



RAMAIAH
Institute of Technology

CURRICULUM

for the Academic year 2019 – 2020

**DEPARTMENT OF MANAGEMENT
STUDIES**

III & IV SEMESTER MBA

RAMAIAH INSTITUTE OF TECHNOLOGY
(Autonomous Institute, Affiliated to VTU)
Bangalore – 560054.

About the Institution:

Ramaiah Institute of Technology (RIT) (formerly known as M. S. Ramaiah Institute of Technology) is a self-financing institution established in Bangalore in the year 1962 by the industrialist and philanthropist, Late Dr. M S Ramaiah. The institute is accredited with “A” grade by NAAC in 2014 and all engineering departments offering bachelor degree programs have been accredited by NBA. RIT is one of the few institutes with prescribed faculty student ratio and achieves excellent academic results. The institute was a participant of the Technical Education Quality Improvement Program (TEQIP), an initiative of the Government of India. All the departments have competent faculty, with 100% of them being postgraduates or doctorates. Some of the distinguished features of RIT are: State of the art laboratories, individual computing facility to all faculty members. All research departments are active with sponsored projects and more than 150 scholars are pursuing PhD. The Centre for Advanced Training and Continuing Education (CATCE), and Entrepreneurship Development Cell (EDC) have been set up on campus. RIT has a strong Placement and Training department with a committed team, a good Mentoring/Proctorial system, a fully equipped Sports department, large air-conditioned library with over 1,35,427 books with subscription to more than 300 International and National Journals. The Digital Library subscribes to several online e-journals like IEEE, JET etc. RIT is a member of DELNET, and AICTE INDEST Consortium. RIT has a modern auditorium, several hi-tech conference halls and all are air-conditioned with video conferencing facilities. It has excellent hostel facilities for boys and girls. RIT Alumni have distinguished themselves by occupying high positions in India and abroad and are in touch with the institute through an active Alumni Association. RIT obtained Academic Autonomy for all its UG and PG programs in the year 2007. As per the National Institutional Ranking Framework, MHRD, Government of India, Ramaiah Institute of Technology has achieved 60th rank in 2018 among the top 100 engineering colleges across India.

About the Department:

The Department of Management Studies was established in the year 1998 with an objective of bringing out high-quality professional managers to meet the emerging and ever growing demands and challenges of the industry in an ethical and socially responsible manner. Since inception, the Department has shown remarkable growth in the direction of achievement of its objectives. The faculty of the department is well experienced both in industry and in the academic field. All the faculties are involved in research and technical paper publications in reputed technical journals, conferences across the world. The department believes in continually enhancing the expertise of the faculty by deputing them to various workshops and faculty development programs.

VISION OF THE INSTITUTE

To be an Institution of International Eminence, renowned for imparting quality technical education, cutting edge research and innovation to meet global socio-economic needs.

MISSION OF THE INSTITUTE

RIT shall meet the global socio-economic needs through:

1. Imparting quality technical education by nurturing a conducive learning environment through continuous improvement and customization
2. Establishing research clusters in emerging areas in collaboration with globally reputed organizations
3. Establishing innovative skills development, techno-entrepreneurial activities and consultancy for socio-economic needs.

QUALITY POLICY

We at Ramaiah Institute of Technology, Bangalore strive to deliver comprehensive, continually enhanced, global quality technical and management education through an established Quality Management System complemented by the synergistic interaction of the stake holders concerned.

The Vision of the Department:

To become a globally trusted and influential management education institution that is equipped to, built on the twin pillars of theory and practice and designed to foster academic, research excellence and professional skill development through learning and knowledge sharing.

Mission of the Department:

The Department commits itself to achieve the above vision through

- Imparting a sustained Quality and Value based Management education by blending theory and practice in creative ways.
- Fostering a conducive environment for research and consultancy in Management domains.
- Promoting entrepreneurship and skill development activities for socio-economic needs.

PEOs of the programme

PEO1: Analyse, design, develop and manage integrated system of funds, people, information technology, material, equipment, methods and markets by taking into consideration economic, technical, social, legal, moral and ethical considerations.

PEO2: Acquire necessary managerial skills for conducting business, entrepreneurship, research and higher education to provide service to community.

PEO3: Engage in lifelong learning for professional enrichment and advancement.

Program Outcomes

The Post Graduate Students will be able to:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Develop value based leadership abilities
4. Understand, analyse and communicate global, economic, legal and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Demonstrate ability to understand financial aspects of business enterprises and derive meaningful inferences about their performance
7. Identify customers' needs and to participate in the process of developing products and services to meet their requirements
8. Develop confidence for self-education and ability for career planning and development.

Curriculum breakdown structure:

The curriculum of MBA is so structured to include all the courses and subjects to satisfy the requirements of a comparable MBA programme at the National and International level. The course code, course title, the number of contact hours and number of credit for each course are given in the following table. The courses are grouped in the major components of the curriculum namely professional core courses, electives and specialization courses, Industry exposure and project work, seminar and soft skills for employability.

BREAK UP OF CREDITS FOR THE MBA DEGREE CURRICULUM**2018-2020**

Sl.No	Sem	Total No of Courses	Core/Elective / Seminar/Lab / Project Work&Internship	Credit Distribution	Total Credits	Total Credits for Semester
				Credits		
1	I	8	7 core	3 & 4	24	25
			Soft Skills for employability	1	1	
2	II	8	7 Core	3 & 4	23	25
			1 Seminar	2	2	
3	III	7	1 Core	4	4	26
			6 Electives	3 & 4	22	
4	IV	5	4 Elective	3	12	24
			1 Project Work cum Internship	12	12	

Note: The student must earn a total of 100 credits for the award of MBA Degree. Hence, the student must choose electives for a total of 34 credits spread over semesters III and IV.

Scheme of Teaching

(III Semester-Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours
			L	T	P	TOTAL	
III SEMESTER							
MBA183C1	BUSINESS RESEARCH METHODS	Core	4	0	0	4	4

(III Semester-Electives)

[III SEMESTER (FINANCE)]							
MBA183F1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT - (D)	Elective	4	0	0	4	4
MBA183F2	DERIVATIVES (D)	Elective	4	0	0	4	4
MBA183F3	TAX MANAGEMENT (D)	Elective	3	0	0	3	3
MBA183F4	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	Elective	4	0	0	4	4
MBA183F5	INTERNATIONAL FINANCIAL MANAGEMENT	Elective	3	0	0	3	3
MBA183F6	INTERNATIONAL TAXATION I	Elective	4	0	0	4	4

III SEMESTER (MARKETING)							
MBA183M1	SALES & DISTRIBUTION MANAGEMENT (D)	Elective	4	0	0	4	4
MBA183M2	INTEGRATED MARKETING COMMUNICATIONS- (D)	Elective	4	0	0	4	4
MBA183M3	SERVICES MARKETING- (D)	Elective	3	0	0	3	3
MBA183M4	INTERNATIONAL MARKETING	Elective	3	0	0	3	3
MBA183M5	RURAL MARKETING	Elective	4	0	0	4	4
MBA183M6	DIGITAL MARKETING AND CRM	Elective	4	0	0	4	4

III SEMESTER (HUMAN RESOURCE)							
MBA183H1	RECRUITMENT AND SELECTION (D)	Elective	4	0	0	4	4
MBA183H2	TRAINING & DEVELOPMENT -(D)	Elective	4	0	0	4	4
MBA183H3	INTERNATIONAL HRM (D)	Elective	3	0	0	3	3
MBA183H4	INDUSTRIAL RELATIONS MANAGEMENT	Elective	4	0	0	4	4
MBA183H5	HRIS & ACCOUNTING	Elective	3	0	0	3	3
MBA183H6	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	Elective	4	0	0	4	4

Scheme of Teaching

(IV Semester- Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours
			L	T	P	TOTAL	
IV SEMESTER			L	T	P	TOTAL	
MBA184C1	Project work cum Internship	Core	0	0	12	12	24

(IV Semester- Electives)

IV SEMESTER (FINANCE)							
MBA184F1	MERCHANT BANKING AND FINANCIAL SERVICES (D)	Elective	3	0	0	3	3
MBA184F2	PROJECT APPRAISAL, PLANNING AND CONTROL (D)	Elective	3	0	0	3	3
MBA184F3	INTERNATIONAL TAXATION II	Elective	3	0	0	3	3
MBA184F4	MANAGEMENT ACCOUNTING & CONTROL SYSTEMS	Elective	3	0	0	3	3

IV SEMESTER (MARKETING)							
MBA184M1	CONSUMER BEHAVIOUR (D)	Elective	3	0	0	3	3
MBA184M2	STRATEGIC MARKETING- (D)	Elective	3	0	0	3	3
MBA184M3	BUSINESS MARKETING	Elective	3	0	0	3	3
MBA184M4	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

IV SEMESTER- HUMAN RESOURCE							
MBA184H1	PERFORMANCE & COMPENSATION MANAGEMENT- (D)	3:0:0	3	0	0	3	3
MBA184H2	ADVANCED ORGANIZATIONAL BEHAVIOUR - (D)	3:0:0	3	0	0	3	3
MBA184H3	KNOWLEDGE MANAGEMENT	3:0:0	3	0	0	3	3
MBA184H4	STRATEGIC HUMAN RESOURCE DEVELOPMENT	3:0:0	3	0	0	3	3

Note: Dual subjects are specified by (D)

BUSINESS RESEARCH METHODS

Course Code: MBA183C1

Credits: 4:0:0

Pre – requisites: Basic knowledge on functional areas

Contact Hours: 56L

Course Coordinator: Dr. Rizwana.M

Course Content:

Course Objectives

1. To make students aware of how literature reviews can help in problem formulation and definition.
2. To develop student skills in Research design.
3. To develop student skills in designing questionnaire.
4. To develop student skills in designing and executing hypothesis tests.
5. To develop the student skills in structured presentation of research findings using oral and written reports.

UNIT 1

(12 Hours)

Research Methodology: An Introduction: Meaning and objectives of research, Types of research, significance of research, Research methods Vs Methodology, research approaches, research process, criteria for good research, defining research problem, Research design-meaning, need, features, important concepts relating to research design, different research designs.

UNIT 2

(12 Hours)

Design of Sample surveys Introduction, Sample design, sampling and Non-sampling errors, sample survey and census survey, Types of sampling designs, non probability sampling, probability sampling and Complex random sampling Designs.

Measuring and scaling: measurement scales – sources of error – techniques of developing measurement tools. Scaling : meaning – important scaling techniques, multidimensional scaling, Deciding the scale.

Unit 3

(10 hours)

Data Collection: Introduction, Experiments and surveys, collection of Primary data, Questionnaire the basics and its design with practical exercises, Collection of primary data, collection of secondary data, Selection of appropriate method for data collection, Sampling plan – Sample size – determinants optimal sample size – sampling techniques.

Unit 4

(12 hours)

Data Preparation – editing – Coding –Classification, Tabulation, data cleaning Data adjusting, Data entry – Validity of data. Testing of Hypothesis, Test of Means, Analysis of Variance, Chi-Square tests, Z test, t test, multiple regression and correlation.

Unit 5

(10 hours)

Introduction to research reports: types of research reports – oral presentation – precautions for writing research reports. Report Preparation: Report writing – significance, steps in report writing, Types, Mechanics of writing a Research report. Ethics in business research: Research Ethics meaning, Ethical treatment of participants, Ethics and the sponsor, Ethical behavior of researchers and team members.

Text Books

1. Research Methodology Methods and Techniques,C R Kothari,3/e, 2014,New Age International Publishers Ltd
2. Business Research Methods,Donald R. Cooper, Pamela S. Schindler, JK Sharma,11/e, 2013, McGraw-Hill Education India Pvt.Ltd
3. Marketing Research : An Applied Orientation,Naresh K. Malhotra, Satyabhushan Dash ,6/e, 2010,Pearson Education India
4. Marketing Research Text And Cases,Rajendra Nargundkar,3/e, 2008,McGraw-Hill Education India Pvt.Ltd

Reference Books

1. Business Research Methods, Zikmund, Babin, Carr, Adhikari, Griffin,8/e, 2012,South Western
2. Business Research Methods, Christina Quinlan,1/e, 2011,Cengage Learning Emea

Course Outcomes (COs):

1. The student will be able to define a research problem and hypothesis based on literature review(PO1,PO2)
2. The student will be able to device a suitable Research Design for data collection(PO1,PO2)
3. The student will be able to design questionnaire(PO1,PO2,PO7)
4. The student will be able to perform hypothesis tests(PO1,PO2)
5. The student will be able to report the findings in a structured manner(PO4).

Practical component: The students are expected to do a mini project based on primary data according to the topic approved by the course co-ordinator. The mini project report should contain necessary information on statement of the problem, review of literature, objectives, research design, methodology, data analysis, findings and suggestions.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBA183F1

Credits: 4:0:0

Pre – requisites: Basic knowledge on Financial Management

Contact Hours: 56L

Course Coordinator: Dr. A.Mahalakshmi

Course Content:

Course Objective:

The objective of the course is to provide various investment avenues, secondary market operations and valuation of securities along with portfolio construction and evaluation.

Course learning objectives

1. To inculcate the knowledge about investment process and financial markets
2. To understand the concept of risk, return, its calculation and valuation of securities
3. To inculcate the knowledge about fundamental analysis and technical analysis and usage of charts for investment.
4. To acquaint knowledge about portfolio construction & evaluation and mutual fund evaluation
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

Unit 1

12 Hours

Investment: Concepts of investment, attributes, forms of investment, Objectives of financial investment, Sources of investment information. Features of a good investment, Investment Process. Economic vs. Financial Investment, Investment and speculation.

Securities Market: Primary Market - Factors to be considered to enter the primary market, 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 2

12 Hours

Analysis of Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.

Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Valuation of Securities:

Bond Valuation: meaning, features and types of bonds, Bond pricing theorems, bond valuation, duration of bond and immunization of interest risk, determination of yield curves.

Equity shares: Concept, Valuation, Dividend Valuation models and CAPM Preference Shares- Concept, Features, Yields.

Unit 3

12 Hours

Fundamental Analysis: Concept of intrinsic value, Objectives and beliefs of fundamental analysts, EIC framework. Economic analysis, Industry Analysis and Company Analysis.

Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators.

Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance – Meaning and biases

Unit 4

12 hours

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Portfolio Management: Diversification- Process of portfolio management, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Mutual Funds: Mutual Fund types, Performance of Mutual Funds. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures Portfolio revision – Active and passive strategies & formula plans in portfolio revision

Unit 5

08 hours

Case study compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to

Practical Components:

1. 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 manages the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
2. Students should study the functioning of stock exchange.
3. Students should study of the stock market pages from business press and present their observations
4. Students can do
 - a. Macro Economic Analysis for the Indian economy.
 - b. Industry Analysis for Specific Sectors.
 - c. Company Analysis for select companies.
 - d. Practice Technical Analysis
5. Students can study the mutual funds schemes available in the market and do their Performance evaluation.

RECOMMENDED BOOKS:

1. Investment Analysis and Portfolio management –Prasanna Chandra, 3/e, TMH, 2010.
2. Security Analysis & Portfolio Management- Kevin S, 10/e, PHI, 2011.

REFERENCE BOOKS:

1. Security Analysis & Portfolio Management –Punithavathy Pandian, 2/e, Vikas, 2005.
2. Security Analysis & Portfolio Management –Avadhani V. A, HPH.
3. Investment Management –Bhalla V. K, 17/e, S.Chand, 2011.
4. Security Analysis & Portfolio Management –Fisher and Jordan, 6/e, Pearson, 2011.
5. Investment Analysis & Portfolio Management– Reilly, 8/e, Cengage Learning.

Course outcome (COs):

1. The Student will demonstrate how the firms can benefit from various investment avenues in the financial markets. (PO1, PO2, PO6, PO8)
2. The Student will understand to calculate the risk and return of various securities. (PO1, PO2, PO6, PO8)
3. The students will demonstrate how to make use of fundamental analysis and technical analysis in evaluating stock market investments. (PO1, PO2, PO6, PO8)
4. The students will demonstrate on how to construct portfolio and portfolio revision and evaluation. (PO1, PO2, PO6, PO8)
5. The students will be able to demonstrate the application of concept learned to practical situations involving several cases of investment decisions. (PO1, PO2, PO6, PO8)

DERIVATIVES

Course Code: MBA183F2

Credits: 4:0:0

Pre – requisites: Basic knowledge on Functional areas

Contact Hours: 56L

Course Coordinator: Mr. Arunkumar.D.C

Course Content:

Course Objective: The objective of this course is to acquaint knowledge about different types of financial risks and techniques to mitigate them with the help of forwards, futures, options and swaps
In detail:

1. To make students understand the different types of derivatives
2. To help students in understanding, option pricing models, option trading strategies and to work out problems in these areas
3. To expose students to options on future contracts, using options to manage interest rate risk, short term and long term interest rate futures and swaps.
4. To make students understand the credit risk and credit derivative instruments and VaR
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit 1

(12 Hrs)

Types of financial derivatives: Financial forward and futures contracts – differences, Specifications of futures contract, valuation of forward and futures contract, types of futures, hedging strategy using futures.

Unit 2

(12 Hrs)

Option valuation models and trading strategies: Options – concept, types, distinction between options and futures, option valuation Option pricing models – determinants of option prices, Black - Scholes option pricing model, binomial option pricing model –one step

Options trading: Strategies, option spreads, Volatility trading, straddles, strangles, strips, straps

Hedging with options: Fixed hedging, Strategies - stop loss, zero cost, delta, theta, gamma, vega, rho and phi.

Unit 3

(12 Hrs)

Options on future contracts and Interest rate futures: Valuing European future options, valuing American futures options Using options to manage interest rate risk : caps, floors, collars, valuation Short term interest rate futures: Types of interest rates, forward interest rates, FRA, hedging FRA, Treasury bill futures, hedging using short term interest rate futures, Long term interest rate futures.

Swaps: Meaning, types, construction and valuation of currency and interest rate swaps.

Unit 4

(12 Hrs)

Credit Derivatives: Credit risk: Concept, assessment; Credit Derivative instruments –CDS, TRS, Credit options, credit linked notes, benefits of credit derivatives

Value at Risk (VAR) –Measure, computing VaR, stress testing and back testing

Unit 5

(08 Hrs)

Case Analysis: Compulsory question for 20 marks Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. Students should calculate the theoretical futures prices taking real time data and comparing with the actual futures prices.
2. Students can visit a financial institution dealing in derivatives and study the products offered by them.
3. Students are expected to use real time option trading data and construct various option trading strategies.
4. Students will select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

RECOMMENDED BOOKS:

1. Futures and Options, N D Vohra and B R Bagri, 2nd edition, Tata Mcgraw hill, 2013
2. Derivatives Rajiv Srivastav, Oxford University press, 2013 1/e

REFERENCE BOOKS:

1. Derivatives Valuation and Risk Management, David A. Dufresne and Thomas W. Miller, Jr, Oxford University press, 2013
2. Options, Futures and other derivatives, John C. Hull, Sixth edition, PHI, 2013
3. Financial Derivatives Theory, Concepts and problems, S.L.Gupta, PHI, 2013

Course Outcomes (COs):

1. The student will be able demonstrate the understanding of different types of risks, risk management and financial forward and future contracts. (PO1,PO2,PO6)
2. The student will be able to determine the value of options using different option pricing models. (PO1,PO2,PO6,PO8)
3. The student will be able to demonstrate the understanding of hedging risks using futures contracts. (PO1,PO2,PO6,PO8)
4. The student will be able to demonstrate the understanding of credit risks and instruments for hedging them. (PO1,PO2,PO6,PO8)
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of cost control and management. (PO1,PO2,PO6,PO8)

TAX MANAGEMENT

Course Code: MBA183F3

Credits: 3:0:0

Pre – requisites: Basic knowledge on Functional areas

Contact Hours: 42L

Course Coordinator: Dr. Vaijanath Babshetti

Course Content:

Course Objectives: The objective of the course is to educate students about the provisions and procedures of income tax act in determining the tax liability of individual, firms and companies and provisions and procedures under central excise, customs, VAT in determining the indirect taxes liability of business organizations.

In detail

1. To make students understand the basic concepts of income tax such as residential status, tax incidence
2. To make students understand the income tax provisions involved in determination of income from salary, business and profession
3. To help students understand the determination of tax liability of partnership firms and companies
4. To make students understand the provisions of indirect taxes in determining GST.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Course Outcome: The student will be able to demonstrate the understanding of the implications of both direct and indirect taxes on the income of individual, firms and companies and help them in their tax planning and management.

1. The student will be able to identify the nature of Incomes and their tax incidence.
2. The student will be able to calculate income from salary, business and profession , assessment of individual and filing of returns.
3. The student will be able to calculate the tax liability of Partnership firm and Joint stock companies.
4. The student will be able to compute tax liability under indirect taxes
5. The student will be able to apply tax provisions learnt to determine the tax liability of Individuals, business firms and companies and also demonstrate the ability to draw meaningful conclusions about tax compliance of individuals, business firms and companies.

UNIT 1: Introduction

(10 hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax, Tax Planning, Tax Evasion, Tax Management, Direct Taxes Code.

UNIT 2: Income from salary, Business and profession

(10 hours)

Computation of income under the head salary: different forms of salary – leave salary, gratuity, commutation of pension, provident fund. Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems) special provisions relating to 44AD, 44AE& 44AF. Problems on computation of income from business/ profession, Assessment of Individuals, Filing of returns.

UNIT 3: Assessment of firms and companies**(10hours)**

Computation of taxable income of a firm and partners – Computation of taxable income of a company with special reference to MAT

UNIT 4: Goods and Service Tax**(09 hours)**

Introduction to GST, Basic concepts of GST, Sub-summing indirect taxes under GST, Benefits of GST: to Tax payers, Government and Society, Registration under GST, Computation of tax liability.

UNIT 5**(3 hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

RECOMMENDED BOOKS:

1. Vinod Singhania- Students Guide to Income Tax –Taxman Publications, 2014
2. V S Datey –Indirect Taxes –Taxman Publications,2014

REFERENCE BOOKS:

1. Vinod Singhania –Direct Taxes –Taxman Publications,2014
2. Mehrotra- Direct Tax –Sahitya Bhavan,2014

Course Outcome (COs): The student will be able to demonstrate the understanding of the implications of both direct and indirect taxes on the income of individual, firms and companies and help them in their tax planning and management.

1. The student will be able to identify the nature of Incomes and their tax incidence.(PO1,PO2,PO6,PO8)
2. The student will be able to calculate income from salary, business and profession, assessment of individual and filing of returns.(PO1,PO2,PO8)
3. The student will be able to calculate the tax liability of Partnership firm and Joint stock companies.(PO1,PO2,PO8)
4. The student will be able to compute tax liability under indirect taxes such as central excise, customs and VAT.(PO1,PO2,PO6,PO8)
5. The student will be able to apply tax provisions learnt to determine the tax liability of Individuals, business firms and companies and also demonstrate the ability to draw meaningful conclusions about tax compliance of individuals, business firms and companies.(PO1,PO2,PO6)

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code: MBA183F4

Credits: 4:0:0

Pre – requisites: Basic knowledge on Financial Management
& Accounting for Managers

Contact Hours: 56L

Course Coordinator: Dr. A.Mahalakshmi

Course Content:

Course Objective: The objective of the course is to expose the students different forms to organizational restructuring strategies for achieving corporate excellence.

In detail

- 1 To make students understand the strategic importance of mergers and acquisitions in modern business organization.
- 2 To make students understand the different methods of corporate restructuring and takeover defenses.
- 3 To help students understand the mechanisms involved in determination of share exchange ratios and valuation of firms.
- 4 To expose students to the legal and regulatory framework of mergers and acquisitions.
- 5 To help students in application of theoretical concepts to practical situations involving several cases.

UNIT 1 Introduction to M&A

(12Hours)

Mergers: types and characteristics – motives behind mergers – theories of mergers — role of industry life cycle , strategic perspective of M&A, Merger Process: Five-stage model – due diligence(Industry Expert)

UNIT 2 Corporate restructuring and Takeover defenses

(12 Hours)

Corporate restructuring – different methods of restructuring –joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships.

Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments –poison pill defense.

UNIT 3 Valuation and Financing of M&A

(12 Hours)

Methods of financing mergers – cash offer, share exchange ratio ; valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control –valuing LBO.

UNIT 4 Accounting and Legal framework of M&A

(12 Hours)

Accounting for amalgamation –pooling of interest method, purchase method –procedure laid down under Indian companies act of 2013

Legal and regulatory frame work of M & A – Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act.

UNIT 5

(8 hours)

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

Practical Component:

The Students can identify a M&A deal and make a presentation on deal structure, Synergies, valuation and its legal aspects.

RECOMMENDED BOOKS:

1. Prasad G Godbole, Mergers, Acquisitions And Corporate Restructuring, 2013, 2nd Edition, Vikas Publishing House.
2. Rabi Narayan Kar- Mergers, acquisitions and corporate restructuring –IBH, 2e,2013
3. Fred Weston, Kwang S Chung, Susan E Hoag- Mergers,Restructuring and corporate control-PHI,199

REFERENCE BOOKS:

1. Sudi Sudarsanam – Value Creation from Mergers And Acquisitions – Pearson Education, 2/e, 2009
2. Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & Sons, 2nd edition.2007
3. Shukla & Grewal- Advanced Accounts Vol 2 – S. Chand & Sons, 18th/e, 2014

Course outcome (COs):

1. The student will be able to relate strategy development models to Mergers and Acquisitions.(PO1,PO2,PO6)
2. The student will be able to identify the different forms of corporate restructuring in practice. .(PO1,PO2,PO6)
3. The student will be able to calculate the value of Target firm. .(PO1,PO2,PO6)
4. The student will be able to demonstrate the legal implications of Mergers and Acquisitions. .(PO1,PO2,PO6)
5. The student will be able to exhibit the understanding of how modern business Organizations achieve fast inorganic growth through mergers and acquisition strategies. .(PO1,PO2,PO6)

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MBA183F5

Credits: 3:0:0

Pre – requisites: Basic knowledge on Financial Management

Contact Hours: 42L

Course Coordinator: Mrs. Jyothi.E.Singh

Course Content:

Course Objective: The objective of the course is to make the students familiar with foreign exchange market, exchange rate mechanism, international monetary system, and foreign exchange exposure management.

In detail

1. To provide an understanding of importance, rewards and risks of international business.
2. To provide an understanding of mechanisms involved in determination of foreign exchange rates, impact of international parity relationships on exchange rates.
3. To provide an understanding of utility of derivatives in foreign exchange exposure management.
4. To provide an understanding of designing and valuation of interest rate and currency swaps.
5. To provide an understanding of application of theoretical concepts to practical in situations involving several cases.

Unit 1

(10 Hours)

International financial Environment- Meaning, Scope of IFM Goals of MNC- International Business methods – Exposure to international risk- International Monetary system. Balance of payments, – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits. Agencies that facilitate International flows . Government influence on exchange rate. emerging challenges of international Finance (Industry expert)

Unit 2

(10 Hours)

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects.

Unit 3

(10 Hours)

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

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market, Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country.

Unit 4

(9 Hours)

Swaps: Meaning, types, construction and valuation of currency and interest rate swaps.

Unit 5

(3 hours)

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components: **The students should be able to:**

- Analyse and interpret the balance of Payments of the Country.
- Visit a business enterprise to study their foreign trade mechanism and hedging strategies used by them.

RECOMMENDED BOOKS:

1. Jain , Peyard and yadav-International Financial Management –McMillan 2/e, 2013
2. Madhu Vij –International financial Management- Excel - 3/e 2012

REFERENCE BOOKS:

1. Eun & Resnick –International Finance Management ---(McGraw Hill), 4/e,2013
2. Jeff Madura International Finance Management ---(Thomson), 12/e, 2014
3. P.G. Apte-International Finance Management- (Tata McGraw Hill), 4/e, 2013

Course Outcomes (COs):

1. The student will be able to demonstrate the significance of Financial Management in the Global Context. (PO1, PO4, PO6)
2. The student will be able to calculate the Foreign Exchange rates and Arbitrage possibilities for different currencies. (PO1, PO2, PO4, PO6)
3. The student will be able to determine Foreign Exchange Exposures and demonstrate the relevance of different Hedging techniques. (PO1, PO2, PO4, PO6)
4. The student will be able to Design the Swap arrangements and determine the costs and benefits of different Swaps. (PO2, PO4, PO6)
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of International Finance. (PO1, PO2, PO4, PO6, PO8)

INTERNATIONAL TAXATION-I

Course Code: MBA183F6

Credits: 4:0:0

Pre – requisites: Basic knowledge on Financial Management

Contact Hours: 56L

Course Coordinator: Dr. Y.M.Satish

Course Content:

Course Objective: The objective of the course is to provide the students with the conceptual knowledge of United States Legal & Tax Systems, taxation services provided and usage of digital technology tools.

In detail:

1. To make students understand the nature of United States Individual Income Tax.
2. To make students understand the provisions of Adjustments to Income, Deductions and Credits including Foreign Tax Credit.
3. To apprise the students about the provisions for Computation of Tax liability
4. To expose the students to digital technology tools and SQL DB.
5. To appraise the students on the leading practical application oriented case studies.

Unit-1

(10 Hrs)

US Individual Income Tax

US Individual Income Tax - Overview and Computation of Income Introduction to US Individual Taxation

- Basic concepts of US tax and Overview of form 1040
- Filing Requirement
- Filing Status
- Dependents and exemptions
- Case study 1

Income Types

- Compensation, Basics of Income Sourcing & W-2
- Stock Options
- Interest, Dividend Income
- Capital Gains and Sale of Main Home
- Business Income (Schedule C and self-employment tax)
- Case study 2
- Income and Loss from Rental Property, Passive Activity Loss limitations
- State and Local tax refunds
- Other Income
- Case Study 3

Unit-2

(10 Hrs)

Adjustments to Income, Deductions and Credits

Adjustments to Income

- Health Savings Account deduction
- Moving expenses
- IRA deduction
- Student loan and Interest, Tuition and Fees and other deductions
- Case study 4

Itemized Deductions

- Taxes - State & Local Taxes, Real Estate Taxes, Personal Property Taxes
- Mortgage Interest
- Investment Interest Expense, Charitable Contribution, Casualty & Theft Losses
- Medical and Dental and Other Miscellaneous Itemized Deductions
- Case Study 5

Credits

- Education Credits (AOC and LLC)
- Child & Dependent Care Credit
- Child Tax Credit
- Case Study 6

Unit-3

(10 Hrs)

Computation of Taxes- Alternate Minimum Tax-Additional Medicare Tax and Net Investment Income Tax -Filing due date, Extensions, Penalty and Interest

- Tax rates and calculation of Taxes
- Case Study 7
- Comprehensive Case Study to prepare Form 1040

Overview of Advanced Topics- Who is an Expat

- What is Sec 911 exclusion and overview of Form 2555
- Introduction to Foreign Tax Credit
- Who is an Inpat
- Substantial Presence Test and overview of Form 1040NR
- Income recognition for Foreign nationals
- Case Study 8

Unit-4: Digital Technology

(20 Hrs)

Introduction to our tools SQL DB

- [SQL Overview and RDBMS Concepts](#)
- History of SQL and Why we need SQL
- Definition - SQL, RDBMS, Table, Field, Row/Record, Column, Nulls.
- SQL Constraints
- Data Integrity
- Database Normalization

Single - Table Queries, SQL Datatypes, Examples of Operators - Arithmetic, Comparison, Logical, SELECT Syntax Using FROM, WHERE, GROUP BY, HAVING, ORDER BY Clauses, Working on Case Expression, Like Predicate, NULL Values, System Defined Function - Scalar, Aggregate, Date, String, Ranking/Windows Function

Joins and Subqueries

Basic Overview of different types of joins, Syntax and Examples - Inner, Outer, Full Outer, Self, Cartesian Join, Self-Contained Scalar and Multivalued Subqueries

Table Expression and Set Operators

Definition and Syntax - Derived Tables, Common Table Expression (CTEs), Views, Table- Valued Functions, Definition and Syntax - Union, Union ALL, Intersect, Except Operators

SQL Commands

Data Manipulation Language Syntax - SELECT, INSERT, UPDATE, DELETE, MERGE Data Definition Language Syntax - CREATE, ALTER, DROP, TRUNCATE, Data Control Language Syntax -GRANT, REVOKE, Transactional Control Language Syntax - COMMIT, ROLLBACK, SAVE TRANSACTION, Other data Insertion Queries - INSERT VALUES, INSERT SELECT, INSERT EXEC, SELECT INTO, BULK INSERT

SQL Programmable Objects

Definition - Variables, Batches, Transaction, Flow Element (IF, Else, While), Syntax and Examples - Cursors and Temporary Tables, Overview on Stored Procedure, User Defined Function (UDFs) and Indexes, Basics of Error Handling.

Unit 5

(6 Hrs)

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4

TEXT BOOKS:

1. Wolters Kluwer Tax Law Editors, U.S. Master Tax Guide (2020)-20192 . Deborah Geier - U.S. Federal Income
2. Taxation of Individuals 2017, CALI's eLangdell Press- 2017.
3. Robert J., Jr. Missey and Michael S. Schadewald - Practical Guide to U.S. Taxation of International Transactions Perfect Paperback – Import, Cch Inc; 10 edition, Jul 2015.
4. Edward McCaffery -The Oxford Introductions to U.S. Law: Income Tax Law. Oxford University Press; 1stedition, 2012.

Course Outcome (COs):

1. The student will exhibit the conceptual understanding of types of income and Individual Income Tax . (PO1, PO2, PO6, PO8)
2. The student will be able to use the various Deductions and Credits to optimise tax liability. . (PO1, PO2, PO6, PO8)
3. The students will be able to determine individual tax liability and file returns. (PO1, PO2, PO6, PO8)
4. The student will be able to apply the tools of SQL. (PO1, PO2, PO6, PO8)
5. The student will be able to apply concepts learnt to analyse income, deductions, tax credits as per US legal and tax system and determine taxable income and tax liability of individuals. . (PO1, PO2, PO6, PO8)

SALES AND RETAIL MANAGEMENT

Course Code: MBA183M1

Credits: 4:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 56L

Course Coordinator: Dr. S.Santhosh Kumar

Course Content:

Course Objectives

1. To make students aware of Sales management and personal selling
2. To make students aware of planning for sales organization and forecasting
3. To make students aware of retail management concepts
4. To make students aware of store management and location & store layout concepts
5. To develop students skills in applying concepts in sales and retail case analysis

Syllabus

Sales Management

Unit: 1

(13 hours)

Introduction to sales Management: Meaning and evolution of sales Management, Nature and Importance of sales management, The sales management process, Role and skills of Modern sales Managers, Emerging trends in sales management , Sales as a career, Changing role of sales force, Linking sales and distribution management. Sales objectives, strategies and tactics, selling skills and selling strategies, Strategic planning, Role of marketing and sales, Marketing and personal selling strategies, Sales strategy – A strategic decision area, Personal Selling Preparation and process, Buying situation or types of purchases, Sales knowledge and sales related marketing policies, The personal selling process, Transaction and relationship selling.

Unit: 2

(13 hours)

Managing Sales information: Introduction, Developing sales forecast and forecasting market demand, Basic terms used in forecasting, forecasting approaches, Sales forecasting methods, Factors affecting selection of forecasting method, Sales budgets. Sales organization, concept of sales organization, Organizational principles and design, basic types of sales organization structures, Specialization within sales organization, Key account sales, Size of sales force, Sales process automation, Management of sales territories and quota: Defining sales territory, Procedure for designing sales territory, assigning sales people to territories, managing territorial coverage, sales quotas and targets: Sales quota, objectives of quotas, types of quotas, methods of setting sales quotas.

Retail Management

Unit: 3

(13 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

Theories of Retailing

Theories of retail development, Wheel of retailing and retail life cycle

Unit: 4**(13 hours)**

Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern 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

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

UNIT -5: Case Analysis**(4 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. 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
2. 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.
3. 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.
4. 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?

RECOMMENDED BOOKS

1. Management Of A Sales Force, Rosann Spiro, William Stanton, Gregory Rich,11/e, 2003,McGraw-Hill Education India Pvt.Ltd
2. Sales and Distribution Management, Tapan K. Panda & Sunil Sahadev,2/e, 2011,Oxford University Press India
3. Sales & Distribution Management, Krishna Havaladar, Vasant Cavale,2/e, 2011,Oxford University Press India
4. Retailing Management - Swapna Pradhan, 4/e, TMH, 2012.
5. Retail Management - Levy &Weitz, 8/e, TMH, 2012.

Reference Books

1. Sales Management: Decision Strategy and Cases,Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni,5/e, 2011,Pearson Education India
2. Sales Management: Concepts And Cases,William L. Cron, Thomas E. Decarlo,10/e, 2010,Wiley India Pvt Ltd
3. Retail Management - Chetan Bajaj, Oxford University press.

4. Retailing, James R Carver, Patrick m Dunne, Robert F Lusch,8/e
5. Retail Marketing Management - Dravid Gilbert, 2/e, Pearson Education.
6. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5thedition, 2012

Course Outcomes (COs):

1. The student will be able to systematically approach sales management and personal selling(PO1,PO7,PO8)
2. The student will be able to plan for sales based on forecast and organization(PO1,PO2,PO5,PO7,PO8)
3. The student will be able to explain the basics of retail store management(PO1,PO2,PO5,PO7)
4. The student will be able to explain the concepts related to store management and systematically choose a location and layout of the store(PO1,PO2,PO5,PO7)
5. The student will be able to analyze and solve business case related to sales and retail.(PO1,PO2,PO7)

INTEGRATED MARKETING COMMUNICATIONS

Course Code: MBA183M2

Credits: 4:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 56L

Course Coordinator: Dr. Adarsha.K

Course Content:

Course Objectives

1. To make student aware of the role of IMC in marketing
2. To develop students skills in setting objectives and budgeting for IMC
3. To make student aware of the IMC program development process
4. To develop student skills in monitoring and evaluating IMC program
5. To discuss the case studies and show how the concepts can be applied

Syllabus

Unit 1

(13 hours)

Understanding Integrated Marketing Communications: An Introduction to Integrated marketing communications; The Role of IMC in the Marketing process; Integrated marketing program situation analysis; Organizing for advertising and promotion: The role of Ad agencies and other marketing communication organizations.

Unit 2

(13hours)

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

Media Strategy: Creative strategy, meaning, planning, developments, advertising appeals, creative tactics for print and Television.

Media planning: Evaluation of print media; broadcast media; Support media; Direct marketing; The internet and interactive media; Sales promotion; Public Relations, publicity and corporate advertising; Personal selling.

Unit 3

(13hours)

Monitoring, Evaluation and control: Measuring the effectiveness of the promotional program; methods used for evaluating advertising effects, test for checking advertising effectiveness, pre-testing and post- testing

Unit 4

(13 hours)

International advertising and promotion: advantages and problems with global advertising, Regulations of advertising and promotion; Evaluating social, ethical and economic aspects of advertising and promotion.

UNIT 5 Case Analysis

(4 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. 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?
2. Observe a marriage in your family and write about how you would 'manage the event'?
3. 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?
4. Make an advertisement of any product or service by applying the concept of advertising appeal.

REFERENCE BOOKS

1. Advertising and Promotion : An Integrated Marketing Communications Perspective, Michael A. Belch, Keyoor Purani, George E. Belch,9/e, 2013,McGraw-Hill Education India Pvt.Ltd
2. Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow, Donald E. Baack,6/e, 2014,Pearson Education India

RECOMMENDED BOOKS

1. Foundations of Advertising - Theory and Practice,K.C. Sethia, S.A.Chunawalla ,7/e, 2011,Himalaya Publishing House Pvt Ltd
2. Advertising Management, David A. Aaker, John G. Myers, Rajeev Batra,5/e, 2002,Pearson Education India
3. Advertising and Promotions: An Integrated Brand Approach,ThomasO'Guinn, Chris Allen, Richard J. Semenik, Hans Rudiger Kaufmann,6/e, 2012,South Western
4. Integrated Communication in advertising and Promotion, Terence A. Shimp,8/e, 2012,Ceneage Learning India Pvt Ltd
5. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5th edition,2012

Course Outcomes (COs):

1. The student will be able to explain the role of IMC in marketing(PO1,PO2,PO4,PO7)
2. The student will be able to choose appropriate objectives and budgeting techniques(PO1,PO2,PO4,PO7,PO8)
3. The student will be able to contribute to the IMC program development(PO1,PO2,PO7,PO8)
4. The student will be able to monitor and evaluate an IMC program (PO1,PO2,PO4,PO7,PO8)
5. The student will be able to apply IMC concepts to a given business communicationcase.(PO1,PO2,PO4,PO7,PO8)

SERVICES MARKETING

Course Code: MBA183M3 (Marketing Specialization)

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: Dr. Rizwana.M

Course Content:

Course Objectives

The objective of the course is to provide the students various concepts and techniques of services marketing, important aspects of marketing of services, enhanced understanding of marketing practices and strategies in service sector and to expose them to the issues arising from difference between service marketing and product marketing.

In detail:

1. To provide basic understanding of services marketing, customer expectation of services to promote a customer service-oriented mindset.
2. To provide the insight of understanding customer expectation through marketing research and to comprehend the importance of setting customer defined service standards.
3. To gain an appreciation for the role that people (both employees and customers) play in influencing service delivery, customer satisfaction, and service recovery.
4. To provide comprehensive understanding of managing supply and demand ,managing promises in services specific industry
5. To appraise the students on the leading practical application oriented case studies –relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions.

Unit 1

(9 hours)

Introduction to services: what are Services? Why Services Marketing? Differences between goods v/s services, the services marketing mix, the gap model of service quality.

Consumer behavior in services: Search, Experience & credence properties. Customer Expectations of services. Meaning and types of services expectations, Factors that influence customer expectation, issues involving customer service expectations, Customer Perception, customer satisfaction, service quality, service encounters: The building blocks for customer perception.

Unit 2

(9 hours)

Listening to Customers through Research: Understanding customer expectation through marketing research – Using marketing research to understand customer expectations, Elements in effective Market Research, Types of service research, analyzing and interpreting Market Research, Relationship Marketing, building customer relationships, Customer defined service standards – Factors necessary for appropriate service standards, customer defined service standards, Development of customer defined service standards, Physical evidence and service scape: Physical evidence, types of service scapes, role of service scapes, framework for understanding service scapes.

Unit 3**(9 hours)**

Delivering and performing service: Employee's role in service delivery ,Service Culture,– The critical importance of service employees, Boundary – Spanning roles, Strategies for delivering service quality through people, Customer oriented service delivery , The importance of customers in service delivery, Customer's roles, Self service technology, Strategies for enhancing customer participation.

Unit 4**(9 hours)**

Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, Yield Management ,Waiting line strategies, Integrated Services Marketing Communication: The need for co-ordination in marketing communication, Five category of strategies to match service promises with delivery.

Unit 5**(3 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4.

RECOMMENDED BOOKS:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner –TMH, 4/e, 2008
2. Services Marketing, R.Srinivasan-PHI, 3rdedition, 2012
3. Services Marketing, Christopher Lovelock, Jochen Wirtz –Pearson, 5/e, 2004
4. Services Marketing, Rajendra Nargundkar –TMH, 1/e, 2004
5. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5thedition, 2012

REFERENCE BOOKS

1. Services Marketing, Kenneth E Clow, David L Kurtz –Biztantra, 2/e, 2003/04
2. Essentials of Services Marketing, K Douglas Hoffman, John E G Bateson – Thomson, 2/e, 2002
3. Services Marketing, Govind Apte –Oxford ,2/e
4. Services Marketing ,Steve Bonon & Kim Harris, Palgrave, 2004
5. Services Marketing ,Ravishankar, Excel Books.,2/e

Course Outcomes (COs):

The student will be able to

1. Demonstrate how the extended marketing mix apply within a services perspective and describe the distinguishing features of services and the gaps model.(PO1,PO2)
2. Demonstrate the sources of customer expectation of service and describe the types and guidelines for customer research in services.(PO1,PO2,PO4)
3. Demonstrate the strategies for managing the employee, customers and intermediaries in Service Organization.(PO1,PO2,PO4,PO5)
4. Demonstrate the strategies for matching Supply and demand and provide strategies for waiting lines for times when demand and capacity cannot be aligned(PO1,PO2).
5. Analyze and interpret the given case in detail using the services marketing concepts(PO1,PO2,PO8)

INTERNATIONAL MARKETING

Course Code: MBA183M4

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: Dr. K Adarsh

Course Content:

Course Objectives:

1. To make students aware about the fundamental concept of international marketing.
2. To help the students understand the concepts of global marketing management of product and services.
3. To enable the students in understanding the concepts of Pricing decisions and product of services in B2B.
4. To make students aware about the concept of analyzing global marketing channels, distribution and logistics management.
5. To help students on application of theoretical concepts to practical situations involving several.

Unit 1 (10 Hours)

Framework of international marketing

Definition – scope and challenges – difference between international marketing and domestic marketing – levels of International marketing involvement, the EPRG Framework, drivers of International expansion

The International environment- economic, cultural, demographic, legal/political environment

Unit 2 (10 Hours)

Global marketing management – planning and organization, International Institutions – World Banks, IMF, UNCTAD, Customs Union, Common Markets, Free Trade Zones, Economic Communities, SEZ, NAFTA, SAFTA and EU.

Products and services for consumers

Quality – products and culture –Product standardization Vs Adaptation– marketing consumer services globally –brands in international markets

Unit 3 (09 Hours)

Packaging and Labelling in global market – New Product Launch – Waterfall approach and Sprinkler approach – concept of International product Life Cycle Theory, International Product Strategy

Pricing decisions

Concept of pricing –pricing approaches – factors influencing pricing decisions - INCO terms – terms of payment – counter trade – dumping – transfer pricing – grey marketing

Unit 4 (10 Hours)

International distribution

International marketing channels – Types of international distribution channels - alternative middlemen choices - factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages –marine transportation –warehousing.

International Promotions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition

Unit 5

(03 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

RECOMMENDED BOOKS

1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. International Marketing – R Srinivasan – PHI, 3/e, 2009
3. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e, 2007
4. International Marketing – Rakesh Mohan Joshi – Oxford, 2004
5. International Marketing – Dana – Nicoleta, Lasca – Biztantra, 2003
6. Case Studies in Marketing – Indian Context by R.Srinivasan, PHI, 5th edition, 2012

REFERENCE BOOKS

1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Pearson Education/PHI, 3/e, 2008
2. International Marketing – Varshney, Bhattacharya – S Chand, 4/e, 2006
3. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
4. International Marketing – Michael Czinkota, Illka A Ronkainen – Thomson, 7/e, 2004
5. Global Marketing Strategies – Jean Pierre Jeannet, A David Hennessey – Biztantra, 6/e, 2005
6. International Logistics – Pierre David – Biztantra, 2004/05

Course Outcome (COs):

1. The Student will demonstrate their conceptual understanding international marketing & Research.(PO1,PO2,PO4,PO7)
2. The students will be aware about the concepts of global marketing management of product and services. (PO1,PO2,PO4,PO7)
3. The students will demonstrate their conceptual knowledge of Pricing decisions and product of services in B2B.(PO1,PO2,PO4,PO7)
4. The students will demonstrate their conceptual skill of analyzing global marketing channels, distribution and logistics management. .(PO1,PO2,PO4,PO7)
5. Students will demonstrate their conceptual knowledge of the subject in real time problems.(PO1,PO2,PO4,PO7)

RURAL MARKETING

Course Code: MBA183M5

Credits: 4:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 56L

Course Coordinator: Dr. Rizwana.M

Course Content:

Course Objectives:

The objective of the course is to expose the students to the differences and similarities between rural and urban markets, to make them understand the potential of rural market and marketing strategies

which are unique to rural market. In detail:

1. To provide basic understanding of rural marketing, Rural marketing environment and rural consumer behavior.
2. To create awareness of the different parameters and basis that can be employed to segment the rural market and to comprehend the reasons behind the requirement of a modified mix for rural market.
3. To provide basic understanding of various pricing and distribution strategies that needs to be adopted to achieve success in the rural market.
4. To create awareness about various communication strategies and financial services available for rural customers.
5. To help students on application of theoretical concepts to practical situations involving several cases.

Syllabus

Unit 1

(13 hours)

Rural Marketing: nature, definition, components of rural markets, classification of rural markets, rural vs. urban markets scope of Rural Marketing , problems in rural Marketing, Rural marketing environment , Rural Development Programmes. Rural Consumer behavior: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Characteristics of Rural consumer-Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation.

Unit 2

(13 hours)

Segmenting, Targeting and Positioning : Segmentation, Degrees of Segmentation, Bases of Segmentation Targeting, Positioning Rural Marketing Strategies - Product Strategy Introduction, Marketing Mix Challenges, Product concepts and the classification, Product Decisions and Strategies, Product Branding in Rural Markets ,Packaging for Rural Markets, Product Warranty and After Sales Service, New Product Development in Rural Markets

Unit 3

(13 hours)

Rural Marketing Strategies -Pricing Strategy

Pricing in Rural India, Setting the Price for Rural Products and Services-Internal Factors, External Factors, Price Setting Strategies- Market Entry Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Rural Specific Pricing Strategies Rural Marketing Strategies. Distribution Strategy: Availability: the Challenge and the Dilemma, Distribution Channels, The Rural Retail Environment, Channel Behaviour in Rural Areas, Distribution Models in Rural Markets-the Distribution Models for FMCG's, Rural Centric Distribution Models, Modern Distribution Models, The Public Distribution System, Co-operative Societies, Petrol Pumps and Extension Counters, Non Government Organizations, Rural Mobile traders. Rural Logistics, The Hub and Spoke System, Syndicated Distribution

Unit 4**(13 hours)**

Rural Marketing Strategies -Communication strategy:

Challenges in Rural Communication, The Communication Process, Developing Effective Rural Communication, Creating advertisement for rural audiences ,rural media, Sales Promotion and Events and Experiences. Financial Services Introduction, Need for credit, Consumer finance for Durables, Sources of credit, Innovative credit delivery System, Financial Products in Rural.

Unit 5**(4 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. Study the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
2. Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
3. Study can visit rural areas & study about various distribution pattern
4. Students can conduct a survey to understand the rural consumer buying behaviour toward financial services

RECOMMENDED BOOKS:

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Pearson Education, 2nd Edition, 2012
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
3. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e
4. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication 2002 ed

REFERENCE BOOKS:

1. Rural Marketing –U.C.Mathur, excel books, 1/e
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education 2009 ed
3. Rural Marketing –Habeb Ur Rahman –HPH, 1/e, 2004
4. Rural Marketing – Sukhpal Singh –Vikas Publishers, 2004
5. Rural Marketing –Minouti Kamat& R. Krishnamoorthy -HPH, 3/e,

Course Outcomes (COs):

The student will be able to

1. Demonstrate the fundamentals of rural marketing, rural marketing environment and rural consumer behavior.(PO1,PO7)
2. Demonstrate the concepts of segmenting, targeting and positioning and describe the challenges of marketing mix in rural context and frame appropriate strategies for improving marketing activities in rural areas. (PO1,PO7)
3. Demonstrate the rural pricing strategies and describes the rural distribution system.(PO1,PO7,PO8)
4. Demonstrate the rural communication process, the methods for developing effective communication for rural audiences and describes the rural India's access to finance.(PO1,PO7,PO8)
5. Apply the rural marketing strategies to case studies and propose innovative solutions to the business plans.(PO1,PO7)

DIGITAL MARKETING

Course Code: MBA183M6

Credits: 4:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 56L

Course Coordinator: Dr. Padmalini

Course Content:

Course Objectives

1. To make students understand the fundamentals of digital marketing
2. To make students understand the SEO and SEM
3. To develop student understanding social media marketing
4. To Provide understanding of the email marketing and web analytics
5. To develop student ability in digital marketing case study

UNIT 1

(13 HOURS)

Introduction to Digital marketing: Understanding the marketing fundamentals, Understanding the web E models, online revenue models, E-customers and E tools, E business, E business architecture and framework, buy side, sell side and inside applications, E business security, success and failure criteria. Digital marketing definition, scope and importance, Three types of media POE, Digital marketing strategy, Careers in digital marketing

UNIT 2

(13 HOURS)

Understanding SEO: Search engine basics, creating SEO plan, SEO phases, SEO challenges and benefits, SEO process, SEO alternatives, SEO Strategies: Building site for SEO, Keywords and website, optimizing search engines: Adding site to directories, pay for inclusion service, robots, spiders and crawlers, SEO spam, adding social media optimization, Maintaining SEO. Website essentials, internal ranking factors, external ranking factors, web stats monitoring, Search Engine Marketing: introduction to display advertising, concept of display advertising, type of display ads, buying models, display plan. Targeting.

UNIT 3

(13 HOURS)

Social Media Marketing: social media and online consumer engagement, What is social media, different forms of social media, the rules of engagement, adding social media to web site, Facebook and google plus marketing: Facebook and google plus fundamentals, Facebook ad campaign, LinkedIn marketing: LinkedIn fundamentals, linked in campaign, twitter marketing: twitter fundamentals, twitter campaign,

UNIT 4

(13 HOURS)

Email marketing, the new direct mail, planning the campaign- dos and don'ts, Viral marketing, measuring success, online PR and reputation management, fostering a positive online image, promoting business through online channels, monitoring conversation-reputation management, affiliate marketing, Mobile marketing basics, the role of various apps, Web Analytics,

UNIT 5 CASE ANALYSIS

(4 HOURS)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical components

1. Making the report of the marketing and digital campaigns of various companies
2. Making report on digital marketing of various brands
3. Making report on campaign for social media
5. Making report on mobile marketing, web analytics

RECOMMENDED BOOKS

1. Understanding Digital Marketing, Damian Ryan, Calvin Jones,2/e, 2012,Viva Books Private Limited
2. The Art of digital marketing: The definitive guide to creating strategic Ian Dodson, Wiley

REFERENCE BOOKS

1. Strategic Digital Marketing, Eric Greenberg, Alexander Kates,1/e, 2013,McGraw-Hill Education
2. Digital Marketing Strategy: An Integrated Approach to Online Marketing, Simon Kingsnorth, Kogan page

Course Outcomes (COs):

1. The student will be able to suggest relevant digital marketing strategy(PO1,PO4,PO7,PO8)
2. The student will be able to demonstrate the use of SEO and SEM(PO1,PO4,PO7,PO8)
3. The student will be able to demonstrate the use of social media in marketing (PO1,PO7)
4. The student will be able to use web analytics(PO1,PO7)
5. The student will be able to solve a digital marketing case study(PO1,PO7)

RECRUITMENT AND SELECTION

Course Code: MBA183H1

Credits: 4:0:0

Pre – requisites: Basic knowledge on Human Resource Management Contact Hours: 56L

Course Coordinator: Dr. G.Vijaya Kumar

Course Content:

Course Objectives

1. To enable students to understand concepts of Job Analysis, Hiring Process and Hiring decisions.
2. To understand the various sources of recruitment and screening of candidates.
3. To gain awareness of selection procedure.
4. To enable students learn drafting appointment letters and conducting reference check of employees.
5. To make the students aware about various steps involved in an effective employee orientation program.

UNIT 1

(13 hrs)

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

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 2

(13 hrs)

Recruitment- Meaning and Process; Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, Sources- Internet Based, Placement Agencies. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source

Screening the candidates: Application Forms: bio -data / resume / curriculum vitae and Weighted application blanks: meaning definition, purpose, advantages and disadvantages — 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 3

(13 hrs)

Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews- Principles and Techniques, Medical Text, Interviewing: Planning the interview, Interview process - Interview in public sector undertaking. Statutory requirements.

UNIT 4

(13 hrs)

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

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.

UNIT 5

(4 hrs)

Induction–Meaning, Induction Program –Steps, Contents of orientation programs. Strategic choices of orientation-formal or informal, individual or collective, serial or disjunctive Investiture or Disinvestiture, Requisites of effective program. Problems of orientation.

Practical Components:

- Case studies on recruitment and selection.
- 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.
- Students can identify 4 or 5 jobs of their interest and can create job advertisements for the same imagining themselves as HR heads of their organization.
- Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like.

RECOMMENDED BOOKS:

1. Recruitment Management –Rashmi T.K- HPH, 2012
2. Recruiting, Interviewing, Selecting and Orienting New Employee, Arthur Diane, 5/e, JICO Publisher
3. Human Resource Management –Cynthia Fisher, James B. Shaw Lyle F Scheoenfeldt - India Pvt. Ltd, 2012
4. Richard. I. Henderson: COMPENSATION MANAGEMENT IN KNOWLEDGE BASED WORLD –Prentice-Hall.
5. Richard Thorpe & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice- Hall.
6. Managing Human Resources –Bohlander, Snell, Sherman –Thomson Learning 13/E, 2004
7. Personal And Human Resource Management –P Subba Rao –Himalaya Publication, 4/e, 2013

Course Outcomes (COs):

The student will be able to

1. Demonstrate the conceptual skills, understanding of Job analysis and Hiring process. (PO1, PO3, PO5)
2. Understand and use various recruitment sources. (PO1, PO3, PO5)
3. Develop selection procedure for various jobs. (PO1, PO3, PO5)
4. Demonstrate their ability to draft an appointment letter and carryout reference check. (PO1, PO3, PO5)
5. Demonstrate the skill in designing and execution of induction program. (PO1,PO3,PO5)

TRAINING AND DEVELOPMENT

Course Code: MBA183H2

Credits: 4:0:0

Pre – requisites: Basic knowledge on Human Resource Management

Contact Hours: 56L

Course Coordinator: Mrs. S.B.Rashmi

Course Content:

Course Objectives

The student will be able to emphasize the theoretical concept in training and development and the student will understand the training needs, the types of programmes, practices in conducting a training and development session and evaluation of programmes.

In detail:

1. To enable the student to understand the concept of training and development and training need analysis;
2. To make the student to get an insight into training design and various methods adoptable in training programmes,
3. To discuss various training techniques and audio visual enhancements helpful in making training programme effective and apply them in their training program.
4. To throw light on use of technology in training program.
5. To throw light on training program implementation, facilities management and approaches to evaluation and audit of training program

Syllabus

Unit 1

(13 hrs)

INTRODUCTION: Training Concepts, Objectives, Benefits of training, The role of Training in Organizations, opportunities and challenges for training, Difference between training and development.

Training need analysis, A training process Model, Why is needs assessment necessary? Methods used in needs assessment. Who should participate in needs assessment? Where to look for organizational performance gap? The frame work for conducting a TNA- organizational analysis, operational analysis, person analysis, Gathering Training Needs Data, Outcomes of Training Needs Analysis –Approaches to Training Needs Analysis.

Unit 2

(13 hrs)

TRAINING DESIGN & TRAINING METHODS

Training design- importance and factor affecting training design. Facilitations of learning-focus on trainee and Focus on training design, Facilitation of transfer-focus on training and focus on organization intervention, Outcomes of Design. Traditional training methods- Presentation method, Lectures method - Straight Lectures, Demonstrations, Discussion Methods.

Unit 3: Training Methods

(10 hrs)

Self- directed learning, Apprenticeship Training, Coaching, mentoring.

Hands-on- methods- On -The-Job Training, Simulation, Case study, Business Games, Role play, Behavior modeling. **Group Building Methods** - Adventure Learning, Team Training, Action Learning.

Unit 4

(10 hrs)

TRAINING METHODS & AIDS FOR TRAINING

E-Learning & Use of Technology in Training: Technology's Influence on Training and Learning, Technology and collaboration, Technology and Learning Environment. **Computer – Based Training methods-** Programmed Instruction, Intelligent Tutoring, Interactive Multimedia, Virtual Reality, Blended Learning. **Training Aids for Training-** Learning Management System, Choosing new technology training methods.

Unit 5

(10 hrs)

IMPLEMENTATION AND EVALUATION OF TRAINING

Development of training- instructional strategy, material and equipment, Trainee's manual, trainer's manual, facilities, the trainer, Implementation ideas for training and trainers, dry run, pilot program. **Evaluation of training-** Training Policy. Need, Principles, Criteria, Objectives, Resistance to Evaluation. Types of Evaluation Instruments, Types of Evaluation Data. Kirk Patrick mode of evaluation, CIRO model, ROI of training. **Training Audit** – Meaning, Features. Industry input on evaluation techniques.

PRACTICAL COMPONENT

- Relevant case studies from the theory concepts.
- Students are asked to design a training program for a specific job role.
- Students are expected to conduct a mock training session where they identify the need of training and design a set of program and evaluate the effectiveness of the same.
- Students are asked to study various training methods of an organization, and submit a report on its effectiveness.

RECOMMENDED BOOKS

1. Employee Training and Development- Raymond A Noe, McGraw Hill Publication.2011(recent)
2. Effective Training, P Nick Blanchard and James W. Thacker, Pearson Education/PHI, 2013(recent)
3. O' Connor, Browner and Delaney, Training for Organizations, Thompson Learning Press.
4. Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2012
5. Training and Development – S.K Bhatia

Course Outcomes (COs):

The student will

1. Understand the conceptual Skills of training, training need assessment and compare training and development. (PO1,PO3,PO5,PO8)
2. apply the knowledge gained in designing a training programme and apply the same to business situations. (PO1,PO3,PO5,PO8)
3. develop insights into various training methods and apply the same to business situation to identify typical style and needs. . (PO1,PO3,PO5,PO8)
4. Develop insight into various uses of recent technology in training program. (PO1, PO3, PO5, PO8)
5. Demonstrate conceptual understanding of evaluation of training. (PO1,PO3,PO5,PO8)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: MBA183H3

Credits: 3:0:0

Pre – requisites: Basic knowledge on Human Resource Management Contact Hours: 42L

Course Coordinator: Mrs. Pallavi.B

Course Content:

Course Objectives

1. To enable the basic understanding of fundamental concepts of IHRM, its special features and emergence.
2. To make students aware about recruitment and selection processes in a global business corporation
3. To make students understand the training and development and compensation management practices in MNCs.
4. To make students aware about industrial relations issues and international HRM strategies.
5. To help the students understand the application oriented case analysis on IHRM.

Unit 1

9 hrs

Introduction: Definition – Approaches to IHRM – Difference between IHRM and Domestic HRM – Reasons for emergence of IHRM – Models of IHRM – Matching model – Harvard Model – Contextual Model – 5P Model – European Model Internationalization of HRM: Socio-cultural context – Hofstede’s cultural model, Culture and employee management issues – Culture and specific HRM issues – non-cultural influences of HRM.

Unit 2

10 hrs

International Recruitment and Selection: Different approaches to multinational staffing decisions – Advantages and Disadvantages of different selection methods – parent country nationals – third country nationals – host country nationals – selection criteria – use of selection tests. Performance Management: Constraints in goal attainment – performance and appraisal in IHRM – appraisal of expatriate, third and host country employees

Unit 3

9 hrs

Training and Development: Expatriate training – training of host country nationals – developing international staff and multinational teams – knowledge transfer in multinational companies International compensation: Approaches to international compensation – repatriation process

Unit 4

10 hrs

International Labour Relations: Key issues – response of labor unions to MNCs – social dumping HRM International Joint Ventures: HRM Practices in different countries – Japan, USA, UK, India and China – International HRM strategies.

Unit 5

4hrs

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

RECOMMENDED BOOKS

1. International Human Resource Management – Peter J Dowling, Marion Festing and Allen, Cengage learning, 5/E, 2012.
2. International Human Resource Management – Monir H Tayeb – Oxford University Press – 2010.
3. Dowling & Welch, INTERNATIONAL HRM: Managing People In Multinational Context, Cengage Learning, NewDelhi,1999
4. Punnett Betty Jane, International Perspectives On Organizational Behavior And Human Resource Management, M.E. Sharpe, 2009

Course Outcome (COs):

The Student will

1. be able to demonstrate their conceptual understanding of fundamental concepts of IHRM, its special features and emergence (PO1,PO4,PO5)
2. understand the conceptual knowledge of the recruitment and selection processes in a global business corporation. (PO1,PO4,PO5)
3. explain conceptual knowledge of training and development and compensation management practices in MNCs. (PO1,PO4,PO5)
4. demonstrate their conceptual skill of industrial relations issues and international HRM strategies. (PO1,PO4,PO5)
5. apply their conceptual knowledge of the IHRM in real time problems. (PO1,PO4,PO5)

INDUSTRIAL RELATIONS MANAGEMENT

Course Code: MBA183H4

Credits: 4:0:0

Pre – requisites: Basic knowledge on Human Resource Management

Contact Hours: 56L

Course Coordinator: Dr. Vijaya Kumar

Course Content:

Course Objectives

1. To enable basic understanding of Industrial Relation dynamics in India and the system of collective bargaining.
2. To make students understand fundamentals of trade unionism, grievance procedure in industrial setup, disciplinary mechanisms and resolving industrial conflicts
3. To provide important provisions of important enactments including Trade Union Act, Industrial Disputes Act and Employees' Standing Orders Act.
4. To make students aware about the important provisions of employment related Acts such as Factories Act, PF Act, Gratuity Act, ESI Act, etc.
5. To appraise the students on industrial safety and labour administration.

Syllabus

UNIT-1

12 hrs

Indian Industrial Relations – An overview –, need, objectives and principle of legal environment. IR in the post Independence period, Importance and objectives of Industrial Relations, Main approaches to IR. Labour and Indian constitution, special features of Indian Industrial Relations, policies and practices in India, code of Discipline. Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Workers Participation in Management.

UNIT -2

12 hrs

Trade Unions: Meaning, Historical perspective of trade union movement in India, functions of trade unions, trade union structure, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, future trends of trade union movement in India. Grievance procedure and Discipline management: Grievance, meaning and forms, approachesto grievance machinery, Grievance procedures, model grievance procedure.

UNIT -3

12 hrs

Trade Union Act Industrial Disputes Act Industrial, Employment standing order's Act' 1946, Payment of Wages Act, Minimum wages Act' 194

UNIT -4

12 hrs

Factories Act' 1948, Employee's provident Fund and Miscellaneous Provisions Act' 1952, Payment of Gratuity Act' 1972, Maternity Benefit Act' 1961, Workmen's Compensation Act, Employee's State Insurance (E.S.I) Act, Payment of Bonus Act' 1965.

UNIT-5

8 hrs

Industrial Safety: Causes of Accidents , Prevention ,Safety Provisions ,Industrial Health and Hygiene - Importance –,Problems , Occupational Hazards ,Diseases ,Psychological problems ,Counseling Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels

Practical Component:• Related cases for each module to be discussed in the classes and presentation will be done for each case by group of students. 6 hrs

- Collect relevant newspaper articles about various labour issues in organizations and analyze the impact.6 hrs
- Analyze the Indian legal aspects involved when hiring an employee.6 hrs
- Visit organizations and factories to understand the enforcement of labour laws. 10 hrs

RECOMMENDED BOOKS

1. Mamoria & Mamoria – ‘Dynamics of Industrial Relations’, Himalaya Publishing house, 2012
2. Arun Monappa – Industrial Relations and Labour laws, McGraw Hill Publishing Company Ltd, 2/e, 2013.
3. P Subba Rao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai, 2013

Course Outcomes (COs):

1. The Student will be able to demonstrate a conceptual understanding of the dynamics of Industrial Relations system (PO1,PO4,PO5)
2. To understand the role and importance of collective bargaining ,workers participation and negotiating techniques in better industrial relations(PO1,PO4,PO5)
3. To apply the knowledge gained to analyse the IR issues in an organization with fair understanding of the labour enactments in India.(PO1,PO4,PO5)
4. To develop insights into various legislations like Trade union act, Payment of wages act, minimum wages act, Factories act, Payment of Gratuity act, ESI act. (PO1,PO4,PO5)
5. To understand the role and importance of industrial safety and labour administration. (PO1,PO4,PO5)

HUMAN RESOURCE INFORMATION SYSTEM

Course Code: MBA183H5

Credits: 3:0:0

Pre – requisites: Basic knowledge on Human Resource

Contact Hours: 42L

Management Course Coordinator: Mrs. Pallavi

Course Content:

OBJECTIVES:

- To introduce the concepts of Human Resources Information System.
- To gain knowledge on the application of HRIS in organizations.
- To enable the students to know the HRIS process of adopted in Organizations.
- To develop knowledge of capturing Human resource data and enhance security of data captures.
- To discuss cases on HRIS and apply concepts studies into practical business situations.

Unit – I

10 hrs

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System. EHRM - Objectives - Advantages & Disadvantages.

Unit – II

10 hrs

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

Unit – III

10 hrs

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

Unit – IV

9 hrs

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making. Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - HRIS & Employee Legislation - An Integrated View of HRIS.

Unit-V**3 hrs**

Case study.

Recommended Books.

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Gueutal & Stone, THE BRAVE NEW WORLD OF HER, Jossey-Bass
3. Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson

Course Outcomes (COs):

The student will be able to

1. Demonstrate their conceptual skills, understanding and application of Human Resources Information System.(PO1,PO2)
2. Understanding and application of HRIS Concepts and principles in organizations.(PO1,PO2,PO5)
3. Develop the HRIS process in Organizations.(PO1,PO2,PO4,PO5)
4. Demonstrate their ability in applying the managerial and behavioral concepts in real time problems.(PO1,PO2,PO5,PO8)
5. Demonstrate the conceptual knowledge of the subject in real time problems. (PO1,PO2,PO5,PO8)

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Course Code: MBA183H6

Credits: 3:0:0

Pre – requisites: Basic knowledge on Human Resource Management Contact Hours: 42L

Course Coordinator: Mrs. Rashmi

Course Content:

Course Objectives:

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development
4. To understand the different OD interventions and its effectiveness.
5. To Appraise The Students On The Application Oriented Case Studies In The Field Of Organizational Development And Change Management

Unit 1

(9 Hours)

Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Unit 2

(9 Hours)

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit 3

(9 Hours)

Conceptual framework of OD: Overview of the field of OD, Definitions of OD, History of OD, assumptions and beliefs in OD, characteristics of OD, Phases of OD.

Unit 4

(12 Hours)

OD Interventions - Human Process Interventions - Interpersonal and Group Process Approaches, Organization Process Approaches; Structure and Technological Interventions - Restructuring Organizations, Employee Involvement, Work Design.

Unit 5: Case Study

(3 hours)

RECOMMENDED BOOKS:

1. Thomas G. Cummings, Christopher G. Worley: ORGANISATION DEVELOPMENT AND CHANGE, Thomson Learning.
2. Kavitha Singh: ORGANISAIONAL CHANGE AND DEVELOPMENT PRACTICES, Excel Books.
3. **Tonya Henderson, David M. Boje:** Organizational Development and Change Theory: Managing Fractal Organizing Processes (Routledge Studies in Organizational Change & Development), CRC Press

Course Outcomes (COs):

1. The Student will be able to demonstrate a conceptual understanding of the Organizational Change.(PO1,PO4,PO5)
2. To understand the role and importance of manager in change management and how to manage the employees who resist change. (PO1,PO4,PO5)
3. To apply the knowledge gained on various tools and techniques for organization development. (PO1,PO4,PO5)
4. To develop insights into various OD interventions and its effectiveness. (PO1,PO4,PO5)
5. The student will be able to solve a Organizational development and change management case study. (PO1,PO4,PO5)

PROJECT WORK CUM INTERNSHIP

Course Code: MBA184C1

Credits: 0:0:12

Pre – requisites: Basic knowledge on Business Research Management

Course Coordinator: Dr. Rizwana.M

Course Content:

Course Objectives:

1. To familiarize students with the working and problems faced by department, organization and industry.
2. To make students, to interact with the people and collect information about topic of interest
3. To provide an opportunity to apply analytical tools and methods to understand the collected data
4. To communicate to the company about the work done by the students and the contributions.
5. To test the students oral communication capabilities and prepare them for final viva voce
6. Prerequisite: The student should have registered and attended the Business Research Methods course.

Requisites:

- Being a mandatory course for all electives, all students should compulsorily take this course in order to be eligible for the award of MBA degree.
- The project work shall be for a period of 12 weeks, to be undertaken in IV semester.
- A student has to put a minimum of 20 hours of work per week in the organization studying (project work) and helping the organization in its functioning (internship). A week for the above purpose consists of 6 days and each day consists of 6 working hours. At the end of every week i.e. the 6th day, a student should prepare a report and communicate the same, to the external and internal guide.
- On the first working day of the 13th week, a draft report should be submitted to the internal guide and a PowerPoint presentation has to be given as per the mock viva voce schedule to internal guide/examiner.
- By the end of 13th Week, the student has to submit four copies of the project report prepared according to the presentation guidelines given in the syllabus.
- 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.
- The student should behave professionally and ethically at all times and look at this course as a placement opportunity.
- No two students of the institute shall work on the same problem in the same organization.
- The student has to attach turnitin report reflecting the similarity
- The Project report shall be around 75 pages.
- The Project work shall be on a topic in the area of specialization specified in the syllabus and opted by the candidate.

GUIDELINES

1) PLANNING THE PROJECT

- As the certificate has to reflect project period of 12 weeks, students have to scout for the companies before the start of the project period
- Avoid undertaking projects not concerned with your area of specialization
- Choose a project topic which is novel, original and company specific
- Check the feasibility of the project topic and match it with your skills and career plan

2) FORMAT OF PROJECT REPORT

a. Formatting and binding guidelines:

- i. The project report shall be prepared using word processor Viz., MS Word, Times New Roman 12.
- ii. All the reports shall be printed in the A4 size 1”margin on all sides, 1.5 line spacing.
- iii. The report shall be hard bound facing sheet (only white colour) indicating the title of college and month and year of admission (Spiral binding not permitted).

b. Structure of report

- i. Title page
- ii. Department/Institution certificate
- iii. Guides certificate
- iv. Student’s self-declaration
- v. Acknowledgement
- vi. Table of contents
- vii. Table of figures and tables
- viii. Executive summary
- ix. Introduction
- x. Industry profile
- xi. Company profile
- xii. Department profile
- xiii. Review of literature
- xiv. Research design
- xv. Data Analysis and interpretation
- xvi. Summary of findings
- xvii. Suggestions
- xviii. Conclusion/future growth
- xix. Learning experience
- xx. Bibliography
- xxi. Annexure : Questionnaire, turnitin report

Explanatory notes:

- A certificate by the guide and Head of the institution should indicate the bonafide performance of project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him.
- Executive Summary – A one page summary of the project reflecting the need for the study, the context, findings and recommendations.
- Introduction to the study should contain problem statement, the purpose/need for the study, importance, title, objectives of study and hypothesis
- Industry profile : Competitors/major players and industry structure if any
- Company profile:
Background and inception of the company, Nature of the business carried : Manufacturing, wholesale, retail, Vision, Mission, Quality Policy, Strategy (corporate and business level), Area of Operation – Global/National/Regional, Ownership Pattern, Infrastructural Achievements/Award (if any), Organization chart, Workflow model (end to end) i.e. process department
- Review of literature: Operational definitions, Concept of study as explored by various authors,
- Sampling Unit, Sample Size and Sampling method.

Course Outcomes (COs):

The students will be able to

1. Exhibit broad understanding of working of an organization and its SWOT.
(PO1,PO2,PO4,PO5,PO6,PO7,PO8)
2. Identify the organizational processes discussed under Mckinsey Framework.
(PO1,PO2,PO4,PO5,PO7,PO8)
3. Demonstrate a thorough understanding of how research methodology can be applied to the identified organizational problems and offer suggestions accordingly.
(PO1,PO2,PO4,PO5,PO7,PO8)
4. Correlate classroom learning to contemporary workplace practices.
(PO1,PO2,PO4,PO5,PO7,PO8)
5. Gain learning experiences by working as an intern in the organizations.
(PO1,PO2,PO4,PO5,PO7,PO8)

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: MBA184F1 (Finance Specialization)

Credits: 3:0:0

MBA1 84B1 (Banking and Insurance Specialization)

Contact hours: 42L

Pre – requisites: Basic knowledge on Financial Management

Course Coordinator: Dr. A.Mahalakshmi

Course Content:

Course Objectives

1. To introduce the basics of merchant banking services, financial markets and to provide SEBI guidelines for Merchant Bankers
2. To provide understanding of modes of raising capital from international markets, role of depositories and money markets
3. To explain about financial services including leasing and hire purchase
4. To make aware of other financial services, securitization of debt, fintech and marketing of financial services
5. To appraise the students on the leading practical application oriented relevant cases, doing case analysis and arriving at conclusions facilitating business decisions.

Syllabus

Unit I

(10 Hrs.)

Merchant Banking - Definition, Functions of Merchant Bankers, Role of Merchant Banks in Issue Management

Financial Markets: Capital markets, Money market, Forex markets, Linkages between the markets. SEBI guidelines for merchant bankers: Issue Management--equity issues, rights issues, debenture issues, Book building –definition, benefits and limitations, Private placement - Pre issue and post issue activities

Unit II

(10 Hrs.)

Raising of capital from international markets: Loan syndication, ADR, GDR, EDR, ECB
Depository services: role of depositories—performance of NSDL and CSDL. Stock Broking Services Money markets - Treasury bills, commercial bills, commercial papers, certificate of deposits and gilt- edged securities, Money Market Mutual Funds, Bills Discounting, Factoring, Forfeiting

Unit III

(9 Hrs.)

Financial services- fund based and fee based services; Credit rating- Definition, Process of credit rating of financial instruments, benefits and limitations, equity grading

Lease financing—meaning and types, Hire Purchasing- concept and characteristics, hire purchase Vs Lease, Evaluation of hire purchasing and leasing (including problems)

Unit IV

(10 Hrs.)

Consumer finance, credit cards, vehicle financing and consumer durable financing. Securitization of debt - Meaning, Features, Special Purpose Vehicle, Pass Through Certificate and mechanism.

Financial products and services: Fintech-advantages and risks, recent developments

Marketing of Financial Services – Conceptual framework – marketing mix segmentation –targeting-positioning –development and launching of new products

Unit V

(03 Hrs)

Case Study: Compulsory question for 20 marks Review and recap of case studies discussed from Unit I to Unit IV

Recommended Books

1. Merchant Banking and Financial Services –Dr.S.Gurusamy, TMH, Latest edition
2. Financial Services –Dr.R.Shanmugam, Wiley India Pvt. Ltd., 1/e, Latest edition
3. Financial Services –ThummuluriSiddaiah, Pearson Education, 1/e.2013
4. Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning, 1/e, 2013

Reference Books

1. Financial Services –Gorden&Nataraju –HPH , 2012
2. Financial Services & Systems–S.G.Guruswamy –Thomson Learning, 2013
3. Merchant Banking –J.C.Verma,4thedn, Bharat Law House,2014
4. The Future of FinTech: Integrating Finance and Technology in Financial Services-Bernado Nicoletti- Springer, 2017

Course Outcomes (COs):

The student will be able to demonstrate

1. understanding of basics of merchant banking and Indian capital market(PO1,PO2,PO4,PO6)
2. procedure involved in raising of long term funds(PO1,PO6)
3. understanding of financial services including credit rating, leasing and hire purchase (PO1,PO2,PO4,PO6)
4. understanding of securitization of debt, fintech and marketing of financial services (PO1,PO6,PO7)
5. analyze a given relevant business context using basic knowledge of financial markets (PO1,PO2,PO6)

PROJECT APPRAISAL PLANNING AND CONTROL

Course Code: MBA184F2 (Finance Specialization)

Credits: 3:0:0

Pre – requisites: Basic knowledge on Financial Management

Contact hours: 42L

Course Coordinator: Dr. Vaijanath Babshetti

Course Content:

Course Objectives

1. To provide the framework of capital budgeting and generation and screening of project ideas
2. To provide knowledge and understanding of market and demand analysis, technical analysis, project risk analysis and financial estimates and projections
3. To expose students to special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects.
4. To create an awareness of project financing, financing infrastructure projects, project management, network techniques and project review and administrative aspects
5. To appraise the students on the leading practical application oriented relevant and updates case studies, doing case analysis and arriving at conclusions facilitating

Syllabus

Unit 1

(10 Hrs)

Planning & Analysis Overview: Capital Investments: Importance and difficulties, Phases of capital budgeting, Levels of decision making, interface between strategic planning and capital budgeting. Generation and screening of project ideas: Monitoring the environment – corporate appraisal – tools for identifying investment opportunities – scouting for project ideas - project rating index – sources of positive NPV – the porter model for estimation of profit potential of industries.

Unit 2

(10 Hrs)

Market and demand analysis: Situational analysis– collection of secondary information –demand forecasting.

Technical analysis: manufacturing process and technology - material inputs and utilities – product mix – plant capacity – location and site – machinery and equipment – structures and civil works - project charts and layouts – schedule for project implementation

Project Risk Analysis: Sensitivity analysis – scenario analysis – Hillier Model–decision tree analysis – simulation analysis–project selection under risk–How financial institutions analyse risk

Financial Estimates and Projections: Cost of project estimates of sales and production– projected cash flow statement –projected balance sheet

Unit 3

(10 Hrs)

Special decision situations: Choice between mutually exclusive projects and unequal life – optimal timing–determination of economic life Analysis of firm and market risk: Portfolio theory and capital budgeting - estimation of key factors Social Cost Benefit Analysis(SCBA): Rationale for SCBA – UNIDO approach– Net benefit in terms of economic prices Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach Qualitative Analysis: informational asymmetry and capital budgeting – organizational considerations. Environmental appraisal of projects: Environmental impact assessment and environmental impact statement.

Unit 4**(9 Hrs)**

Project financing: schemes of assistance – project appraisal by financial institutions Financing Infrastructure projects: key project parties –project contracts -preparation of detailed project report Project Management: Forms of project organization–prerequisites for successful project implementation. Network techniques for project management –Network cost system Project review and administrative aspects: Control of in-progress projects - post-audit –abandonment analysis

Unit 5**(03 Hrs)**

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

TEXT BOOKS:

1. Prasanna Chandra – Project Planning: Analysis, Selection, Implementation and Review – TMH, 7/e, 2014
2. Narendra Singh –Project Management and Control –HPH , 2013
3. UNIDO guidelines on project evaluation –UNIDO,2013
4. Project Management, Heerkens, Gary; Mc Graw hill,2/e,2013

REFERENCE BOOKS:

1. Gray & Larson –Project Management: The Managerial Process –TMH, 3/e , 20012 business decisions.

Course Outcomes (COs):

1. The student will able to demonstrate an understanding of capital budgeting and generation and screening of project ideas (PO1, PO2, PO6, PO8)
2. analyze the worthiness of a given project by carrying out market and demand analysis, technical analysis, project risk analysis and financial estimates and projections (PO1, PO2, PO6, PO8)
3. analyse special decision situations, social cost benefit analysis, qualitative analysis and environmental appraisal of projects. (PO1, PO2, PO6, PO8)
4. exhibit understanding of project financing, financing infrastructure projects, project management, network techniques and project review and administrative aspects (PO1, PO2, PO6, PO8)
5. analyze a given relevant business context by applying conceptual understanding of Indian financial markets (PO1, PO2, PO6, PO8)

INTERNATIONAL TAXATION -II

Course Code: : MBA184F3

Credits: 3:0:0

Pre – requisites: Basic knowledge on Financial Management

Contact hours: 42L

Course Coordinator: Dr. Y.M.Satish

Course Content:

Course Objective: The objective of the course is to provide the students with the conceptual knowledge of United States Legal & Tax Systems, taxation services provided and usage of digital technology tools.

In detail:

1. To make students understand the nature of United States Legal & Tax Systems.
2. To make students understand the nuances of United States corporate taxation and its computation.
3. To apprise the students about the provisions of United States Partnership taxation and various international taxation services in United States.
4. To expose the students to Power BI and Share point.
5. To appraise the students on the leading practical application oriented case studies.

Unit-1: Common Topics:

(5 Hrs)

Accounting Overview for Tax Professionals: This topic provides the tax professional with an overview of GAAP and the GAAP standard setting bodies. Comparison of US GAAP vs India GAAP

Introduction to US Legal & Tax Systems :

- Recognize the structure of the US Government
- Key differences among types of US Tax Payers
- Describe various tax jurisdictions in the US
- Identify various types of taxation in US
- Identify sources of US tax law
- Navigate the Code and Regulations
- Recognize fundamental differences between home country and US Tax Systems

Tax Life Cycle:

- Understand stages of tax life cycle
- Understand how they all are interconnected
- How it helps to improve the quality of our client service

Unit-2: Corporate Taxation

(10 Hrs)

Entities Overview:

- Identify tax taxes imposed by different jurisdictions
- Describe Legal characteristics of business entities
- Explain the federal income tax treatment of business entities
- Identify common non business entities

Taxable Income Overview:

- Explain relationship between Corporate book income and taxable Income
- Describe Schedule M-1 and M-3 disclosure requirements

Analyse Income:

- Define Gross Income
- Recognize common exclusion from Gross Income
- Explain general rules for timing of income recognition
- Determine the effect of income related book - tax differences on Schedule M-3

Analyse Expenses

- Identify broad categories of deductible expenses
- Recognize common examples of non-deductible expenses
- Explain the general rules for timing of deductions
- Determine the effect of expense -related book - tax differences on Schedule M-3

Analyse asset basis and cost recovery

- Determine the Initial tax basis of business property
- Distinguish between deductible repairs and Capitalized improvements
- Calculate Allowable cost recovery deductions
- Determine the effect of cost recovery book to tax differences on Schedule M-3

Analyse sale of assets

- Calculate gain or loss realized and recognized on business property dispositions
- Identity the character of recognized gain or loss on property dispositions
- Explain the Sec. 1231 netting rules and capital loss limitations
- Determine the effect of asset sale book-tax differences on Schedule M-3

Calculate Corporate Taxable Income

- Tax treatment of Charitable Contributions, net operating losses, and dividends received deductions
- Finalize corporate taxable income

Corporate Tax Liability

- Compute Corporate Tax Liability
- Explain applicability and calculation of Corporate Alternative Minimum Tax

Simulation - Comprehensive case study

Solving case study using relevant tax forms

Unit-3: Partnership Taxation

(12 Hrs)

Partnership Basics

- Partnerships and types of Partnerships
- Partners and types of Partners
- Check the box regulation
- Subchapter K provisions
- Partnership tax return filing and timing

Partnership Formation

- Record cash and property contributions on a partnership balance sheet
- Compute partner's outside basis
- Explain the tax consequences of partnership organization and syndication fees

Partnership Taxable Income

- Compute partnership taxable income
- Explain the function of guaranteed payments to partners
- Identify separately state items on Schedule K, Form 1065
- Reconcile book and taxable income on Schedule M-1 Form 1065 & Schedule M-3.

Partners Distributive shares

- Determine partners distributive share of income, gain, loss, deduction or credit
- Explain concept of substantial economic effect
- Adjust outside basis for Schedule K-1 information

Simulation – Comprehensive case study

Solving case study using relevant tax forms

US International Tax Services

Overview of US International Tax

- Worldwide Vs Territorial
- Taxation of Foreign Earnings
- Recognize the US and foreign income tax consequences associated with different methods of doing business abroad.
- Entity type analysis by referring to ITS nomenclature and Identifying filing requirements
- Definition of CFC and US Shareholder

Unit 4

(12 Hrs)

Power BI

Introduction and Overview.

- Why Visualization? Why Power BI?
- Getting Started – creating some powerful visualizations quickly The Power BI Product Line
- Things you should know about Power BI.

Getting Started

- Connecting to Data and introduction to data source concepts Working with data files
 - versus database servers
 - Dimensions and Measures Using Show Me!
 - Building Basic Views
 - Help Menu and Samples Saving and Sharing your work_

Concepts and Options when Connecting to Data

- Joining multiple tables Data Blending
- Copy and Paste
- Data Extracts
- Custom SQL
- Publishing and Re-using Data Connections
- Understand how to deal with data changes in your data source such as field addition, deletion or name change
- Re-using and sharing data connections – the concept of meta data
- Working with multiple connections in the same workbook

Analysis

- Creating Views Marks Size and Transparency
- Highlighting Working with Dates Date aggregations and date parts
- Discrete versus Continuous Dual Axis / Multiple Measures Combo Charts with different mark types Geographic Map
- Page Trails
- Heat Map
- Density Chart
- Scatter Plots
- Pie Charts and Bar Charts
- Small Multiples Working with aggregate versus disaggregate data

Analyzing

- Sorting & Grouping
- Aliases
- Filtering and Quick Filters Totals and Subtotals
- Drilling and Drill Through Aggregation and Disaggregation
-
-
- · Percent of Total
- Working with Statistics and Trendlines

Getting Started with Calculated Fields

- · Working with String Functions Basic Arithmetic Calculations
- · Date Math
- Working with Totals Custom Aggregations
- Logic Statements

Formatting

- · Options in Formatting your Visualizations Working with
- · Labels and Annotations Effective Use of Titles and Captions Introduction to Visual Best Practices

Building Interactive Dashboards

- · Combining multiple visualizations into a dashboard
- Making your worksheet interactive by using actions and filters An Introduction to Best Practices in Visualization

SharePoint

Introduction to SharePoint

- SharePoint Overview
- · SharePoint Architecture

Basics of SharePoint

- · Site, sub site and site collection List , Libraries,
- · site columns Content type
- · Managed Metadata
- Out of the Box features
- Security and Site permissions
- "Features" in SharePoint
- Introduction To InfoPath
- SharePoint Designer

Unit- 5

(3 Hrs.)

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4.

TEXT BOOKS:

1. Wolters Kluwer Tax Law Editors, U.S. Master Tax Guide (2020)-2019
2. Deborah Geier -U.S. Federal Income Taxation of Individuals 2017, CALI's eLangdell Press-2017.
3. Robert J., Jr. Missey and Michael S. Schadewald - Practical Guide to U.S. Taxation of International Transactions Perfect Paperback –Import, Cch Inc; 10 edition, Jul 2015.
4. Edward McCaffery -The Oxford Introductions to U.S. Law: Income Tax Law. Oxford University Press; 1st edition, 2012.

Course Outcome (COs):

1. The student will exhibit the conceptual understanding of US Legal & Tax Systems and interconnectivity between stages of tax life cycle. (PO1, PO2, PO6, PO8)
2. The student will be able to analyse income and expenses to arrive at corporate taxable income and tax liability. (PO1, PO2, PO6, PO8)
3. The students will be able to form the partnership firms and determine taxable income and tax liability of Partnerships. (PO1, PO2, PO6, PO8)
4. The student will be able to apply the tools of digital technology such as Power BI and Share point. (PO1, PO2, PO6, PO8)
5. The student will be able to apply concepts learnt to analyse income, expenses as per US legal and tax system and determine taxable income and tax liability of companies and firms. (PO1, PO2, PO6, PO8)

MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS

Course Code: MBA184F4

Credits: 3:0:0

Pre – requisites: Basic knowledge on Accounting for Managers

Contact Hours: 42L

Course Coordinator: Dr. Vaijanath Babshetti

Course Content:

Course Objective: The objective of the course is to acquaint the students with the use of methods and techniques of costing in effective management control systems of business organization.

In detail

1. To make students understand the strategic importance of management accounting and control systems in modern business organization and the process of arriving at cost of a product or service.
2. To make students understand the utility of CVP model in managerial decision making.
3. To help students in understanding the mechanisms involved in preparation of functional and flexible budgets and implications of different pricing policies on profits of the organizations.
4. To make students understand standard costing as a tool for cost control.
5. To help students in application of theoretical concepts to practical situations involving several cases.

UNIT 1

(11hours)

Introduction to Management control systems-Basic concepts, goals, and strategic key variables in management control systems. Concept of cost centers, profit centers and investment centers. Cost units- classification of costs- cost analysis for management decision making.

Determining product cost - allocation and absorption of factory overheads, job order costing and process costing(only theory). Activity Based Costing and Strategic importance of cost management (Industry expert)

UNIT 2

(10hours)

Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model, Comparison between Marginal costing and Absorption costing, Utility of CVP Model in Management Decision Making.

UNIT 3

(9hours)

Pricing policies:- objectives of pricing policies- full cost pricing-ROI pricing – contribution approach to pricing – concepts of transfer pricing. Budgetary control- preparation of Functional and flexible budgets.

UNIT 4

(9Hours)

Standard costing and variance analysis: Need for setting standards- variance analysis – material and labour and overhead variances(problems only on material variance)

Cost control and cost reduction: tools and techniques of cost control and cost reduction. Cost Audit: Scope of cost audit – Types, Advantages, limitations.

UNIT 5

(3 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

RECOMMENDED BOOKS:

1. Khan& Jain –Cost Accounting –TMH publication,2/e,2014
2. Jawaharlal,Srivastava- Cost Accounting –TMH, 5/e, 2013

REFERENCES:

Cost Accounting -Charles T Horngren –Pearson/PHI, 15/e, 2014

Course Outcome (COs):

1. The student will be able demonstrate the significance of Management accounting and control systems and prepare a cost statement to determine the cost of a product or service. (PO1, PO2, PO6)
2. The student will be able to calculate the Breakeven point for a business under different circumstances of changes in underlying variables. (PO1, PO2, PO6)
3. The student will be able to prepare a cash budget, production budget, sales budget and flexible budget and demonstrate the relevance of pricing policies. (PO1, PO2, PO6)
4. The student will be able to calculate material, labour and overhead variances under standard costing for cost control(PO1, PO2, PO6)
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of cost control and management. (PO1, PO2, PO6)

CONSUMER BEHAVIOUR

Course Code: MBA184M1(Marketing)

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: : Dr. S.Santhosh Kumar

Course Content:

Course Objectives

The objective of the course is to make the student to familiar with the consumer behaviour process and various aspects of consumer behaviour.

In detail:

1. To provide an understanding the need of consumer behaviour and its motivation.
2. To provide an understanding of different perspectives that characterizes the study of Consumer behavior & personality.
3. To provide an understanding concept of consumer Communication process & social and cultural setting
4. To provide an understanding concept of consumer decision making process.
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases

Unit 1

(10 Hours)

Introduction To The Consumer Behavior: Definition and scope of CB, Development of consumer behavior, consumer research, Market segmentation

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems.

Unit 2

(10 Hours)

Personality and consumer behavior: personality, theories, self and self image, consumer innovativeness and personality traits – brand personification – perception, elements and dynamics, imagery, Elements of consumer learning, theories, measurement, attitudes, models, formation and change, relationship between attitude and consumer behavior.

Unit 3

(10 Hours)

Communication and persuasion: Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers response – designing persuasive communications – communication strategy – media strategy – message strategies – crisis communication strategies.

Consumers in their social and cultural setting: Consumer relevant reference groups – family decisions making and consumption related roles – family life cycle – social class and consumer behaviour – influence of culture on consumer behaviour

Unit 4

(9 Hours)

Consumer decision making process: Consumer decision making, choosing and consuming – what is a decision – levels of consumer decision making – extensive problem solving – limited problem solving – routinized responsive behavior – models of consumer four views of consumer decision making – an economic view – passive view – cognitive view – emotional view – model of consumer decision making – input-process-output – consumer gifting behavior – beyond decision: consuming and possessing

Unit 5

(3 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

RECOMMENDED BOOKS

1. Consumer Behavior –Leon Schiffman, Leslie Lazar Kanuk –Pearson / PHI, 10/e
2. Shopper, Buyer And Consumer Behavior – Dana Nicoleta, Jay Lindquist – Biztantra, 2/e, 2003/04
3. Cross cultural marketing –Robert Rugimbana and Sonny Nwankwo –Thomson Learning, 1/e, 2003
4. Customer Relationship Management –Peeru Ahamed & Sagadevan –Vikas Publishing, 2007
5. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5thedition, 2012

Reference Books

1. Consumer Behavior –Hawkins, Best, Coney –TMH, 9/e, 2004
2. Consumer Behavior In Indian Perspective –Suja Nair –Himalaya Publishers, 2004
3. Customer Behavior –A Managerial Perspective –Sheth, Mittal –Thomson, 2/e, 2004
4. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

Course Outcomes (COs):

The student will be able to

1. Demonstrate the alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behaviour.(PO1,PO2,PO7)
2. Interpret the role of personality and learning in consumer behavior. .(PO1,PO2,PO7)
3. Analyze social and cultural factors that effect consumer behaviour. .(PO1,PO2,PO7)
4. Develop marketing strategies that are consumer based and also create and enhance customer value. .(PO1,PO2,PO7)
5. Apply their substantive knowledge to marketing situation (cases, scenarios) in an analytic manner.(PO1,PO2,PO7)

STRATEGIC MARKETING

Course Code: MBA184M2

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: : Dr. Padmalini

Course Content:

Course Objectives:

The objective of the course is to make the student familiar with the strategic marketing process and various aspects related to the course.

In detail:

1. Provide marketing specialization students with prior background in marketing to integrate their learning in marketing (“pull it all together”).
2. Help students learn to think strategically when making and implementing marketing decisions (“strategic decision making”).
3. Help students learn to apply specific analytical approaches and tools for understanding customers, competition, and markets (“applications of marketing data and information”).
4. Help students to develop an appreciation for the relationship between marketing and the other functional areas of business.

Unit 1

(10 hours)

Marketing and Customer Value - The Value Delivery Process - The Value Chain - Core Competencies - A Holistic Marketing Orientation and Customer Value - The Central Role of Strategic Planning - Corporate and Division Strategic Planning - Defining the Corporate Mission - Establishing Strategic Business Units - Assigning Resources to Each SBU - Assessing Growth Opportunities - Organization and Organizational Culture - Marketing Innovation

Unit 2

(10 hours)

Business Unit Strategic Planning - The Business Mission - SWOT Analysis - Goal Formulation - Strategic Formulation –Porter’s Generic Strategies, Porter’s five force model

Unit 3

(09 hours)

Relationship Marketing Strategies: Defining relationship marketing. Transaction v's relationship based marketing. Phases and stages of relationship marketing. Customer Implementation of loyalty programmes and reward Systems.

Unit 4

(10 hours)

Segmentation and positioning, selecting target markets - Brand communication: core concepts - Role of brands - Strategic brand management - Communicating the brand - Brand morphing - Adaptations for international marketing communications - Brand personality attributes

Unit 5

(03 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit

RECOMMENDED BOOKS:

1. Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012. 2. Strategic Management, Alex Miller, Irwin McGraw Hill 3.
2. Strategic Management - Analysis, Implementation, Control, Nag A, 1/e, Vikas, 2011.
3. Moore, G A (2014) Crossing the Chasm, 3rd Edition, Harper Business.

REFERENCE BOOKS:

1. Champniss, G and F Rodes Vila (2011) Brand valued: how socially valued brands hold the key to a sustainable future and business success, John Wiley and Sons
2. Kotler, P, Kartajaya, H and I Setiawan (2010) Marketing 3.0, John Wiley and Sons.
3. Hooley, G, Piercy, N and B Nicoulaud (2011) Marketing Strategy and Competitive Positioning, 5th Edition, Prentice Hall.
4. West, D, Ford J and E Ibrahim (2010) Strategic Marketing: Creating Competitive Advantage, 2nd Edition, Oxford.

Course Outcome (COs):

On completion of the course, participants will be able to gain knowledge, skills and attitude in the following ways:

1. Appreciate marketing as an idea that has strategic relevance and not just as an operational function.(PO1,PO2)
2. Identify pressing issues in the area of marketing and be able to get to the source of the problem and offer logical and relevant recommendations.(PO1,PO2,PO4)
3. Have insightful perspective on customer centric value creation, value capturing and delivery(PO1,PO2,PO4,PO5)
4. Identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses(PO1,PO2)
5. Create strategic marketing plan/blue print that can be readily implemented in the given context.(PO1,PO2,PO8)

BUSINESS MARKETING

Course Code: MBA184M3 (Marketing Specialization)

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: : Dr. Adarsha.K

Course Content:

Course Objectives

1. To enable basic understanding of the different perspectives of the industrial marketing in contrast with consumer marketing
2. To make students aware about the knowledge of strategy formulation for industrial markets
3. To make students understand the fundamentals of relationship management
4. To make students aware with regard to sales force management
5. To help the students on application oriented case analysis and show how the concepts can be applied.

Syllabus

UNIT -1

(10 Hours)

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial marketing Vs. Consumer Marketing, Economics of Industrial Demand – The resellers market – Types of Industrial markets, Classifying Industrial Products, The Industrial Marketing Environment.

Organizational Buying and Behaviour: The nature of Industrial buying, Organizational buying activity, Buying models and buying center concept – Inter personal Dynamics of Industrial buying behaviour, Influencers and Decision makers influence in Industrial buying process.

UNIT -2

(10 Hours)

Strategy formulation in Industrial Markets: Development of Strategic plans, Strategic planning process – Assessing market opportunities, Use of marketing Decision Support systems in Segmentation – Target marketing and positioning, Differentiated and undifferentiated Markets, Concentrated market and Niche markets, Positioning Strategies.

Formulating Product Planning: Developing product strategy, analyzing industrial product life cycle, developing strategies for existing and new products. New industrial product, innovation and competitiveness, technology and diffusion of innovation, product development strategy, new product development process.

UNIT -3

(10Hours)

Formulating Channel Strategy: Industrial distributors – choice of the right distributors, participation of the other channel members in industrial distribution – Channel Logistics – relationship of logistics and physical distribution.

Pricing strategies: Price determinants, factors that influence the pricing strategies, concept of BEP, ROI, learning curves, pricing strategies, competitive bidding, leasing. Negotiations,

The Promotional Strategies: Advertising in Industrial markets, Sales Promotion, publicity, message and media strategies, funding.

UNIT -4

(9 Hours)

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

B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B e-commerce, Marketing strategy for the electronic market place.

UNIT -5

(03 Hours)

Case Analysis: compulsory question for 20 marks: Review and recap of case studies discussed from Units 1 to 4

RECOMMENDED BOOKS

1. Industrial Marketing, Robert R Reeder & Betty H Reeder – PHI 2008
2. Business Marketing Management, Michael D Hutt, Thomas W Speh – Thomson, 8/e, 2004
3. Case Studies in Marketing – Indian Context by R.Srinivasan, PHI, 5th edition, 2012

Reference Books

1. Business to Business Marketing, Vitale Giglierano – Thomson Learning, 1/e, 2004
2. Industrial Marketing, Robert Dwyer, John F Tanner Jr. – TMH, 3/e, 2005
3. Industrial Marketing, Krishna Havaladar – TMH, 2/e, 2004

Course Outcomes (COs):

1. The Student will be able to demonstrate their conceptual understanding of the difference between consumer market and industrial markets.(PO1,PO4,PO7)
2. The students will be aware about the knowledge of strategy formulation for industrial markets.(PO1,PO4,PO7)
3. The students will be able to demonstrate their conceptual knowledge of the fundamentals of relationship management. .(PO1,PO4,PO7)
4. The students will be able to demonstrate their conceptual skill of managing the sale force .(PO1,PO4,PO7)
5. The Students will be able to demonstrate their conceptual knowledge of the subject in real time problems.(PO1,PO4,PO7)

SUPPLY CHAIN MANAGEMENT

Course Code: MBA184M4

Credits: 3:0:0

Pre – requisites: Basic knowledge on Marketing Management

Contact Hours: 42L

Course Coordinator: : Dr. S.Santhosh Kumar

Course Content:

Course Objective: The objective of the course is to provide the basic concepts of supply chain management and its impact on business strategy and operation, to provide an insight into inventory management, logistics management, and role of information in supply chain management and to develop the ability to design logistics system and formulate integrated supply chain strategy.

In detail:

1. To develop an understanding of fundamentals of supply chain management, Key issues in Supply chain Management and Inventory management.
2. To provide basic understanding of supply chain Integration and to impart the role of information in enhancing supply chain performance.
3. To impart the comprehensive understanding of Design for Logistics concepts that are used to control logistics cost and make the supply chain more efficient
4. To provide the basic understanding that Information Technology is used to enhance customer value in supply chain.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

Syllabus

Unit 1

(10 hours)

Introduction to supply chain management What is SCM? The objectives of Supply Chain, The development chain, Global optimization, Managing uncertainty and risk, the complexity, Key issues in supply chain management.

Inventory management and risk pooling: Introduction, single warehouse inventory, risk pooling, centralized versus decentralized systems, managing inventory in the supply chain, demand forecasting. Network planning –network design, Supply contracts.

Unit 2

(10 hours)

The value of Information in SCM: Introduction, Bull whip effect, effective forecasts, and information for the coordination of systems, locating desired products lead time reduction, information and supply chain tradeoffs, Decreasing Marginal Value of Information.

Supply Chain Integration: Introduction, push, pull, push-pull systems, the impact of Lead time, demand driven strategies, impact of internet, distribution strategies.

Unit 3

(10hours)

Strategic alliances: Framework, 3PL, Retailer-supplier partnerships, distributor integration, Procurement and outsourcing strategies – outsourcing benefits and Risks, A framework for Buy/Make Decisions, e- procurement.

Coordinated product and supply design: Design for logistics, Agile Supply chain management concepts, characteristics and practices of Agile SCM.

Unit 4**(9 hours)**

Customer value and Smart Pricing: Dimensions of customer value, Customer Value Measures, Information Technology and customer Value, Price and demand, Markdowns, Price Differentiation, Revenue Management and Smart pricing, differential pricing and dynamic pricing in a Supply Chain.

Unit 5**(3 hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

RECOMMENDED BOOKS

1. David Simchi-Levi, Philip Kaminsky, Edith Simchi –Levi, Ravi Shankar – “Designing and Managing the Supply Chain” – TMH, 3/e, 2008
2. Mohanty, Deshukh – “Supply Chain Management” – Biztantra Publications, 2/e, 2005
3. Logistics Management – K Shridhar Bhat – HPH, 1/e, 2005
4. Logistical Management – Donald J Bowersox, David Closs – TMH, 2004
5. Supply Chain Management – Sunil Chopra, Peter Meindl – Pearson /PHI, 2/e, 2004
6. The Management Of Business Logistics – Coyle, Bardi, Langley – Thomson Sw, 7/e,
7. Essentials Of Supply Chain Management – Mohanty, Deshmukh – Jaico Publication, 6/e 2008

Course Outcomes (COs):

The student will be able to demonstrate

1. Demonstrate the principles of supply chain management, its issues and can develop a model representing its logistics network and explain how buyers and suppliers use supply contracts to improve supply chain performance. (PO2, PO7)
2. Demonstrate the importance of Information in SCM. (PO2, PO7)
3. Demonstrate the strategic alliances related to supply chain management. (PO2, PO7)
4. Demonstrate how Supply chain contributes to customer value and describe the impact of strategic pricing on customer value. (PO2, PO7)
5. Analyze and design the supply chain for any business organization. (PO2, PO7)

PERFORMANCE AND COMPENSATION MANAGEMENT

Course Code: MBA184H1

Credits: 3:0:0

Pre – requisites: Basic knowledge on Human Resource Management

Contact Hours: 42L

Course Coordinator: : Dr. G.Vijaya Kumar

Course Content:

Course Objectives

1. To enabling students to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.
2. To enable students develop knowledge about performance appraisal and various methods of appraising performance.
3. To understand the various dimensions of Compensation Management and how compensation is determined.
4. To gain awareness of the role of various bodies involved in Compensation Management
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

Unit 1

10 hrs

Introduction to Performance Management: Definition of Performance management, Evolution of Performance Management, Importance of Performance Management, Linkage of Performance Management to Other HR Processes, Goal Theory , Control Theory, Social Cognitive Theory, Organizational Justice Theory and their Application in Performance Management

Unit 2

10 hrs

An Overview of Performance Management: Principles of Performance Management, Dimensions of Performance Management, Performance Management Process, Performance Management Planning Process. Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organizations, Performance Appraisal Process, Mistakes made by Human Resource Department, Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit -3

10 hrs

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. Theories of wages – wage structure – wage fixation – wage payment – salary administration.

Unit-4

9 hrs

Rewards for sales personnel pay and commission –Team based pay – performance based pay system – incentives – Executives compensation plan and packages. Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

Unit- 5**3 hrs**

Case study.

Recommended Books:

1. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
2. Performance Management –Herman Aguinis, Pearson Education, 2007.
3. Richard. I. Henderson: COMPENSATION MANAGEMENT IN KNOWLEDGE BASED WORLD –Prentice-Hall.
4. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- PrenticeHall
5. Performance Management, Rao, Wiley

Course Outcomes (COs)

1. Students will be able to gain insights of various conceptual aspects of Performance Management. (PO2, PO3, PO5)
2. Students will be able develop and implement various performance appraisal methods. (PO2, PO3, PO5)
3. Students will be able to understand various compensation management dimensions and be able to design compensation packages. .(PO2,PO3,PO5)
4. Students will be able to administrative Issues in executive Compensation and compensation in multinational organizations.(PO2,PO3,PO5)
5. Demonstrate the conceptual knowledge of the subject in real time problems. .(PO2,PO3,PO5)

ADVANCED ORGANIZATIONAL BEHAVIOR

Course Code: MBA184H2

Credits: 3:0:0

Pre – requisites: Basic knowledge on Management & Behavioral Process

Contact Hours: 42L

Course Coordinator: : Mrs. S.B.Rashmi

Course Content:

Course Objectives: The objective of the course aims is to impart advanced concepts of OB for building upon the foundational learning acquired by the students in MBA 161C1, and to develop in-depth and comprehensive understanding of advanced concepts like diversity management, stress management,

competency mapping and behavioral assessment tools. In detail:

1. To provide an understanding of Personality, Emotions, Attitudes, job satisfaction, group behaviour, and their implication to organizational context.
2. To provide the concept of conflicts and resolution techniques and stress coping mechanisms at various levels of an organization.
3. To bring out the concept of employee counseling and diversity management in multicultural organization.
4. To introduce various behavior assessment psychological tools competency management techniques
5. To discuss cases on advanced OB and apply concepts to practical business situations.

Syllabus

Unit 1:

(10 Hours)

Background of OB; Personality: Values, Emotions, Attitudes and Job related

The Perception Processes: Definition Nature, Factors influencing and Individual Decision Making, Implications in the Organizational Context.

Learning Processes: Objectives, Principles, Organizational Systems and applications.

Foundations of Group Behaviour: Nature, types, Stages, Framework for analysis, Organizational Context, Structure, Process and Decision-making. The Emerging Team concept, Groups and Teams difference, Effective Teams. Defense Mechanism in groups.

Unit 2

(10 Hours)

Conflict, Transition Process: Levels: Individual, Interpersonal, Intergroup, Organizational. Conflict Resolution Approaches at various levels, Functional / Dysfunctional skills, including negotiations.

Stress: Meaning, Nature and levels of stress, causes, effects and coping strategies. Organisational Role Stress.

Interpersonal needs-FIRO – B and Johari Window. Basic functions of mind- Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Neuro Linguistic Programming.

Unit 3

(9 Hours)

The Nature of Diversity, Managing Diversity, Developing the Multicultural Organization, Individual Approaches to Managing Diversity, Organizational Approaches to Managing Diversity.

Assertive Behaviour, Transactional Analysis, Ego states, Types of Transaction and time structuring. Life position, scripts and games Life position, Application of T.A in Organizational context with cases. Seven habits of highly effective people.

Employee Counseling: Meaning – need – Manager's role in changing behaviour Managing Diversity in Behavior:

Unit 4

(9 Hours)

Behaviour Assessment Tools – Psychological Tests – Big Five Factors, Type A & B, Self-monitoring etc. Developing Competencies: Meaning, definition and history of competency method. Characteristics of competencies. Types of competencies. Competency mapping: Meaning, definition, purpose and approaches of mapping. Tools for mapping: behavioral event interview, repertory grid, critical incident technique, subject expert discussions, survey method and participant observation.

Competency Assessment: Meaning, definition and purpose of assessment. Tools for assessment: Assessment Center, 360-degree feedback, performance records, tests and interviews. Balanced score card- HR score card.

Unit 5

(4 hours)

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

RECOMMENDED BOOKS

1. Hellriegel et.al. Organizational Behaviour, Thomson Learning, 10/e, 2004
2. Stephen P Robbins Organizational Behaviour, Pearson / PHI, 11/e, 2005
3. Fred Luthans, Organizational Behaviour, TMH, 10/e, 2005
4. Business Psychology and Organizational Behaviour , Mc Kenna, Yesdee Publications, 4/e, 2010
5. Dr.K.Asathappa, Organisational Behaviour HPH
6. Dr.V.S.P.Rao, Organisational Behaviour HPH

Course Outcomes (COs):

The student will be able to

1. Demonstrate the capability of applying the advanced concepts of OB to the business context relating their learning to industry practices in people management (PO1,PO4,PO5)
2. Demonstrate conceptual skills in coping personal as well as organizational stress, conflict and negotiation(PO1,PO4,PO5)
3. Demonstrate conceptual skill and application of counseling skills and working in diverse environment(PO1,PO4,PO5)
4. Demonstrate conceptual understanding of competency mapping(PO1,PO4,PO5)
Demonstrate their conceptual knowledge of the subject in real time problems(PO1,PO4,PO5)

KNOWLEDGE MANAGEMENT

Course Code: MBA184H3

Credits: 3:0:0

Pre – requisites: Basic knowledge on Management & Behavioral Process Contact Hours: 42L

Course Coordinator: : Mrs. Pallavi.B

Course Content:

Objectives:

1. To enable the student to understand the concept of Knowledge Management
2. To make the student to get an insight into The knowledge management cycle
3. To discuss various models of knowledge creation and different ways to capture the knowledge.
4. To throw light on steps involved in knowledge transfer and sharing and various application of knowledge management in and organization.
5. To appraise the students on the application oriented case studies in the field of Knowledge Management.

Unit 1 (9 hours)

Understanding knowledge: the core of business: What Is Knowledge

Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, KM Life cycle, Types of Knowledge, Knowledge Management architecture and Implementation Strategies.

Unit 2 (10 hours)

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle

Unit 3 (10 hours)

Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion, Knowledge Architecture. **Knowledge Capture-** Tacit Knowledge- Tacit Knowledge Capture - Tacit Knowledge Capture at the Individual and Group Levels, Tacit Knowledge Capture at the Organizational Level; Explicit Knowledge Codification

Unit 4 (10hours)

Knowledge Transfer and Knowledge Sharing: knowledge transfer as a step in a process, transfer methods, role of the internet in knowledge transfer, knowledge transfer in the E-World.

Knowledge application: KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Managing Knowledge Workers.

Unit 5 Case study (3 hours)

Recommended Books:-

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education)
2. Knowledge Management in Theory and Practice, Kimiz Dalkir, 3rd edition, Elsevier
3. Principles of Knowledge Management: Theory, Practice, and Cases, Eliezer Geisler, Nilmini Wickramasinghe, New Edition, Routledge
4. The Essentials of Knowledge Management, John S. Edwards, New Edition, Palgrave Macmillan

Course Outcomes (COs):

The students will be able to

1. Gain insights about the concepts of knowledge management. (PO1,PO4,PO5)
2. Examine how information technologies and organization design approaches can be used to build knowledge management enterprises. (PO1,PO4,PO5)
3. Compare and contrast strategies and best practices in knowledge management. (PO1,PO4,PO5)
4. Understand issues, opportunities and challenges in managing knowledge workers and knowledge intensive organizations. (PO1,PO4,PO5)
5. Demonstrate the ability in applying the Knowledge Management concepts learnt to analyze a case let. (PO1,PO4,PO5)

STRATEGIC HUMAN RESOURCE DEVELOPMENT

Course Code: MBA184H4

Credits: 3:0:0

Pre – requisites: Basic knowledge on Human Resource Management Contact Hours: 42L

Course Coordinator: : Dr. G. Vijaya Kumar

Course Content:

Course Objectives

1. To enable students to understand the evolution of HRD, the functions of HRD and the roles and competencies of HRD professionals
2. To understand the frame work of Human Resource Development
3. To identify the content, outcomes and the process of HRD applications
4. To help students recognize the HRD strategies for a competitive advantage
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

UNIT I

(9 hrs)

Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, Challenges to organization and HRD professionals.

UNIT 2

(9 hrs)

Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, Designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs.

UNIT 3

(10 hrs)

Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, determination. Employee Engagement – Concept, Definition, Dimensions, Components, Barriers and Strategies for employee engagement. Talent Management- Frame work, Process, activities. Performance Management System Definition, Techniques, confirmation, Performance improvement plan.

UNIT 4

(10 hrs)

HRD strategies for competitive advantage: Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- Work force reduction and realignment, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, its determinants and retention management process.

UNIT 5

(4hrs)

Case Study – Compulsory question for 20 marks. Review and recap of case studies discussed from unit I to IV.

RECOMMENDED BOOKS:

1. Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Management: Blackwell Publishing.
2. Jon M. Werner & Randy L. DeSimone, "Human Resource Development", Thomson- South Western, 4th edition, 2007.
3. Robert L. Mathis & John H. Jackson, "Human Resource Management", Thomson- South Western, 10th edition, 2005.
4. Strategic Management Indian Context: R.Srinivasan, PHI, 4th edition, 2012
5. Strategic Management and business policy: Azhar kazmi, The McGraw-Hill, 4th edition, 2008

Course Outcome (COs):

1. The Student will demonstrate their conceptual understanding of the evolution of HRD, the functions of HRD. (PO1,PO4,PO5)
2. The students will demonstrate their conceptual skill of the frame work of Human Resource Development(PO1,PO4,PO5)
3. The Student will demonstrate their conceptual understanding of the outcomes of HRD applications (PO1,PO4,PO5)
4. The students will demonstrate their conceptual understanding of the HRD strategies for a competitive advantage(PO1,PO4,PO5)
5. The students will demonstrate their conceptual knowledge of the subject in real time problems(PO1,PO4,PO5)