet Nambudiri, Patturaju Selvaraj, TMH, 1997.
- Industrial relations, trade unions and labor legislations, P R N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar, Pearson Education, 2013.

RECRUITMENT & SELECTION

<i>Subject Code</i>	: 16MBA HR302	<i>IA Marks</i>	20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

Course Objectives:

- To understand and apply the policies and procedures of recruitment
- To provide a conceptual framework of Selection Procedure in the Industry.
- To understand the new concepts and techniques of recruitment and Selection in the Corporate.

Course Outcomes:

The students should be able to

- Learn the various recruitment policies and procedures.
- Equip with conceptual framework of selection procedures.
- Gain insights of the latest concepts and techniques used in recruitment and selection.

Unit 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, Fleisclunann job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique

Unit 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.

Unit 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.

Unit 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

Unit 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 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, the inner person, additional characteristics. Studying the CV.

Unit 6: (16 Hours)

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
Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements.

Reference checking: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies.

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.

RECOMMENDED BOOKS:

- Human Resource Selection, Robert D. Gatewood and Hubert S. I, South western Cengage Learning, Mason, Ohio, 2001.
- Recruitment and Selection -Theory and Practice. Dipak kumar Bhattacharya Cengage Learning.
- Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5thEdition, McGraw Hill International.
- Recruitment and Selection, Elearn, Revised Edition, Routledge, 2009.
- Online Recruiting and Selection: Innovations in Talent Acquisition, Douglas H. Reynolds, John A. Weiner, John Wiley & Sons, 2009.
- Effective Recruitment and Selection Practices, R. L. Compton, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 2009.

REFERENCE BOOKS:

- Employee Selection, Lilly M Berry, 1 edition, Cengage Learning, 2002.
- 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, Crisp Publication, California, 1991.

COMPENSATION AND BENEFITS

<i>Subject Code</i>	: 16MBA HR303	<i>IA Marks</i>	20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives

- To know the theoretical and practical developments in the area of compensation and benefits.
- To discuss the strategic importance of compensation for the achievement of organizational goals.

- To understand the relationship between compensation objectives and business strategy.
- To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Course Outcomes:

The students will be able to

- Gain insights of various conceptual aspects of Compensation and Benefits.
- Determine the performance based compensation system for business excellence.
- Understand the Legal & Administrative Issues in Compensation Global Compensation

Unit 1: (7 Hours)

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: (5 Hours)

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

Unit 3: (7Hours)

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 Piece Rate Method, Flat Time Rate Method, Halsey Premium Bonus Plan, Rowan Premium Bonus Plan, Taylor Differential Piece Rate Method

Unit 4: (8Hours)

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: (9 Hours)

Performance Based Compensation System:

Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups

Unit 6: (20 Hours)

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 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 an automobile manufacturing organization.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel BOOKS, 2012.
- Compensation, Milkovich & Newman, 6th edition, 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 a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
- Compensation Management, ErSoniShyam Singh, Excel Books.

SALES MANAGEMENT

<i>Subject Code</i>	<i>: 16MBA MM401</i>	<i>IA Marks</i>	<i>20</i>
<i>Number of Lecture Hours/Week</i>	<i>: 03</i>	<i>Exam Hours</i>	<i>: 03</i>
<i>Number of Lecture Hours</i>	<i>: 56</i>	<i>Exam Marks:</i>	
<i>80Practical Component</i>	<i>: 02 Hours/ Week</i>		

Objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.

Outcomes:

The student should be able to:

- Know the distinction between the skills required for selling and sales management.
- Develop a plan for organizing, staffing and training the sales force.
- Organize sales territories to maximize selling effectiveness.

- Evaluate sales management strategies

Unit 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 sales manager. Types of sales organizations.

Unit 2: (8 hours)

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

Unit 3: (8 hours)

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: (10 hours)

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: (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.

Unit 6 (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 hours)

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 House.
- Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.
- Sales & Distribution Management- Text and Cases, 2nd Ed, McGraw Hill.

INTEGRATED MARKETING COMMUNICATIONS

Subject Code : 16MBA MM402 IA Marks 20
Number of Lecture Hours/Week : 03 Exam Hours: 03
Number of Lecture Hours : 56 Exam Marks:
80 Practical Component : 02 Hours/ Week

Objectives:

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

Outcomes:

The student should be able to:

- Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
- Ability to create an integrated marketing communications plan which includes promotional strategies.
- Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies

Unit 1: (10 Hours)

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: (8 Hours)

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: (8 Hours)

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: (8 Hours)

Direct Marketing: *Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push/pull strategies, Co-operative advertising, Integration with advertising and publicity*

Public relation/ Publicity:- *Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.*

Unit 5: (8 Hours)

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

Unit 6: (10 Hours)

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.*

Case studies in Indian context only

(4 Hours)

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.

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.
- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
- Integrated Marketing Communications – Niraj Kumar, HPH.

REFERENCE BOOKS:

- Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
- Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.
- Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
- Advertising Basics, Vilanilam, Varghese, Response BOOKS, 2007
- Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.

E-MARKETING

Subject Code	: 16MBA MM403	IA Marks :
20 Number of Lecture Hours/Week	: 03	Exam Hours: 03
Number of Lecture Hours	: 56	Exam Marks:
80 Practical Component	: 02 Hours/ Week	

Objectives:

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

Objectives:

The student should be able to:

- Recognize appropriate e-marketing objectives.
- Appreciate the e-commerce framework and technology.
- Illustrate the use of search engine marketing, online advertising and marketing strategies.

Unit 1: (10 Hours)

Introduction to E-Marketing: Landscape – Past – Today – Future – Internet Marketing Paradigm – Internet Infrastructure Stack

Business Models & Strategies: Strategic Planning – Strategy to Electronic Planning – Strategic Drivers of the Internet Economy – Business Models to E-Business Models – E-Business Models – Performance Metrics – The Balanced Scorecard

Unit 2: (12 Hours)

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 3: (8 Hours)

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

Unit 4: (10 Hours)

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 – Promotion – Integrated Marketing Communication (IMC) – Internet Advertising – Marketing Public Relations – Sales Promotion Offers – Direct Marketing – Personal Selling – IMC Metrics

Unit 5: (8 Hours)

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: (8 Hours)

Evaluating Performance and Opportunities: Measuring and evaluating web marketing programs – Social and Regulatory Issues – Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage

Emerging Issues: Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website-Services

– The Quadratic Effect of Flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing Countries

Practical Component:

- Students can form a team and identify Internet Properties & its Marketing Implication
- Students can choose a Website for analysis based on its content, design, usability, attractiveness and other website properties
- Students can conduct a survey on Consumer who use internet marketing to identify the pros and cons of e-marketing.
- Students can do a project on branding strategies using internet marketing.
- Students can write a report on Google advertising strategies
- Students can discuss about traditional offline business in the online world.

RECOMMENDED BOOKS:

- E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013
- Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013
- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.
- E Marketing – The essential guide to online marketing, Rob Stokes, Flat worldknowledge, 2010.
- E-marketing in Developed and Developing Countries: Emerging Practices, Hatem El-Gohary and Riyadh Eid, IGI Global, 2013

REFERENCE BOOKS:

- The Essential Guide to Online Marketing, Rob Stokes, Quirk, ISBN: 9781936126323
- The New Rules of Marketing and PR: How to Use Social Media, Blogs, News Releases, Online Video, and Viral Marketing to Reach Buyers Directly, David Meerman Scott, 2nd Edition, Jan 2010
- 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.
- Online Display Advertising: Targeting and Obtrusiveness, Marketing Science, Goldfarband Tucker, May-June 2011.

Subject Code : 16MBA MM302
Number of Lecture Hours/Week: 03
Lecture Hours : 56
Component : 02 Hours/ Week

IA Marks : 20
Exam Hours: 03
Number of Exam Marks: 80 Practical

Objectives:

- To develop an understanding of the contemporary retail management, issues, strategies

and trends.

- To highlight the importance of retailing and its role in the success of modern business.
- To acclimatize with the insights of retailing, key activities and relationships.

Outcomes:

The student should be able to:

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

Unit 1:

(8 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

Unit 2:

(5 Hours)

Theories of Retailing

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

Unit 3: (14 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 Goodstore 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: (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.

Unit 5: (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

Unit 6: (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:

- 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
- Retail Marketing Management - David Gilbert, 2/e, Pearson Education.
- The Art of Retailing - A. J. Lamba, McGraw Hill.

REFERENCE BOOKS:

- Integrated Retail Management - James R. Ogden & Denise Trodden, Biztantra, Latest Edition.
- Principles of Retail Management - Rosemary Varley, Mohammed Rafiq, Palgrave Macmillan, 2009.
- Managing Retailing - Sinha, Piyush Kumar & Uniyal & Oxford University Press, 2010.
- Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
- Retail Management: A Strategic Approach - Barry Berman, Joel R. Evans, Pearson.
- 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.

PUBLIC RELATIONS

Subject Code	: 16MBA HR401	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03

Total Number of Lecture Hours : 56 Exam Marks : 80
Practical Component : 02 Hours / Week

Course Objective:

- To provide an understanding of the fundamentals tools of public relations practice
- To provide a multidisciplinary understanding of the emerging trends in the field of public relations.

Course Outcomes:

The students will be able to

- Gain the insights of Public relations principles and practices.
- Learn the various theories of mass communication
- Understand the various issues in crisis management

Unit 1: (8 Hours)

Public Relation: Meaning, Concepts of PR -Proactive and Reactive Approaches – Public Relations Process – Behavioral Public Relations Model – Persuasion Model – Two way symmetrical Communications Model – 20 great truths about Public Relations

Unit 2: (8 Hours)

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: (10 Hours)

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: Investing in Employees Pays Off (CJSS)

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

Case: Employee Retention: It is the employer who is on probation (LLHT)

Case: Maintaining Employee Relationship in a Tragedy (LLHT)

Kodak Communicates One - on - One with All of its Employees (CJSS)

Unit 4: (8 Hours)

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 of Community Activism

Case: Community Relationships Maintained During Hospital Closing (CJSS)

Unit 5: (8 Hours)

Media Relations – Media Relations –Role of Media in Public Relations – Social Media – workingwith the media –Media Relations Program Elements –Role of Technology in Public Relations

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

Case: There's a Syringe in My Pepsi Can (CJSS)

Unit 6:

(14 Hours)

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: Take your choice – Tobacco or Health (CJSS)

Case: Bhopal – A Nightmare for Union Carbide (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.

RECOMMENDED BOOKS

- “Public Relations – The Profession and Practice”, Lattimore, Laskin, Heiman &Toth, third edition, Tata McGraw Hill, 2012 (LLHT)
- “Public Relations Practices – Managerial Case Studies and Problems” Center, Jackson, Smith and Stansbury, Seventh Edition, Prentice Hall of India, 2008 (CJSS).
- Public Relations - Paul Baines, John Egan, Frank Jefkins, Routledge, 3rd edition, 2007.
- Public Relations: Concepts, Practice and Critique, Jacquie L'Etang, SAGE, 2007.
- Public Management – Organizations, Governance and Performance, Laurence J. O' Toole Jr, Kenneth J Meier, 1st edition, Cambridge Publications, 2011.

REFERENCE BOOKS:

- Strategic Planning for Public Relations, Ronald D. Smith, revised edition, Taylor & Francis, 2004.
- Public Relations: A Practical Guide to the Basics, Philip Henslowe, 1st edition, Kogan Page Publishers, 2003.
- An Overview of the Public Relations Function - Shannon A. Bowen, Reprint Edition, Business Expert Press, 2010.
- Public Relations Practices, Managerial Case Studies and Problems, Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry, 7th Edition.

WORKPLACE ETHICS AND VALUE SYSTEMS

Subject Code	: 16MBA HR402	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03

Total Number of Lecture Hours : 56
Practical Component : 02 Hours / Week

Exam Marks : 80

Course Objectives:

- To understand the ethical practices at workplace.
- To address the ethical issues which arise in the work environment.
- To acquaint students with various ethical problems at work place.

Course Outcomes:

The students will be able to

- Learn the principles and practices of workplace ethics.
- Understand the concepts of corporate governance and ethics.
- Gain insights of Discrimination and Harassment at Workplace

Unit 1:

(8 Hours)

Workplace Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits of ethics in Workplace- employee commitment, investor loyalty, customer satisfaction, profits

Unit 2;

(8 Hours)

Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviors. Rewarding ethical behavior

Unit 3:

(10 Hours)

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues in human resource management- The principal of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers.

Unit 4:

(10 Hours)

Workplace Privacy & Ethics: Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of Privacy, Defence of employee privacy rights.

Unit 5;

(12 Hours)

Teamwork in the Workplace, Ethics, Discrimination and Harassment at Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics. Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Unit 6:

(8 Hours)

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

Practical Components:

- To solve case studies on Workplace Ethics
- To visit organizations and find out the problems and causes for unethical behavior at workplace.
- To visit organizations and find out the measures adopted to control unethical behavior of employees.
- To compare and contrast the various ethical codes of conduct practiced in organizations.
- To study the recent cases on breach of workplace privacy.

RECOMMENDED TEXT BOOKS:

- Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8th Edition.
- Business Ethics – Ethical Decision making and cases O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.
- How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
- Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.

REFERENCE BOOKS:

- Ethics in 21st Century, Mary Alice Trent, Oral Roberts University, longman.
- Ethics in workplace, Elizabeth P Tierney, Oak tree press
- Ethics in Workplace: System Perspective, William F Roth, Pearson, 2014.
- Ethics in the Workplace: Tools and Tactics for Organizational Transformation - Craig E. Johnson - SAGE Publications, 2007
- Business Ethics: Fairness and justice in the workplace - Volume 2 of Business
- Ethics, Fritz Allhoff, ISBN 1412902541, 9781412902540 - SAGE Publications, 2005

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code	: 16MBA HR403	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

Course Objectives:

- To analyze the impact of contemporary issues and global imperatives on Human Resource concepts
- To learn the policies and practices in multinational organizations
- To compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.

Course Outcomes:

The students will be able to

- Apply the concepts and knowledge about the range of Human Resource functions.
- Deploy the expatriate employees and expatriate failures on international assignments.
- Evaluate the effects of different Human Resource and International Industrial Relations strategies adopted by multinational organizations

Unit 1: (10 Hours)

Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

Unit 2: (7 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

Unit 3: (10 Hours)

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Unit 4: (7 Hours)

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit 5: (8 Hours)

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit 6: (14 Hours)

International Compensation and International Employment Laws and HRIS: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the

countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation.

HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Practical Component:

- Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.
- Visit an MNE organization and study the HR shared services operations performed.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.
- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

RECOMMENDED BOOKS:

- International Human Resource Management - Peter J. Dowling, MavinFesting, Allen D Englesr Cengage Learning.
- International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e.
- Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland – Kogan Page Publishers, 2006.
- Strategic Human Resource Management, Schuler, 2/e, Wiley.

REFERENCE BOOKS:

- International Human Resource Management: Text and Cases By P. L. Rao, Excel Books, Reprint
- International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, IbraizTarique, Taylor & Francis, 4/e, 2012.
- International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004.
- International human resource management: think globally, act locally – Derek Torrington - Prentice Hall, 1994.

GUIDELINES FOR 10 WEEK PROJECT WORK (16MBAPR407)(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.

GENERAL GUIDELINES

- The project work shall be for a period of 10 weeks immediately after the completion of 3rd Semester Examinations but before the commencement of the 4th semester classes
- The Subject code of the project work report shall be 16MBAPR407 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 Project

Activity	Time line	Remarks
<ul style="list-style-type: none"> • Identifying the organization • Problem identification 	First two weeks	Student individually identifies an organization and identifies problem for his/her study, according to his/her interest.
Problem statement	3rd week	His/ Her interests are discussed with selected guides
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 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
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 functioning of the organization	First 2 weeks of Project	Student should understand products/services and the problems of the organization.
Preparation of Research instrument for data collection	3rd and 4th week of Project	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 Project	Date 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 Project	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 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 institute drawn from VTU affiliated institute with minimum of 10 years of 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 200 marks consisting of 50 marks for internal valuation by the internal guide, 50 marks for external evaluation and 100 marks for 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” margin all sides 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.
- **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/ManagementFests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation of the project report.

Contents of the Project 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 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.,

Marks allocation for IV Semester Project Report

Evaluation by Internal guide

SL. No	Aspects	Marks
01	First Presentation	05
02	Second Presentation	05
03	Third Presentation	10
04	Introduction and Methodology	05
05	Industry and Company Profile	05
06	Theoretical background of study	05
07	Data analysis and interpretation	10
08	Summary of findings, suggestions and conclusion	05
	Total	50

Evaluation by faculty member drawn from VTU institutions.

SL. No	Aspects	Marks
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	05
3	Research design	05
4	Analysis and interpretation	20
5	Summary of findings, suggestions and	10

	conclusion	
	TOTAL	50

Viva voce conducted by HOD/Internal Guide and an Expert from VTU.

SL. No	Aspects	Marks
1	Presentation skill	10
2	Communication skills	10
3	Subject knowledge	20
4	Objective of the study or methodology	20
5	Analysis using statistical tools and statistical packages	20
6	Findings and appropriate suggestions	20
	TOTAL	100

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by College/Institution
- Format of Declaration Page
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