

**2018 REGULATIONS OF
MBA DEGREE PROGRAMME
(Full Time)**

**PSG COLLEGE OF TECHNOLOGY,
COIMBATORE - 641 004**
(Autonomous College affiliated to Anna University, Chennai)

**2018 REGULATIONS OF
MBA DEGREE PROGRAMME**

(for the batches of students admitted in 2018-19 and
subsequently under Choice Based Credit System)

NOTE: The regulations hereunder are subject to amendments as may be made by the Academic Council of the College from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already in the middle of the programme) as may be decided by the Academic Council.

1. PRELIMINARY DEFINITIONS AND NOMENCLATURE

In the following Regulations, unless the context otherwise requires

- i **“Programme”** means Degree Programme, that is **MBA Degree Programme**
- ii **“Course”** means a theory or practical subject that is normally studied in a semester, such as Quantitative Techniques, Financial Management and the like.
- iii **“University”** means **Anna University, Chennai.**

2. DURATION OF THE PROGRAMME

- i. **Minimum Duration:** The programme will extend over a period of two academic years, leading to the Degree of Master of Business Administration (MBA) of the University, an academic year being divided into two semesters.

Each semester shall normally consist of 90 working days including examination days.

- ii. **Maximum Duration:** The student shall complete the MBA degree programme in 2 years (4 semesters); but in any case not more than 4 years; these durations are to be reckoned from the commencement of the semester to which the student was first admitted to the programme.

3. QUALIFICATIONS FOR ADMISSION

The MBA degree programme offered and the eligible qualifications for admission to the respective programmes are listed below:

Department	Degree Programme offered	Full-time (FT) / Part-time (PT)	Eligible Qualification for Admission (Note 1)	Minimum Credits (Note 2)
Management Sciences	MBA	Full-time (FT)	Students for admission to the programme leading to the degree of Master of Business Administration (MBA) shall be required to have passed any degree examination of Anna University or any other examination of any recognized University or authority accepted by Anna University as equivalent thereto, subject to amendments as may be made by Anna University from time to time. The candidates shall also be required to satisfy all other conditions of admission thereto prescribed by Anna University.	92

Note 1: Eligible Qualification is subject to amendments as may be made by the University from time to time.

Note 2: Minimum credits to be earned through successful completion of the courses of study of the respective degree programme are listed in section 13, for the award of degree.

4. STRUCTURE OF PROGRAMME

- i. The course work of the odd semesters will normally be conducted only in odd semesters and that of the even semesters only in even semesters.
- ii. **Curriculum:** The curriculum will comprise courses of study as given in section 13 infra in accordance with the prescribed syllabi.
- iii. **Bridge Course:** At the beginning of the first semester every candidate shall undergo a short term bridge course namely 'Fundamentals for Managers', spread over a period of two weeks with 100% continuous assessment.

- iv. **Foundation Courses (FC)** may include Mathematics or other basic courses
- v. **Professional Core (PC)** courses include the core courses relevant to the chosen specialization/branch.
- vi. **Professional Elective (PE)** courses include the elective courses relevant to the chosen specialization/branch
- vii. **Employability Enhancement Courses (EEC)** include Project Work and/or Internship, Seminar, Professional Practices, Case Study and Industrial / Practical Training.
- viii. **Online courses:** Students can register and earn credits for online courses approved by department committee consisting of HoD, Programme Coordinator, Tutor and Subject Expert. A candidate who completes online courses successfully to a maximum of 6 credits may obtain exemption from studying two Professional Electives. The list of online courses is to be approved by Chairman Academic Council on the recommendation of HoD at the beginning of the semester if necessary, subject to ratification in the next Academic council meeting. The Committee will monitor the progress of the student and recommend the grade or evaluate the candidate in 100% Continuous Assessment (CA) pattern, if necessary. Candidates may do online courses during the third semester and the fourth semester.
- ix. **Self Study Courses:** A student can opt for Self Study of one elective course, provided the student does not have current arrears and has earned a CGPA of 8.0 and above. The purpose of the self study course is to permit the student to study an elective of the student's choice from the list of Professional electives. The students shall study on their own under the guidance of a faculty member approved by the Head of the Department who will be responsible for the periodic monitoring and evaluation of the course. No formal lectures would be delivered. The self study course can be considered as equivalent to studying an elective course.
- x. **Summer Internship:** Every student shall undertake a summer internship at the end of second semester in an industrial / research organization in consultation with the faculty guide and the Head of the Department and the same shall be jointly supervised by a faculty guide and an expert from the organization. Each candidate is expected to prepare a report about the summer internship and make a presentation of the same. This will be evaluated by experts from industry and academia.

xi. Project Work / Course Work: Students can choose to do either project work (research-based) or to study 2 elective courses (electives 6 and 12) in the third and final semesters as shown in Section 13. Students who aspire to do project work should submit their research proposal and based on the quality, approval for doing project work will be provided by the Faculty Committee

xii. Course Enrollment and Registration:

- a) Each student, on admission shall be assigned to a Tutor who shall advise and counsel the student about the details of the academic programme and the choice of courses considering the student's academic background and career objectives.
- b) Each student on admission shall register for all the courses prescribed in the curriculum in the student's first semester of study.
- c) From 2nd semester onwards, a student has the option to study additionally two theory courses which shall be professional electives. However the maximum number of credits the student can register in a particular semester cannot exceed 30 credits including courses for which the student has registered for redo.
- d) In case of a student dropping a course of study (other than professional core courses) in one semester, he/she shall register for that course in the next given opportunity and earn necessary attendance in that course exclusively to become eligible to appear for the semester examination in that course.
- e) The courses to be offered in a semester for failed candidates, attendance shortage candidates etc., will be decided by HoD.
- f) After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn Continuous Assessment marks and appear for the End Semester Examinations.

The enrollment for all the courses of the Semester II will commence 10 working days prior to the last working day of Semester I. The student shall confirm the enrollment by registering for the courses within the first five working days after the commencement of the Semester II.

The enrollment for the courses of the Semesters III to IV will commence 10 working days prior to the last working day of the preceding semester. The student shall enroll for the courses with

the guidance of the Tutor. If the student wishes, the student may drop or add courses subject to eligibility within five working days after the commencement of the concerned semester and complete the registration process duly authorized by the Tutor.

xiii. Every student will maintain a registration card which will contain the details of courses registered in each semester, credits earned, courses failed etc., as on date. The Tutor will also maintain a parallel record to monitor.

xiv. Credit assignment: Each course is assigned certain number of credits based on the following:

Contact Period per semester	Credits
15 Lecture Period	1
30 Tutorial Periods	1
30 Practical Periods (Laboratory / Seminar / Project Work/ etc.)	1

The Contact Periods per week for Tutorials and Practicals can only be in multiples of 2. The exact number of credits assigned to the different courses is shown in section 13.

xv. Minimum credits: For the award of the degree, the student shall earn a minimum number of total credits of 92 by passing the prescribed courses of study as given in Section 13.

xvi. Medium of instruction: The medium of instruction, examinations, project report etc. shall be English.

5. REQUIREMENTS OF ATTENDANCE AND PROGRESS

- i) A student will be qualified to appear for end semester examinations in a particular course of a semester only if
 - a) he/she has satisfied the attendance requirements as per the norms given below:
 - Shall secure not less than 75% attendance in that course
 - If a student secures attendance 65% or more but less than 75% in any course in the current semester due to medical reasons (hospitalization / accident / specific illness) or due to participation in the College / University / State / National / International

level Sports events with prior permission from the Chairman, Sports Board and Head of the Department concerned, the student shall be given exemption from the prescribed attendance requirement and the student shall be permitted to appear for the end semester examination of that course.

- b) his/her progress has been satisfactory and
 - c) his/her conduct has been satisfactory.
- ii) A student shall normally be permitted to appear for End semester examination of the course if the student has satisfied the attendance requirements (vide Clause i(a)) and has registered for examination in those courses of that semester by paying the prescribed fee.
- iii) a) Students who do not satisfy clause 5(i) supra will not be permitted to appear for the Semester End Examinations / Evaluation of that courses. They have to register and redo that courses in a subsequent semester when it is offered next, earn necessary attendance and CA mark and appear for semester end examinations.
- b) If the total number of "Redo" courses at the end of any EVEN semester is more than TEN for a student, he/she will not be eligible to register for next immediate odd and further semester courses.

Such students will be permitted to register for those semester courses only when offered next, subject to the condition that the number of "Redo" courses is less than or equal to TEN at the time of registration.

- c) If a student with more than TEN "Redo" courses is in the last batch of his/her current regulation then
- i) the courses which he/she has to redo in the next regulation instead of the redo courses in the current regulation.
 - ii) the passed courses in the current regulation which could be / could not be found equivalent to courses in next regulation for the purpose of calculation of CGPA and
 - iii) the courses in next regulation which he/she has to study on own without attendance requirement

shall be identified and the student be permitted to redo the courses under the new regulation accordingly.

- iv) A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of letter grades / marks.

6. DISCIPLINE

- i. The Head of the Institution shall constitute a disciplinary committee to enquire into acts of indiscipline and notify the punishment.
- ii. If a student indulges in malpractice in any of the examinations, he/she shall be liable for punitive action as decided by the Board of Examiners.

7. PROCEDURE FOR REJOINING THE PROGRAMME

A student who is required to repeat the study of any semester for want of attendance/ progress/conduct or who desires to rejoin the course after a period of discontinuance or who upon his/her own request is permitted by the authorities to repeat the study of any semester, may join the semester which he/she is eligible or permitted to join, only at the time of its normal commencement for a regular batch of students and after obtaining the approval from the University and Commissioner of Technical Education. No student will however be enrolled in more than one semester at any time and the marks secured earlier in the repeated courses will be discarded.

8. ASSESSMENT AND PASSING REQUIREMENTS

- i **Assessment:** The assessment will comprise of Final Examination (FE) and/or Continuous Assessment (CA), carrying marks as specified in the schema in section 13 infra. The CA marks will be awarded on assessing the student continuously during the semester as per guidelines framed by the College. The assessment for theory courses with CA + FE components or only CA (Full CA) component will be done by relative grading system. The other courses will be assessed by absolute grading system. However, for the purpose of reporting the performance of a student, letter grades and grade points will be awarded as per grading norms stipulated in this section 8.
- ii. **Final Examinations:** Final examinations will normally be conducted during October / November and during March / April of each year. Supplementary examinations may be conducted at such times as may be decided by the college.

A student will be permitted to appear for the final semester examination in a course only if he/she has completed the study of that course.

- iii. **Summer Internship for Full-Time Programme:** Every student shall submit a report on summer internship on dates announced by the college / department through the Head of the Department. If a student fails to submit the report on the summer internship, he/she is deemed to have failed in it.

Every student shall make presentation about the summer internship before a review committee constituted by the Head of the Department. The summer internship will be evaluated based on the presentation, reports and viva-voce examination.

The summer internship, evaluation will be carried out in the third semester and the results of the same will be included along with the other courses of that semester.

- iv. **Project Work (Phase-I):** Every student shall submit a report on Project Work (Phase-I) on dates announced by the department through the faculty guide to the HoD. If a student fails to submit the report on Project Work (Phase-I) on or before the specified date, he/she is deemed to have failed in it.

The student shall also present seminars about the progress of the Project Work (Phase-I) during the appropriate semester. The seminars shall be presented before a review committee constituted by the HoD.

The Project Work (Phase-I) will be evaluated based on the seminars, report and a viva-voce examination. The viva-voce examination will be carried out by a team of faculty appointed by the HoD and the internal examiner.

A student who fails in Project Work (Phase-I) shall register for redoing the same at the beginning of a subsequent semester. However, the student will be allowed to enroll for Project Work (Phase-II) along with Project Work (Phase-I) during the beginning of the subsequent semester for satisfactory completion of both the courses.

Project Work (Phase-II): Every student shall submit a report on Project Work (Phase-II) on dates announced by the the HoD. If a student fails to submit the report on Project Work (Phase-II) on or before the specified date, he/she is deemed to have failed in it.

The student shall also present seminars about the progress of the Project Work (Phase-II) during the appropriate semester. The seminars shall be presented before a review committee constituted by the HoD.

The Project Work (Phase-II) will be evaluated based on the seminars, report and a viva-voce examination. The viva-voce examination will be carried out by a team consisting of an internal examiner, usually the supervisor, and an external examiner, appointed by the HoD. The continuous assessment marks of Project Work (Phase-II) shall not be carried over to the next appearance, if the student had failed in the same.

A student who fails in Project Work (Phase-II) shall register for repeating the same at the beginning of a subsequent semester.

- v **Grade and Grade Point:** Each student, based on his / her performance, will be awarded a final grade and grade point as given in the table infra for each course at the end of each semester by following (a) **Relative Grading System** for theory courses having Continuous Assessment (CA) and Final Examination (FE) components and Full CA component (b) **Absolute Grading System** for all other courses like Laboratory courses, Industrial visit & Technical Seminar, One Credit courses, Project Work I and II, etc.

a. **Relative Grading System**

In this system, the grades are awarded to the students based on their performance relative to others who have registered for that particular course in a particular class.

For each course, the total mark M [ie., the sum of Continuous Assessment marks (CA) and Final examination marks (FE) in the case of theory courses or CA in the case of courses with 100% Continuous Assessment component] is computed for every candidate. The statistical parameters Mean (μ) and Standard Deviation (σ) of the distribution of marks are arrived at as given below:

$$\mu = \frac{1}{n} \sum_{j=1}^n M_j \quad \sigma = \frac{\sqrt{\sum_{j=1}^n (M_j - \mu)^2}}{n}$$

where, M_j - Total mark of the 'j'th student in the course

n - Number of students who appeared for the examination in that particular course.

The students who secure the total mark M as detailed below are first declared as fail (RA) in a course.

<p>M < minimum of $(\mu - 1.8\sigma, 50)$ (or) Marks in FE less than 50% of maximum of final examination marks for theory course (or) M less than 50% in total marks for theory and laboratory courses with 100% continuous assessment component</p>	RA
--	----

Note:

- "RA" denotes reappearance in a course

After omitting the marks (M) of all failed candidates, revised μ and σ are computed for the marks secured by the remaining candidates (passed), letter grade and grade point to each student are awarded based on the revised μ and σ as detailed below.

Total Mark, M secured by the student (CA +FE)	Grade	Relative Grade Point, g
$M \geq [(\mu + 1.5\sigma)]$ and 80	O	10
$\mu + 0.52\sigma \leq M < \mu + 1.5\sigma$	A+	9
$\mu - 0.25\sigma \leq M < \mu + 0.52\sigma$	A	8
$\mu - 1.08\sigma \leq M < \mu - 0.25\sigma$	B+	7
$M < \mu - 1.08\sigma \geq 50$	B	6
Withdrawal from examination	W	0
Reappearance	RA	0
Shortage of Attendance	SA	0

Note:

- If the total number of candidates passed is less than 10, the grades shall be awarded as per Absolute Grading System otherwise Relative Grading System may be followed.
- No 'O' grade shall be awarded if scored mark is less than 80.
- If the maximum marks awarded in a course is greater than or equal to 95% and if the number of candidates getting 'O' Grade is less than 7% of the total number of candidates, then some candidates with A+ grade may be awarded 'O' grade. In such a

case some candidates having 'A' grade may be awarded 'A+' grade and some candidates having 'B+' grade may be awarded 'A' grade in order to ensure that a minimum of 23% of the candidates are awarded 'A+' grade and 30% of the candidates are awarded 'A' grade.

- **The Performance Analysis Committee** chaired by Principal consisting of Controller of Examinations and all the Heads of the Departments will by collective wisdom, normalize the marks secured by the students so as to ensure that the clustering, grading decisions have been made in a reasonable manner for all the courses.

b. Absolute Grading System

In absolute grading system, the letter grade and grade points are awarded to each student based on the percentage of marks secured by him/her in all courses like Laboratory courses, Industrial visit & Technical Seminar, One Credit courses, Project Work I and II, etc. as detailed below.

Range of percentage of total marks	Letter grade	Grade Point g
90 to 100	O	10
80 to 89	A+	9
70 to 79	A	8
60 to 69	B+	7
50 to 59	B	6
0 to 49 or less than 50% in final examination	RA	0
Withdrawal from examination	W	0
Shortage of Attendance	SA	0

"RA" denotes Reappearance in a course.

The grades RA and SA will not figure in the grade sheet.

- For online courses the following grading pattern is applicable in case of credit transfer and CGPA calculations.

Range of percentage of total marks	Letter grade	Grade Point g
90 to 100	O	10
76 to 89	A+	9
60 to 75	A	8
50 to 59	B+	7
40 to 49	B	6

vi. Cumulative Grade Point Average: After the completion of the programme, the Cumulative Grade Point Average (CGPA) from the first semester to final semester is calculated using the formula.

$$CGPA = \frac{\sum g_i \cdot C_i}{\sum C_i}$$

where g_i is Grade point secured corresponding to the course - i

C_i is Credit rating of the course - i

vii. Passing a course:

a. A student shall be deemed to have passed a theory course with CA+FE components, if

- i. he/she secures at least 50% in the final examination paper and
- ii. the total marks secured by him/her (CA+FE put together) is at least $(\mu - 1.8\sigma)$ or 50%, whichever is lower, where μ is the average mark of the students registered for the course and σ is the corresponding standard deviation.

A student is deemed to have passed in summer internship, if the total mark secured by him/her is at least 50%.

A student is deemed to have passed a theory course with Full CA component, if the total mark secured by him/her is at least $(\mu - 1.8\sigma)$ or 50%, whichever is lower, where μ is the average mark of the students registered for the course and σ is the corresponding standard deviation.

A student is deemed to have passed in Project work if he/she secures at least 50% in the final examination and the total mark secured by him/her is at least 50%.

b. A student who after having earned necessary attendance is absent for final end semester examination or has failed in any theory course carrying Continuous Assessment and Final

Examination marks is permitted to retain the Continuous Assessment mark already earned in that course until he/she passes that course (OR) is permitted to register for redoing in the subsequent semester when it is offered next and earn Continuous Assessment mark and appear for the final end semester examination. However, the attendance requirement (vide clause 5) is not compulsory for such course. Such student shall register his / her option about retaining / not retaining of CA marks at the beginning of the next immediate semester and the option once exercised is final and cannot be reversed later till he / she obtain a pass in that course. The same conditions will apply to the course project work also.

- c. A student who after having earned necessary attendance has failed in any course carrying only continuous assessment marks, will choose to redo the course in the subsequent semester when offered next. However, the attendance requirement (vide clause 5) is not compulsory for such course.
- d. If a student is absent or has failed in an elective course, he/she may register for the same course as detailed in para (b) above or for any other elective in the subsequent semester by registering afresh.
- e. If a student is prevented from writing end semester examination in any course due to lack of attendance, the student has to register for that course again, when offered next, attend the classes and fulfill the attendance requirements as per clause 5. If the course, in which the student has lack of attendance, is an Elective course, the student may register for the same or any other Elective course in the subsequent semesters.
- f. A student after registering for a course may withdraw his / her registration between first & second CA Test on valid reasons.
- g. Out of the required ten/twelve Professional Electives to be studied, the student shall study a minimum of eight/ten Professional Electives from the list of Professional electives prescribed in their scheme of examinations without fail and can study the remaining two Professional electives either from the list of electives prescribed in the scheme or as online courses / special courses by obtaining equivalence.

In the case of the student completing more than ten/twelve Professional electives totally eight/ten Professional Electives with highest grade among all Professional Electives studied under the scheme and the two courses with next highest grade among all remaining courses will be considered for calculation of CGPA; however the grades obtained in all other left over courses will also appear in the grade sheet.

- h. A student who is absent in the final semester examination of a course after registering for the same will be considered to have appeared and failed in that examination and awarded grade RA.
- i. A student who does not submit the report on Project Work on or before the date specified by the college / department, shall be deemed to have failed in project work and awarded grade RA.
- j. A student who submits the report on Project Work, but could not appear for the viva voce examination on the scheduled date, shall be deemed to have failed in the project work and awarded grade RA.
- k. A student whose project report is not accepted for reasons of incompleteness or other serious deficiencies will have to register for the same at the beginning of the subsequent semester, redo and submit the project report at the end of that semester and appear for the viva voce examination, the CA mark earned afresh.

viii. Supplementary Examinations:

- a) Supplementary Examinations in any course is the end semester examination written by a candidate who failed in first appearance but choose to carry over the CA mark already earned to the next appearance(s).
- b) Absolute grade will be awarded for all who write supplementary examinations irrespective of whether it was originally under Relative Grading System or Absolute Grading System.
- c) The candidate can apply for Revaluation in any theory course (for regular and supplementary Examinations) directly (or) for Retotalling first and after perusal may apply for Revaluation.

9. QUALIFICATION FOR THE AWARD OF DEGREE

A student will be declared to have qualified for the award of the MBA (FT) degree provided

- i. the student has successfully completed the course requirements and has passed all the prescribed courses of study of the respective programme listed in section 13 infra within the duration specified in section 2(ii) supra and earned the total number of credits as specified in the curriculum of the respective programme of study. However, if the student wishes, he/she may be permitted to earn more than the total number of credits prescribed in the curriculum of his/her programme.
- ii. no disciplinary action is pending against the student.

10. CLASSIFICATION OF DEGREE

A) FIRST CLASS WITH DISTINCTION:

A student who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction.

- Should have passed the end semester examination in all the courses of all the four semesters of MBA (FT) in his/her First appearance, within three years for MBA(FT), which includes authorized break of study. The one year withdrawal from examination (vide clause 11) will not be considered as an appearance.
- * Should have secured a CGPA of not less than 8.5
- * Should not have been prevented from writing end semester examination due to lack of attendance in any of the courses.

B) FIRST CLASS:

A student who satisfies the following condition shall be declared to have passed the examination in First Class.

- * Should have passed the end semester examination in all the courses of, all four semesters within three years of MBA(FT), which includes one year of authorized break of study (if availed) or prevention from writing the end semester examination due to lack of attendance (if applicable)
- i)
 - * Should have secured a CGPA of not less than 7.

C) SECOND CLASS:

All other students (not covered in clauses 10 A and B) who qualify for the award of the degree shall be declared to have passed the examination in Second class.

11. WITHDRAWAL FROM EXAMINATION

A student may, for valid reasons, be granted permission to withdraw from appearing for the examination in any course or courses of only one semester if he/she does not have any history of arrears at the time of request for withdrawal. Prior permission for withdrawal from semester examinations is to be obtained from Principal. Also, only one application for withdrawal is permitted for that semester examination in which withdrawal is sought. Withdrawal may be granted only once during one semester examination throughout the period of study what so ever the reasons may be.

- ii) Withdrawal application shall be valid only if the student is otherwise eligible to write the examination and if it is made prior to the commencement of the examination in that course or courses and also recommended by the Head of the Department.

A student shall be eligible for award of ranking only if he/she has passed the examination in first class with distinction or first class in having passed all the courses in first attempt. Those who have availed the provision of break of study / withdrawal will not be eligible for rank.

12. TEMPORARY BREAK OF STUDY FROM THE PROGRAMME

- i) Under Choice Based Credit System, students will have the provision to take a break of study at the beginning of a semester to re-do and complete the arrear courses of previous semesters or on valid reasons (such as accident or hospitalization due to prolonged ill health) and rejoin the programme in a semester which he/she is eligible and he/she shall apply to the Principal through the Head of the Department stating the reasons therefore.
- ii) A student is permitted to rejoin the programme at the respective semester as and when it is offered after the break, subject to the approval of Commissioner of Technical Education and Anna University, Chennai, and shall be governed by rules and regulations in force at the time of rejoining.
- iii) The duration specified for passing all the courses for the purpose of classification (vide sections 10 (A) and (B) supra) shall be increased by the period of such break of study permitted.
- iv) The total period for completion of the programme reckoned from the commencement of the semester to which the student was first admitted shall not exceed the maximum period specified in section 2 (ii) supra irrespective of the period of break of study in order that he/she may be qualified for the award of the degree.
- v) If any student is detained for want of requisite attendance, progress and conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' and section 12 (iii) supra is not applicable for such cases.

13. MBA (Full Time) SCHEMA

MBA (Full time) Schema

MBA (Full Time) Schema							(Minimum Credits to be earned = 92)			
Course Code	Course Title	Category	Lectures	Tutorial	Practical	Credits	CA	FE	TOTAL	
SEMESTER - I										
18GM10	Business Environment	FC	3	0	0	3	50	50	100	
18GM11	Fundamentals for Managers	FC	2	0	2	3	100	-	100	
18GM12	Organizational Behaviour	FC	3	0	0	3	50	50	100	
18GM13	Managerial Economics	FC	3	0	0	3	50	50	100	
18GM14	Accounting for Managers	FC	3	0	0	3	50	50	100	
18GM15	Quantitative Techniques	FC	3	0	0	3	50	50	100	
18GM16	Business Law	FC	3	0	0	3	50	50	100	
18GM18	Business Communication	EEC	0	0	4	2	100	-	100	
18GM19	Active Learning Programme	EEC	0	0	4	2	100	-	100	
TOTAL			20	0	10	25	600	300	900	

FC- Foundation Course, PC- Professional Core, PE- Professional Electives, EEC- Employability Enhancement Course, CA- Continuous Assessment, FE- Final Examination

MBA (Full Time) Schema							(Minimum Credits to be earned = 92)			
Course Code	Course Title	Category	Lectures	Tutorial	Practical	Credits	CA	FE	TOTAL	
SEMESTER - II										
18GM20	Marketing Management	PC	4	0	0	4	50	50	100	
18GM22	Research Methods	FC	3	0	0	3	50	50	100	
18GM23	Financial Management	PC	4	0	0	4	50	50	100	
18GM24	Operations Management	PC	4	0	0	4	50	50	100	
18GM25	Human Resource Management	PC	4	0	0	4	50	50	100	
18GM26	Strategic Management	PC	4	0	0	4	50	50	100	
18GM27	Social Sensitization for Managers	EEC	0	0	4	2	100	-	100	
18GM28	Business Across Borders – A Country Study	EEC	0	0	4	2	100	-	100	
TOTAL			23	0	8	27	500	300	800	

FC- Foundation Course, PC- Professional Core, PE- Professional Electives, EEC- Employability Enhancement Course, CA- Continuous Assessment, FE- Final Examination

MBA (Full Time) Schema							(Minimum Credits to be earned = 92)			
Course Code	Course Title	Category	Lectures	Tutorial	Practical	Credits	CA	FE	TOTAL	
SEMESTER - III										
18GM31	Summer Internship	EEC	0	0	8	4	100	-	100	
18G___	Elective 1	PE	3	0	0	3	50	50	100	
18G___	Elective 2	PE	3	0	0	3	50	50	100	
18G___	Elective 3	PE	3	0	0	3	50	50	100	
18G___	Elective 4	PE	3	0	0	3	50	50	100	
18G___	Elective 5	PE	3	0	0	3	50	50	100	
18G___	Elective 6	PE	3	0	0	3	50	50	100	
18GM32	Project Work** (Phase-I)	EEC	0	0	6	3	50	50	100	
	TOTAL	18	0	8		22	400	300	700	
**A student can opt to do either project work or 2 elective courses, namely elective 6 and elective 12										

MBA (Full Time) Schema							(Minimum Credits to be earned = 92)			
Course Code	Course Title	Category	Lectures	Tutorial	Practical	Credits	CA	FE	TOTAL	
SEMESTER - IV										
18G___	Elective 7	PE	3	0	0	3	50	50	100	
18G___	Elective 8	PE	3	0	0	3	50	50	100	
18G___	Elective 9	PE	3	0	0	3	50	50	100	
18G___	Elective 10	PE	3	0	0	3	50	50	100	
18G___	Elective 11	PE	3	0	0	3	50	50	100	
18G___	Elective 12	PE	3	0	0	3	50	50	100	
18GM41	Project Work** (Phase-II)	EEC	0	0	6	3	50	50	100	
	TOTAL		18	0	0	18	300	300	600	
**A student can opt to do either project work or 2 elective courses, namely elective 6 and elective 12										

List of Professional Electives (PE)

Course Code	Course Title
18GA01	Security Analysis and Portfolio Management
18GA02	Financial Services
18GA03	Banking
18GA04	Financial Derivatives
18GA05	Personal Finance
18GA06	Insurance And Risk Management
18GA07	Financial Modelling
18GA08	Trading In Equities
18GA09	Basics of ERP
18GA10	Project Appraisal and Finance
18GA11	Contemporary and Emerging Finance Techniques
18GA12	Strategic Cost Management
18GA13	Advanced Financial Management
18GA14	Taxation
18GA15	Fixed Income Securities
18GA16	Empirical Research in Finance
18GB01	Sales and Market Development
18GB02	Services Marketing
18GB03	Social Marketing
18GB04	Consumer and Buyer Behaviour
18GB05	Rural marketing
18GB06	Integrated Marketing Communication
18GB07	Brand Management
18GB08	Inbound Marketing
18GB09	Marketing Strategy
18GB10	Marketing Analytics
18GB11	Customer Relationship Management
18GB12	Neuro Marketing
18GB13	Retail Management
18GB14	International Marketing
18GB15	International Trade Logistics
18GB16	Supply Chain Management
18GB17	Applied Marketing Research

Course Code	Course Title
18GC01	Emotional Intelligence for Managers
18GC02	Behavior for Managerial Effectiveness
18GC03	Managing Global Work Force
18GC04	Leadership and Change Management
18GC05	Learning and Development
18GC06	Conflict Management
18GC07	Mentoring for personal and professional development
18GC08	Organisational Development
18GC09	Performance Management
18GC10	People Analytics
18GC11	Labour Legislation and Industrial Relation
18GD01	Industrial Management
18GD02	Theory of Constraints
18GD03	Managing Contracts
18GD04	Management Strategies from the Panchatantra
18GD05	Constitution and Government
18GD06	Complete Works of Swami Vivekananda
18GD07	Total Quality Management
18GD08	Health, Fitness and Nutrition for Managers
18GD09	Archeology and Anthropology for Management
18GD10	Qualitative Research - Tools and Techniques
18GD11	Lean Tools and Management Systems
18GD12	Project Management
18GD13	Operations Modeling and Simulation
18GD14	Materials Management
18GD15	Production Planning
18GD16	Information Security Management
18GD17	E-Business Models
18GD18	Business Analytics
18GD19	Management Information and Decision support
18GD20	Business Plan - A lean business support
18GD21	Yoga
18GD22	Family Business Management
18GD23	Negotiation - Theory and Practice
18MXBA**	Social Networking and Web Mining
18MXDL**	Big Data Analytics
18MXEA**	Knowledge Management

** Courses handled in MCA Department, PSG College of Technology.

List of Online Courses

Course Code	Course Title
18GL01	Effective Problem Solving and Decision Making
18GL02	Successful Negotiations
18GL03	Game Theory
18GL04	Services Marketing- The Next Level
18GL05	Meeting Conventions and Event Plan Management
18GL06	Sports Law
18GL07	Sport Facility Design Management
18GL08	Sport Finance
18GL09	Sport Marketing
18GL10	Sport Economics
18GL11	Business Analytics
18GL12	Excel skills for business specialisation
18GL13	Data visualisation with tableau
18GL14	Big Data specialisation
18GL15	Data analysis and presentation skills: The PwC approach
18GL16	NCFM (NSE Academy's Certification in Financial Markets) Banking sector Module (Level - Intermediate)
18GL17	NCFM Equity Research Advanced Module
18GL18	NCFM Insurance Module
18GL19	Investment Strategy
18GL20	Behavioural Finance
18GL21	Personal and Family financial Planning
18GL22	NSE Certified Capital Market Professional (NCCMP) Course
18GL23	NCFM Mutual Funds Advanced Module

**CORE COURSES**

CORE COURSES

18GM10 BUSINESS ENVIRONMENT

3 0 0 3

UNIT I : Introduction to Business Environment 9 hrs

The internal and external environments for a business: An Introduction-the vuca environment and the business challenges: The drivers of global economy and changes in business - The national and regional drivers of business - Theories of underdevelopment

UNIT II : Models of Economy Analysis 9 hrs

Deconstruction the pestle model: Dynamics of the PESTLE /SPECTRUM analysis and the interconnectedness. Three sector theory - Triple Bottom Approach - Alternative business models and economic relevancy for India

UNIT III : Analysing Sectors of an Economy 9 hrs

Sectoral analysis: The regulatory framework. NIC classification. The value chain and economies of scale, integration and location. Key drivers for the business for some sectors and competitive analysis. Public Sector.

UNIT IV Indian Economy Status 9 hrs

The national economy of india: Business environment snapshot for India-The indian budget and finances: The Indian budget and its impact on the nation

UNIT V Latest Trends in Environment 9 hrs

Contemporary issues for the indian businesses: Case studies on the challenges faced by Indian businesses in the changing business scenario and environments - India Attractiveness Survey

TOTAL : 45 hrs

Reference Books:

1. Ahmed M.F. and Alam A. (2014), 'Business Environment: Indian and Global Perspectives', 1/E, Prentice Hall of India.
2. Otter D. and Wetherly P. (2010), 'The Business Environment: Themes and Issues', 3/E, OUP Oxford.
3. Gillespie A. (2013), 'Business Economics', 2/E, OUP Oxford.

4. Paul J. (2010), 'Business Environment: Text and Cases', 1/E, McGraw Hill.
5. Ministry of Finance -Economic Survey of India (2015 April 8), New Delhi. Retrieved from <http://indiabudget.nic.in/survey.asp>

**18GM11
FUNDAMENTALS FOR MANAGERS**

2 0 2 3

UNIT I: MANAGEMENT CONCEPTS AND PRACTICES: 15 hrs

HISTORICAL PERSPECTIVE: Definition of Management - Science or Art - Management and Administration -Development of Management Thought - Contribution of Taylor and Fayol -Functions of Managers. **PLANNING:** Nature and Purpose -Steps involved in Planning - Objectives -Setting Objectives - Process of Managing by Objectives - Strategies, Policies and Planning Premises - Forecasting - Decision-making -Type of Decision, decision making process-Decision making under different situations - TOWS Matrix - Blue Ocean Strategy and Porter's Industry Analysis - Vision, Mission, Setting Corporate Objectives - B Plans. **ORGANISING:** Nature and Purpose - Formal and informal organization - Organization Chart - Structure and Process -Departmentation by difference strategies - Line and Staff authority - Benefits and Limitations -De-Centralization and Delegation of Authority. Definition of Staffing - Job design - Skills and Personal Characteristics needed in Managers. **LEADING:** Meaning-Definition-Principles of Directing-Nature of Directing-Importance of Directing. Coordinating: Meaning-Definition-Need-Techniques for achieving coordination. **CONTROLLING :** The Control Process - Critical Control Points, Standards, and Benchmarking - Requirements of Effective Control - Budget as a Control Device - Use of Information Technology in Control.

UNIT II: BUSINESS MATHEMATICS: 10 (practical-lab) hrs

Simple Interest, Compound Interest, Arithmetic Progression and Geometric Progression; Bankers discount. Cost, Revenue and Profit-Calculations and Functions. Average and Marginal Values. Curve fitting. Linear Programming Problem-Graphical method Project Networking –Critical Path Method.

UNIT III: BASICS OF ACCOUNTING: 15 hrs

Financial Accounting - Users of Accounting Information – Accounting Cycle - Accounting Equation – Classification of Accounts – Profit and loss Account – Balance Sheet Basic Forms of Ownership – Accounting Process Accounting Standards – IFRS

UNIT IV: SPREAD SHEET APPLICATIONS: 20 (practical-lab) hrs

Introduction to Excel - Excel Interface, Navigation and Editing, Cell Referencing, Data Handling (Sorting, Filtering, Dropdowns etc.), Formats, Inbuilt Functions, Lookup, Mail Merge, Data Manipulation, Protecting Content, Data Validation

Data Analysis & Presentation - Charts and Graphs (including Gantt chart), Pivot Tables, What-If Analysis (Scenario Manager and Goal Seek)

Introduction to VBA, Simple macros **TOTAL : 60 hrs**

Reference books:

1. Harold Koontz and Heinz Weihrich (2010), 'Essentials of Management', 8/E, Tata McGraw-Hill.
2. Marvin L. Bittinger (1987), 'Business Mathematics for College Students', Addison-Wesley Publishing Company.
3. Samuel C. Certo and Tervis Certo (2012), 'Modern Management: Concepts and Skills', Pearson Education.
4. Sharma J.K. (2010), 'Quantitative Techniques-Theory and Applications', Macmillan.
5. Stephen P. Robbins, David A. DeCenzo and Mary Coulter (2012), 'Fundamentals of Management', Prentice Hall of India.

**18GM12
ORGANIZATIONAL BEHAVIOUR**

3 0 0 3

UNIT I : Introduction to OB 6 hrs

Introduction to Organizational Behavior: Meaning & Importance of OB, Hawthorne Studies, Basic OB Model, Different Approaches to OB, Scope of OB, Significance of OB.

UNIT II : Personality, Emotional Intelligence, Work Stress 15 hrs

Personality: Personality and its determinants, Big Five Personality Traits, Personality Types & Attributes, Myers-Briggs Type Indicator and other primary traits, Major personality attributes influencing OB.

Emotional Intelligence : Definition, Categories of emotions, EI Dimensions, OB Applications of emotions.

Work Stress: Introduction, Understanding Stress at workplace, Causes and Consequences - Stress Coping Strategies.

UNIT III : Motivation 6 hrs

Motivation: Definition, Characteristics of Motivation, Process of Motivation, Theories of Motivation, Problems in Motivation

UNIT IV : Leadership & Organizational Culture 12 hrs

Leadership: Foundations, Theories of Leadership, Leadership Styles and Effectiveness, Recent Approaches. **Organizational Culture :** Introduction, Characteristics of an Organizational Culture, Elements of organizational culture, Importance of sub-culture, Dimensions of Culture, Artifacts , Adaptive culture and bi-culture audit, Changing and Strengthening culture.

UNIT V : Group Dynamics 6 hrs

Group Dynamics: Concepts, Difference between Group and team, Types of Groups, Model for team effectiveness, Troubles with team and social loafing.

TOTAL : 45 hrs

Reference Books:

1. McShane .L.Steven., Von Glinow Mary Ann., Sharma .R.Radha., 2015, Organizational Behavior, New Delhi, Tata McGrawHill Edition.,(Special Indian Edition) 15th edition.
2. Stephen P Robbins, Timothy A Judge and Seema Sanghi, 2009, "Organizational Behavior", 13rd Edition, Pearson Education.
3. Hellriegel, D., Slocum, J. W., Jr., 2011, Organizational Behavior 13th edition. Mason, OH: Q South-Western.

4. Rao VSP, 2009, "Organizational Behavior", 1st Edition, Excel publications.
5. Singh, Kavita, 2015, "Organizational Behavior", 3rd Edition, Pearson publications.

**18GM13
MANAGERIAL ECONOMICS**

3 0 0 3

UNIT I : Conceptual learning 6 hrs

Meaning of Economics-Economic concepts of effective Management of business firms

UNIT II : Demand and Supply analysis 10 hrs

Law of Demand-Types of Demand-Elasticity of demand- Law of Supply-Demand and Supply Equilibrium-Consumer Equilibrium-Demand forecasting-Basic Estimation Techniques in Demand and Supply Analysis

UNIT III : Production and Cost Analysis 10 hrs

Production Function-production and Costs in the short and the long run-Production and costs estimation techniques-Marginal Analysis for optimal decisions in production

UNIT IV : Markets and competition 10 hrs

Perfect Competition- Monopoly-Monopolistic Competition- Oligopoly Market and Game Theory and Strategic Behavior in Oligopoly Market –Basic and Advanced Pricing Techniques., National Income -Inflation and Deflation -Business Cycles - Government regulation of Business.

UNIT V : Business Decisions of firms at Macro Business Environment 9 hrs

National Income – Inflation and Deflation – Business Cycles – Government regulation of Business.

TOTAL : 45 hrs

Reference Books:

1. Christopher R.Thomas, University of south Florida, S Charles Maurice Texas A&M University.,Managerial Economics, edition 10 Tata McGraw Education.

- Paul A.Samuelson, William D.Nordhaus,Macro Economics, Edition-2012,Tata Mcgraw Hill Education
- Karl E.Case, Ray C.Fair, Sharon Oster , Principles of Economics, Edition 9,Pearson Education.
- N.Gregory Mankiw(2010) -Economics:Principles and Applications, Edition2010, Cengage Learning India private Ltd, 5. Lipsey \$ Chrystal (2011), Economics, Twelfth Edition, Oxford university Press.

**18GM14
ACCOUNTING FOR MANAGERS**

3 0 0 3

UNIT I : Corporate Financial Statements 9 hrs

Understanding and preparing corporate profit and loss statement, Balance Sheet and Cash Flow Statement

UNIT II : Analysis of Financial Statements 9 hrs

Analysis of Financial Statements – Multi-step Income Statement – Horizontal Analysis – Common-Sized Statement- Trend, Analysis-Ratio Analysis-DuPont Model-Analysis of Cash Flow Statements,

UNIT III : Cost Behavior 9 hrs

Cost Accounting – Introduction – Elements of Cost - Cost Behavior – Cost Sheet – Accounting for Overheads- Marginal and Absorption Costing

UNIT IV : Cost and Decision Making, 9 hrs

CVP Analysis – Relevant Costs for Decision Making – Pricing Decisions – Operational Decisions – Target Costing – Activity Based Costing

UNIT V Accounting for Planning and Control 9 hrs

Budgets- Budgetary Control – Variance Analysis – Cost and Financial Variances

TOTAL : 45 hrs

Reference Books:

- Horngren,CT, Sundem, GL, Stratton, WO, Burgstahler, D and Schatzberg, JO, 2013, Introduction to Management Accounting, Pearson, 16th Ed

- Garrison, Noreen, Brewer, 2017, Managerial Accounting, McGraw Hill, 14th Ed
- Gupta, Ambrish, 2016, Financial Accounting for Management-An Analytical Perspective, Pearson Education,5th Edition
- Khan, MY, Jain, PK, 2013, Management Accounting, Tata McGraw Hill,6th Edition
- Drury, Colin, 2015, Cost and Management Accounting-An Introduction, Cengage Learning, 8th Edition

**18GM15
QUANTITATIVE TECHNIQUES**

3 0 0 3

UNIT I : Statistical structures 9 hrs

Data handling-Single variable summaries -categorical and numerical exploration- Data visualization- Data interpretation,

UNIT II : Probability modeling 9 hrs

Laws of Probability -Discrete Distributions (Binomial, Poisson) - Continuous Distributions (Normal, Exponential), Decision Theory - Decisions under Uncertainty –Risk (EMV) –Decision Tree Analysis,

UNIT III : Parametric Tests 9 hrs

Estimation- Parametric Inference - ANOVA –test, Paired t test - Non-parametric Inference- Goodness of fit and Contingency Tables -One sample tests

UNIT IV : Predictive Analytics 9 hrs

Correlation-scatter diagram-Karl Pearson coefficient -Linear regression and multiple regression modeling,

UNIT V : Time series and Forecasting 9 hrs

Modeling (OLS and Moving average) and Forecasting Trend-Selection of forecasting methods Modeling and Forecasting of Seasonality Cyclical Variations- Auto correlation- Correlogram -White Noise model Stochastic forecasting -Exponential Smoothing- Tests of Stationary: Unit Root Tests- Random Walk model

TOTAL : 45 hrs

Reference Books:

1. Richard L Levin, David S Rubin, Sanjay Rastogi, Masood Hussain Siddiqui, (2015), Statistics for Management, Pearson Education, 7th Edition
2. P.K. Viswanathan, Business Statistics (2007), Pearson Education.
3. Anderson-Sweeney-Williams (2011), Quantitative Methods for Business, 10e, Thomson south western.
4. Naval Bajpai (2013), Business Statistics, Ed2, Pearson Education, Dr. Nandagopal, Arulrajan and Vivek (2007), Research Methods, Excel Books.

**18GM16
BUSINESS LAW**

3 0 0 3

Unit I : **10 hrs**

LAW OF CONTRACT: Nature of Contract - Elements of Contract – Offer and Acceptance - Consideration - Legality of objects - performance of contracts. SPECIAL CONTRACTS: Indemnity, Guarantee, Bailment and Pledge. SALE OF GOODS ACT: Contracts of Sale - Conditions and Warranties - Performance of Contract of Sales – Rights of Unpaid seller.

Unit II : **9 hrs**

NEGOTIABLE INSTRUMENTS ACT: Promissory Note, Bill of Exchange and Cheque - Holder and Holder in Due Course - Dishonor and discharge of Negotiable Instruments.

Unit III : **9 hrs**

COMPANY LAW: Nature and Types of Companies - Formation, Memorandum and Articles of Association – Prospectus - Duties and Liabilities of Directors - Corporate Governance.

Unit IV : **7 hrs**

SALES TAX ACT: Overview of Central Sales Tax Act – Definitions, Scope, Incidence of CST - Practical issues of CST - Value Added Tax – Concepts, Scope, Methods of VAT Calculation - Practical Implications of VAT.

Unit V : **10 hrs**

COMPETITION ACT 2002: Anti Competitive Agreements – Abuse of Dominant Position – Role of Competition Commission of India. INTELLECTUAL PROPERTY RIGHTS: Law and procedures relating to Patents, Trade Marks and Copyrights – Geographical Indications.

TOTAL : 45 hrs

Reference books :

1. Akhileshwar Pathack (2009), 'Legal Aspects of Business' 4/E, Tata McGraw Hill.
2. Goel P.K.(2008), 'Business Law for Managers', Biztantra Publishers, India,.
3. Kapoor, N.D.(2006) 'Elements of Mercantile Law', Sultan Chand and Company, India.
4. Richard Stim (2008), "Intellectual Property- Copy Rights, Trade Marks, and Patents', Cengage Learning,.
5. Balachandran V.(2012), 'Legal Aspects of Business', Tata McGraw Hill.

**18GM18
BUSINESS COMMUNICATION**

0 0 4 2

UNIT I : Communication Framework: **10 hrs**

Communication definition - Process of Communication - Importance of Feedback - Giving and Receiving Feedback - Communication Networks in Organizations and their importance - Barriers to Communication and Gateways to overcome

UNIT II : Written Communication Strategies: **14 hrs**

Style and Tone in Writing - Three-Step Writing Process for Business Messages - Reports and Proposals – Agenda – Minutes – Circulars – Notices – Memorandum - Strategies for Neutral and Positive messages - Negative messages - Persuasive messages

UNIT III : Nonverbal Communication and Listening Skills: **8 hrs**

Definition - Importance of Nonverbal Communication - Classification of Nonverbal Communication and its implications - Process of Listening -

Importance of Listening - Classification of Listening - Barriers to Listening and implications.

UNIT IV : Interpersonal and Intercultural Communication: 14 hrs

Developing and Building Teams - Key Dimensions of Team Communication - Characteristics of Effective Teams - Communication Strategies for Groups and Teams - Business Etiquettes - Understanding Cultural Diversity - Adapting to other Business Cultures - Improving Intercultural Communication Skills.

UNIT V : Oral Presentation Skills: 14 hrs

Identifying the Purpose and Topic - Analyzing the Audience - Collecting and Organizing the Content - Preparing the Visual Aids - Proof Reading and Delivering the Presentation.

TOTAL : 60 hrs

Reference Books:

1. Courtland L Bovee, John V Thill and Abha Chatterjee (2011), "Business Communication Today", Pearson Education, 10th edi.
2. Raymond Lesikar, Marie E Flatley, Kathryn Rentz, Neerja Pande (2011), "Business Communication", Tata McGraw-Hill Publishing Company Limited, 11th edi.
3. Monippally M M (2013), "Business Communication – From Principles to Practice", McGraw Hill Education (India) Pvt Ltd.,
4. Pfeiffer, W S and Padmaja (2013), T V S, "Technical Communication – A Practical Approach", Pearson Education, 6th edi.
5. Taylor, S and Chandra V (2013), "Communication for Business: A Practical Approach", Pearson Education, 4th edi.

18GM19

ACTIVE LEARNING PROGRAMME

0 0 4 2

The activities include:

Hand Shake Game - To make the members break the ice and mingle with each other as a team. It also helps members to come out of their reservations with the opposite gender

Name Game - To make the members break the ice and know each other by name so that it brings cohesiveness when they execute activity.

Blind walk - To make members understand the difficulties in working as a team, communication effectiveness etc

Drum and Plank Game - To make members understand the difficulties in working as a team, leadership, communication and crisis management

Big Foot - To make the members work as team and to compromise their decision for the better outcome of the team

Chain Reaction - To make members understand the difficulties in working as a team, leadership, communication etc.

'Stretcher' Game - To make members understand the difficulties in working as a team

Shrinking island- Team Building, Negotiation and Resource Management

Brick Game - To make members understand the difficulties in working as a member of big team, communication, coordination and leadership.

Best Chef - To make members understand the difficulties in working as a team, coordination, negotiation, experimentation, etc

'A' Frame - To make members understand the difficulties involved in coordination especially when you have been given a lead role.

Stack-Pin Game - Creativity, Team Coordination and Resource Management.

Cyclops - For the Argonauts to escape with as many of them alive as possible. Works on strategy and problem solving (Leadership)

Scavenger Hunt - To make the team members think out of box and be creative

Siamese Soccer - To have participants work cooperatively in pairs and in teams, energise the group and to have participants interact physically without being self conscious

Trust walk - To have participants work cooperatively in teams n experience the difficulty a leader faces handling a team

Number Forming- Works on strategy and team coordination

Moon Walk - To make the participants understand the group influence on their decision making

TOTAL : 60 hrs

**18GM20
MARKETING MANAGEMENT**

4 0 0 4

Unit I : Acquiring Customers

12 hrs

The Marketing Environment-The Competitive Frame of Reference-Product-Market Fit-Marketing Insights and consumer behavior

Unit II : Retaining Customers

12 hrs

Segmentation Targeting Positioning and Differentiation-Product Management-CRM -Current challenges for Marketing

Unit III : Growing Customers

12 hrs

Customer Life Cycle -Customer Lifetime Value-Portfolio Management

Unit IV : Unlocking and Capturing Customer Value

12 hrs

Marketing Tactics: The Mix-Service and retail marketing-managing the brands

Unit V Strategy In Marketing

12 hrs

The Marketing Audit and Plan-Marketing and Society-Case-Analysis

TOTAL : 60 hrs

Reference Book:

1. Kotler et.al (2011) Marketing Management : A South Asian Perspective Pearson Publications
2. V S Ramaswamy and S Namakumari (2009) Marketing Management. Global Perspective; Indian context MacMillan Publications
3. John Mullins & Orville Walker (2012) Marketing Management: A Strategic Decision-Making Approach McGraw Hill
4. Baines et.al (2010) Marketing:OUP
5. Alice M. Tybout (Editor), Bobby J. Calder (Editor)(2010) Kellogg on Marketing Wiley

**18GM22
RESEARCH METHODS**

3 0 0 3

UNIT I : Thinking Like A Researcher

9 hrs

Research in business - Why study business research? – The research process: A preview – Is Research always problem solving based –

What is good Research? – The language of Research – Concepts, Constructs, Variables, Hypothesis, Theory, Models – Research and the Scientific method- Sound reasoning for useful answers.

UNIT II : RESEARCH DESIGN

9 hrs

Formulating the Research question through Secondary Data Exploration and Review of Literature – Levels and Types of Information Sources – Mining Internal Sources – Question Hierarchy -What is Research Design – Classification of designs – Exploratory studies, Descriptive studies, Causal studies.

UNIT III : MEASUREMENTS AND ATTITUDE SCALING

9 hrs

Nature of Measurement – Measurement Scales: Nominal, Ordinal, Interval and Ratio – Characteristics of Good Measurement: Validity, Reliability, Practicality – Nature of Attitudes - Attitude Scaling – Selecting a Measurement Scale – Rating Scales – Ranking Scales.

UNIT IV : QUESTIONNAIRES AND SAMPLING DESIGN

9 hrs

Revisiting the Research Question Hierarchy – Preliminary Analysis Plan – Constructing and refining the measurement questions – Drafting and Refining the Instrument – Nature of Sampling – Types of Sample Design – Steps in Sampling design : Target Population, Sampling Frame, Sampling Method, Size of Sample – Probability Sampling – Non Probability Sampling.

UNIT V RESEARCH PROCESS : AN OVERVIEW

9 hrs

Clarifying the Research question – Designing the Research Project – Data Collection – Data Analysis and Interpretation – Reporting the results

TOTAL : 45 hrs

Reference Books

1. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin (2012), Business Research Methods - A South Asian Perspective, Cengage Learning, New Delhi. 8th Edition
2. Nandagopal, Arulrajan and Vivek (2007), Research Methods, Excel Books.
3. W.Neuman (2012), Social Research Methods: Qualitative and Quantitative Approaches, Pearson Education International. 7th Edition
4. Donald R. Cooper, Pamela S. Schindler and J K Sharma, (2012), Business Research Methods, McGraw Hill Education (India) Private Limited, New Delhi. 11th Edition

- Uma Sekaran and Roger Bougie (2012), Research Methods for Business, Wiley India, New Delhi. 5th Edition

**18GM23
FINANCIAL MANAGEMENT**

4 0 0 4

UNIT I : Fundamentals of Financial Management 12 hrs

Goals of Finance – Functions of a Finance Manager- Time Value of Money – Concepts – Basic models of valuation – valuation of debt, preference and equity

UNIT II : Investment Decisions 12 hrs

Capital Budgeting Process – Evaluation of Capital Expenditure Decisions – DCF and Non-DCF Techniques

UNIT III : Cost of Capital 12 hrs

Computing Specific Costs of Capital – Cost of Debt, Preference Shares, Equity and Retained Earnings – Computation of WACC

UNIT IV : Capital Structure 12 hrs

Long Term Sources of Financing – Factors Determining Capital Structure – Capital Structure Theories – EBIT-EPS Analysis – Leverages

UNIT V : Working Capital 12 hrs

Short-term Sources of Financing – Working Capital Policies – Determinants of Working Capital – Management of Current Assets and Current Liabilities

TOTAL : 60 hrs

Reference Books:

- Gitman, LJ, 2014, Principles of Managerial Finance, Pearson, 11th Edition
- Chandra, Prasanna, 2017, Financial Management- Theory and Practice, McGraw Hill, 9th Edition
- Van Horne, James and Wachowicz, 2009, Financial Management and Policy, Prentice Hall of India Private Ltd, 12th Edition

- Khan, MY, Jain, PK, 2014, Financial Management, Tata McGraw Hill, 7th Edition

- Pandey, IM, 2016, Financial Management, Vikas Publishing House P Ltd, 11th Edition

**18GM24
OPERATIONS MANAGEMENT**

4 0 0 4

UNIT I : Introduction to Operations Management 12 hrs

Trends and issues in operations management-operations strategy-sustainability in operations

UNIT II : Operations and value chain 12 hrs

Sourcing and supply management-facilities location-supply chain management

UNIT III : Designing operations 12 hrs

Process and capacity analysis-design of manufacturing systems-design of service systems-Product development process

UNIT IV : Operations Planning 12 hrs

Demand forecasting-aggregate operations planning-master operations schedule-materials requirement planning-operations scheduling

UNIT V : Control and Improvement of Operations 12 hrs

Operations control-inventory planning and control-Total quality management-lean management

TOTAL : 60 hrs

Reference Books:

- Mahadevan B, (2015), "Operations Management: Theory and Practice", 3rd Edition, Pearson Ed
- Stevenson W J, (2017), "Operations Management", 12th Edition, McGrawHill Ed
- Russell R, Taylor B W (2012), "Operations Management", 7th Edition, Wiley
- Rendar B, Heizer J (2017), "Operations Management", 12th Edition, Pearson Ed
- Jcobs F R, Chase R, (2017), "Operations and Supply Chain Management", 14th Ed, McGrawHill Ed

**18GM25
HUMAN RESOURCE MANAGEMENT**

4 0 0 4

UNIT I : Introduction to HRM

6 hrs

Uniqueness of human factor. Meaning and Definition of HRM, Nature and Scope Objectives and Functions of HRM, HRM in a Changing Environment, Proficiency for HR manager in Global business environment, Evolving Strategic role of HRM.

**UNIT II : Human Resource Planning,
Recruitment and Selection**

12 hrs

HR Planning, Objectives and Process. Job Analysis- Uses, Steps & Techniques. Job description- Contents & Problems with JD. Job Specification and Competency Profiling. Recruitment-Sources. Selection Process. Negligent hiring, Back Ground Investigation. Induction & Orientation Placement and Socialization.

UNIT III : Compensation Administration and Appraisal 9 hrs

Concept of Compensation with Industrial Practice, Objectives of compensation planning, Principles and Techniques of pay fixation (Components of pay structure in India). Job Evaluation – Methods. Incentive schemes. Compensation Innovations Performance Appraisal – Purpose & Factors affecting PA, Process and Methods Factors that distort PA & Potential Appraisal

UNIT IV : Training 9 hrs

Learning principles. Training, Development & Education, Training-Steps and methods. Management Development – Process and Methods.

**UNIT V : Work environment and terms and
conditions of employment 9 hrs**

Industrial environment safety, Causes of accidents. Accident prevention. Health, Safety and Welfare – Statutory measures. Work Fatigue Industrial Relations- Objectives. Trade Unionism, Grievance Handling, Collective Bargaining Termination - Termination- Strategies, Managing Separation.

Reference Books:

1. K. Aswathappa, 2013, Human Resource Management – Text and Cases, Tata McGraw Hill, 7e.
2. V.S.P. Rao, 2010, Human Resource Management- Text and Cases, Excel Books, Third Edition
3. Dessler, Gary and Biju Varkkey, 2014, Human Resource Management, Pearson Education Inc (India), 14e.

4. De Cenzo, Robbins, SP and Susan L Verhulst, 2016, Human Resource Management, Wiley, Eleventh Edition.
5. Sarah Gilmore and Steve Williams, 2014, Human Resource Management, Oxford, 2nd edition.

**18GM26
STRATEGIC MANAGEMENT**

4 0 0 4

UNIT I : Introduction

12 hrs

Industrial Organization Model-Resource based model-Vision-Mission-Competency-core-competency-Distinctive competency-Fortune at the bottom of the pyramid- E choupal-External Environmental analysis-PESTLE Analysis-Global-Legal and Political factors.

UNIT II Internal Environment, Business Level Strategy 12 hrs

Resources-Capabilities-Criteria of sustainable competitive advantage-Value chain analysis-Outsourcing-Economies of scale-Economies of scope-Cost Leadership Strategy- Differentiation- Focus-Integration-Flexible Manufacturing System-Total Quality Management

UNIT III Corporate level strategy 12 hrs

Levels of Diversification-Operational relatedness-Corporate relatedness-Vertical Integration-Merger-Acquisition- Joint Venture-Strategic Alliance-Restructuring-Downsizing-Downscoping-Leveraged Buy out

UNIT IV Strategic Tools 12 hrs

External Factor Evaluation Matrix-Internal Factor Evaluation Matrix-Competitor Profile Matrix- SWOT-TOWS-IE matrix-Grand Strategy Matrix-Boston Consultancy Group Matrix-Quantitative Strategic Planning Matrix(QSPM)

UNIT V Global Strategy 12 hrs

Porter's determinants of national advantage-International strategies-International corporate level strategies-Choice of International Entry mode-Strategic Alliance-Types of Strategic Alliance-Business level co-operative strategy

TOTAL : 60 hrs

Reference Books:

1. Hitt, Ireland, Hoskisson and Manikutty, 2014, Strategic Management, Cengage Learning, 11th edition

2. David Fred and David Forest, 2015, Strategic Management- Concepts and Cases, Pearson, 15th edition
3. Gamble, John E., Margaret A. Peteraf, A. J. Strickland III, and Arthur A. Thompson. "Crafting and executing strategy: Concepts and readings." (2016).
4. Hill, Charles WL, Gareth R. Jones, and Melissa A. Schilling. Strategic management: theory: an integrated approach. Cengage Learning, 2014.
5. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman, and Charles E. Bamford. Strategic management and business policy. pearson, 2017.

18GM27
SOCIAL SENSITIZATION FOR MANAGERS

0 0 4 2

The course is designed with the intention of embedding students with awareness of Social issues. The objective of the course is "Improving Quality of Life". The student engages in initiatives that promotes social and environmental well-being. This will include participation in events like blood donation camps, hygiene awareness sessions in slum areas, cleaning of places of societal interests like government hospitals, places of worship, railway station, bus stand, planting of tree saplings and nurturing them, collecting, managing and disposing of e-waste in the city, conducting 'Personality Development Sessions' and subject related sessions for students of senior secondary, higher secondary and bachelor degree classes and any other such social initiatives.

TOTAL : 60 hrs

18GM28
BUSINESS ACROSS BORDERS – A COUNTRY STUDY

0 0 4 2

This course will comprise of an 'Experiential Learning' Project, in which the students would undergo an International Study Tour to a foreign country for two weeks. The observations and learning gained through this exposure has to be submitted as a Group Project Report titled "Country Assessment for Business Entry". The report should cover in detail the Political, Legal, Technological, Economical, Cultural Environment of the country and provide an assessment for business entry. Presentation of the same should be done to a Panel of Examiners and the evaluation will be based on the Report and the Presentation.

TOTAL : 60 hrs

ELECTIVE COURSES

ELECTIVE COURSES

18GA01

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

3 0 0 3

Unit I : Financial Markets

10 hrs

Primary and Secondary Market – Financial Instruments - Nature and scope of Investments – Different avenues of Investments - Risk Vs Return – Tax Implications - Stock Exchanges – NSE-BSE – Organization and functions- Listing of Securities – Mechanics of trading– Online Trading– SEBI Regulations

Unit II : Valuation of Securities

8 hrs

Bonds – Types – Rating – Returns – Yield calculation – Term structure of interest rates and yield curve – Duration Analysis – Equity – Valuation Models – constant growth – Two stage growth- Three phase – valuation through PE ratio

Unit III : Stock Analysis

8 hrs

Fundamental Analysis – Economic, Industry, Company- Technical Analysis – Oscillators – MACD, RSI, ROC, Bollinger Band, ADX and Alligator

Unit IV : Portfolio Theory & Analysis

12 hrs

EMH , Markowitz Portfolio Theory, Sharpe Single Index Model, CAPM, APT-Portfolio risk and Return – Portfolio Process - Portfolio Objective and policy – Portfolio Selection – Implementation and Monitoring

Unit V : Portfolio Evaluation & Revision

7 hrs

Evaluation Measures of Portfolio- Formula plans- Rupee cost Averaging – Tax Implications

TOTAL : 45 hrs

Reference Books:

1. Bhalla , 2000, Investment Management, 14th edition, S.Chand
2. Donald E.Fischer and Ronald J.Jordan, 2011, Security Analysis and Portfolio Management, 6th edition, Pearson Education
3. Prasanna Chandra , 2005, Investment Analysis and Portfolio Management, 3rd edition, Tata McGraw Hill

4. Ranganatham, Madhumathi, 2012, Security Analysis and Portfolio Management, 2nd edition, Perason
5. Reiley & Brown, 2006, Investment analysis and Portfolio Management, 8th Edition, Cengage Learning

**18GA02
FINANCIAL SERVICES**

3 0 0 3

UNIT I : Financial System **9 hrs**

Participants and Functions – Regulatory Framework; NBFC- Types – Prudential Norms

UNIT II : Management of capital issues **9 hrs**

Credit rating – Issue Intermediaries – Procedure for Issue – Pre-Issue and Post-Issue Obligations

UNIT III : Long-Term Financing Options **9 hrs**

Leasing – Concept and Types – Economic Evaluation; Venture capital- Structure and sources of VC funds – Evaluation of Ventures

UNIT IV : Structured Products **9 hrs**

Factoring – Types – Evaluation of factoring as off Balance Sheet Finance; Securitization – Mechanism- ABS and MBS- Instruments

UNIT V : Mutual Fund **9 hrs**

Formation and Management of Mutual Funds – Performance Measures – Innovative Funds

TOTAL : 45 hrs

Reference Books:

1. Bharathi V.Pathak (2001), 'The Indian Financial System, Markets,, Institutions and Services', 2/E, Pearson Education.
2. Khan M.Y. (2010), 'Financial Services', 5/E, Tata McGraw Hill.
3. Sasidharan K. and Alex K. Mathews (2008), 'Financial Services and Systems', 1/E, Tata McGraw Hill publishing.
4. Shanmugham R. (2011), 'Financial Services', 1/E, Wiely.
5. Thummuluri Siddaiah (2011), 'Financial Services', 1/E, Pearsons 1st Publishing.

**18GA03
BANKING**

3 0 0 3

UNIT I : BANKING IN INDIA **8 hrs**

STRUCTURE OF BANKING IN INDIA: Functions of Commercial Banks and RBI - Monetary Policy Tools and Credit Control- Banking Sector Reforms and Future Trends. SOURCES AND USES OF BANK FUNDS: Banks' Financial Statements - Deposit and Non- Deposit sources

UNIT II : Management of Capital and Loan **8 hrs**

MANAGEMENT OF CAPITAL: Capital Adequacy Requirements for Banks in India- Basel Norms. LOAN MANAGEMENT: Features of Bank Credit- Types of Lending- Constituents of Credit Process- Financial appraisal for credit decisions -Types of Loans- Modes of Credit Delivery – Legal Aspects of Lending - Managing credit Risk – Measuring Credit Risk – Basic credit Risk Models

UNIT III : Risk Management in Banks **9 hrs**

RISK MANAGEMENT IN BANKS: Strategies for managing Interest Rate Risk, Liquidity Risk, Market Risk

UNIT IV : Investment Management **8 hrs**

INVESTMENTS MANAGEMENT: Banks' Investments Portfolio - Classification of Investments – Valuation of Investments – NPA - Income Recognition and Provisioning Norms

UNIT V - Bank Performance analysis and current trends **12 hrs**

BANK PERFORMANCE ANALYSIS: Commercial Banks' Financial Statement Analysis and Interpretation- CAR, Liquidity Ratios- Structural Ratios - Profitability Ratios – CAMELS Methodology

CURRENT TRENDS IN BANKING: Hi Tech Banking – E-Payment systems and Electronic Banking - Mergers and Acquisitions in the Indian Banking Sector

TOTAL : 45 hrs

Reference Books:

1. Suresh P. and Paul J. (2014), 'Management of Banking and Financial Services', 3/E, Pearson Education.
2. Rose S.P., Sylvia C. and Hudgins S.C. (2013), 'Bank Management and Financial Services', 9/E, McGraw-Hill Higher Education.

3. Heffernan S. (2015), 'Modern Banking', John Wiley & Sons.
4. Muraleedharan D. (2014), 'Modern Banking: Theory and Practice', 2/E, PHI Learning Private Ltd.
5. Machiraju H.R. (2012), 'Modern Commercial Banking', 2/E, New Age International.

**18GA04
FINANCIAL DERIVATIVES**

3 0 0 3

UNIT I : Forwards and Futures 9 hrs

Introduction to derivatives – Need – Types- Forwards – Futures – Specifications – Open Interest – Pricing futures – Arbitrage argument – Marking to market – Convergence – Basis and Basis Risk – Trading strategies

UNIT II : Options 9 hrs

Options – Types of options – Specifications – Option Positions – Option Premium - Moneyness - Margin Requirements - Pay off – Put call Parity – Factors affecting option prices

UNIT III : Option trading Strategies 9 hrs

Covered Call – Protective Put – Strangle – Straddle – Bull and Bear Call spread – Call back spread - Bull and Bear put spread – Condor – Butterfly – Collar

UNIT IV : Option pricing 9 hrs

Binomial Option Pricing – Risk neutral valuation - Single period and Multi period – Implied volatility- Black Scholes Model – Options Greeks – delta Hedging – Volatility Smiles

UNIT V : SWAPS 9 hrs

Introduction – SWAP facilitators – Interest rate swaps – Currency swaps – valuing swaps – Comparative advantage using swaps - credit default swaps

TOTAL : 45 hrs

Reference Books:

1. Srivatsava, Rajiv, 2014, Derivatives and risk Management, Oxford, 2 Ed

2. Hull, John, Basu, Sankarshan, 2016 , Options Futures and Other derivatives, Pearson, 9 Ed
3. Hull John, 2014, Fundamentals of Futures and Options Markets, Pearson, 8 Ed
4. Janakiramanan, Sundaram, 2011, Derivatives and Risk Management, Pearson, 1 Ed
5. NR, Parasuraman, ,2014, Fundamentals of Financial Derivatives, Wiley,3 Ed

**18GA05
PERSONAL FINANCE**

3 0 0 3

UNIT I : Personal Financial Planning Environment 10 hrs

Personal statements-Cash flows – Expenditure – budgeting, Investor Psychology – Investment Horizon – Risk-Return Relationship- Investor Profiling

UNIT II : Asset Classes 12 hrs

Government Securities, Corporate Securities, Money Market Instruments, capital Market Instruments, Mutual Funds, Life Insurance, Health Insurance, Physical Assets-Real Assets, Gold & Silver and others – Retirement and Estate Planning – credit cards and other types of credit -Tax Implication of investment, profit and loss in every asset class

UNIT III : WealthManagement 9 hrs

Process-Asset Allocation – Portfolio creation – Risk and Return

UNIT IV : Life cycle guide to Investing 8 hrs

Matching personal goals to Investment objectives - Designing portfolios to meet Investment objectives – Reporting

UNIT V : Ethics of Wealth Management 6 hrs

Role of Wealth Managers- Global Wealth Managers – Technology usage

TOTAL : 45 hrs

Reference Books:

1. Jack Kapoor, Les Dlabay and Robert J.Huges , 2004, Personal Finance, 7/E, McGraw Hill

2. Jeff Madura, Mike Casey, Sherry J. Roberts, Personal Financial Literacy, 2014, 2/E, Prentice Hall
3. Lawrence J. Gitman and Michael D. Joehnk 2005, Personal Financial Planning 10/E South Western Educational Publishing
4. Victor Hallman, Jerry Rosenbloom, 2009, Private Wealth Management, 2/E, McGraw Hill
5. Donald E. Fischer and Ronald J. Jordan, 2012, Security Analysis and Portfolio Management, 6/E, Pearson Education

**18GA06
INSURANCE AND RISK MANAGEMENT**

3 0 0 3

UNIT I : Introduction to Insurance 9 hrs

Meaning of Risk- Chance of loss- peril and Hazard- Categories of Risk- Types of Pure Risk- Methods of Handling Risk. Definition of Insurance - Insurance as a Social Security tool - Insurance and Economic Development- Insurance Industry in India: Structural Changes and Growth- Role of Private Sector in Insurance Industry- Insurance Regulation in India: Salient features of Insurance Act 1938, LIC Act 1956, IRDA Act 1999 - General insurance Business in India.

UNIT II : Principles of Insurance and Non-Life Insurance 12 hrs

PRINCIPLES AND LEGAL ASPECTS OF INSURANCE: Insurable Interest, Utmost good faith, Indemnity, Subrogation and Contribution, Proximate Cause- Indian Contract Act- Nature of contractual liability and classification of contracts, Rules Governing the formation of a contract, Elements of a Valid Contract, Discharge of Contract, Remedies for Breach of Contract- Rights and Duties. NON- LIFE INSURANCE: Fire insurance- Standard fire policy; Marine- Cargo and Hull insurance- Catastrophe- Types; Motor insurance- Liability insurance, Types of policies; Engineering insurance- Electronic Equipment Insurance - Underwriting Practices – Claims settlement. Worker Compensation / ESIC, Micro Insurance.

UNIT II : Life Insurance 9 hrs

Features – Products – Calculation of Premiums – Surrender Value - Mathematics of life insurance - Mortality Tables, Risk premium, interest table, premium calculations - Factors determining premium – Extra premium - Actuarial aspects - Term assurance annuities - Group

insurance- Personal Accident Insurance, Health Insurance- Claims settlement.

UNIT IV : Miscellaneous Insurance 6 hrs

Burglary Insurance, Baggage Insurance, Fidelity Insurance, Television Insurance, Householders Insurance, Shopkeepers Insurance, Banker's Insurance Policies, Jeweller's Block Policies, Sport Insurance, Special contingency Policy. Rural Insurance: Rural policies, The Role of government, Cattle insurance, Poultry Insurance.

UNIT V : Risk Management Process 9 hrs

Meaning of Risk Management - Objectives of Risk Management- Benefits of Risk Management- Steps in Risk Management process – Risk evaluation - Concept of probability - Statistical methods of risk evaluation – Value at Risk (VaR) Other Risk Management tools. Reinsurance – Reinsurance Markets – Lloyds Markets. ECGC Insurance, Insurance for Bad Debts.

TOTAL 45 hrs

Reference Books:

1. Rejda E. George & McNamara J Michael (2016), 'Principles of Risk Management and Insurance, 13/E, Pearson Education, New Delhi.
2. Dorfman S. Mark & Cather A David (2012), 'Introduction to Risk Management and Insurance', 10/E, PHI Learning Private Ltd.
3. Gupta P K (2016) 'Insurance and Risk Management', Himalaya Publishing House, New Delhi.
4. Arunajatesan S. and Viswanathan T.R., (2015) 'Risk Management & Insurance- Concepts and Practices of Life and General Insurance', 2/E, Macmillan Publishing India Ltd. Trinity Press, New Delhi.

**18GA07
FINANCIAL MODELLING**

3 0 0 3

UNIT I : Basic and Advanced Spread sheet Features 9 hrs

Arithmetic Functions – Logical Functions – Text Functions – Lookup & reference – Financial Function – What if analysis- Solver

UNIT II : Models for Forecasting Financial Statements 9 hrs

Build Models for – Balance Sheet – Income Statement – Cash Flow statement – Ratio Analysis – Forecasting Factors – Forecasting Financial Statements

UNIT III : Models for calculating option price and Option payoff 9 hrs

Call option Pay off – Put Option Pay off – Option Strategies Pay off – Binomial Option Pricing – Black Scholes option price calculator

UNIT IV : Models for Investments 9 hrs

Duration , Rate and Payment to Accumulate Future Value – Portfolio Selection using solver – Bond Valuation – Yield Curve Valuing Investment Choices – Calculating Portfolio Return

UNIT V : Models for Stock Market Analysis 9 hrs

Price Price Trend – Volatility – Value at Risk – Simulating stock Prices

TOTAL : 45 hrs

Reference Books:

1. Sengupta, Chanda, 2011, Financial Analysis and Modelling using excel and VBA, Wiley, 2 Ed
2. Winston, Wayne, 2017, Microsoft Excel 2016 - Data Analysis and Business Modelling, PHI Learning Private Limited, 1 Ed
3. Fairhurst, Danielle Stein, 2017, Financial Modelling in Excel For Dummies, Wiley & sons, 1 Ed
4. Marsh, Clive, 2013, Business and Financial Models, Kogan Page, 1 Ed
5. Proctor, Scott, 2010, Building Financial Models with Microsoft Excel, 2 Ed

**18GA08
TRADING IN EQUITIES**

3 0 0 3

Unit I : Stock Market 9 hrs

Types of Issue – Dematerialization – Listing – classification of Shares for trading- Brokers-Types- Code of Conduct – Types of orders-

Trading cycle – Clearing & Settlement- Rolling Settlement- Surveillance- Margins – Circuit breakers- Securities Lending and Borrowing – Investor Grievance

Unit II : Fundamental Analysis 9 hrs

Economic-Industry and Company analysis

Unit III : Technical Analysis 9 hrs

Charts and Trends – Analysis and Interpretation

Unit IV : Trading 9 hrs

Objectives, Need for Day Trading – Primary steps in day trading – Difference between day trading and speculation – Basic principles of Trading

Unit V : Documentation 9 hrs

Trading Terminology – Documents – Tax Implication of Gain and losses

TOTAL : 45 hrs

Reference Books:

1. Bhalla , 200, Investment Management, 14th edition, S.Chand
2. Donald E.Fischer and Ronald J.Jordan, 2011, Security Analysis and Portfolio Management, 6th edition, Pearson Education
3. Prasanna Chandra , 2005, Investment Analysis and Portfolio Management, 3rd edition, Tata McGraw Hill
4. Ranganatham, Madhumathi, 2012, Security Analysis and Portfolio Management, 2nd edition, Pearson
5. Reiley & Brown, 2006, Investment analysis and Portfolio Management, 8th Edition, Cengage Learning

**18GA09
BASICS OF ERP**

3 0 0 3

UNIT I : Basics of ERP 9 hrs

Introduction to ERP- Need for ERP, ERP Financial Module- Basic Settings required for Finance and control Modules, Implication of Other module on financials

UNIT II : Ledger creation and Exchange Rate 9 hrs

Creation of General Ledger – Display and change of documents – Exchange Rate types and transaction ratios – Accounting documents - Reversals – Creation of sample document

UNIT III : Month End Accounting and Reports 9 hrs

Month End Accounting - Reconciliation of Bank Statements, Fixed Assets- Validation and Substitutions -Accounts Payable and accounts receivable accounting and control- Inventory Management

UNIT IV : Cost Centre and Profit Centre 9 hrs

Cost Centre Accounting – Profit Centre Accounting – Profitability Analysis

UNIT V : Reports 9 hrs

Extraction of relevant data for preparation of reports- Trial Balance – General Ledger- Accounts Payable –Accounts Receivable – Inventory - Assets Report

TOTAL : 45 hrs

Reference Books:

1. Andrew Okungbowa, 2015, SAP ERP Financial Accounting and Controlling, Springer Nature, 1st edition
2. Manish Patel, 2012, Discover SAP ERP Financials, Rheinwerk Publishing
3. Narayanan, V, 2015, Configuring Financial Accounting in SAP, , Rheinwerk Publishing, 2nd Edition
4. Karthrin Schmalzing, 2016, Configuring Controlling in SAP ERP, Rheinwerk Publishing
5. Gustaph Mukete, 2013, Smart Sap Fico Handbook, Miraclaire Academic Publications

**18GA10
PROJECT APPRAISAL AND FINANCE**

3 0 0 3

UNIT I : Project Financing and Structuring 9 hrs

Project Financing- Parties – Roles – Project Structures – Sources of Financing

UNIT II : Project Cash Flows and Evaluation Techniques 9 hrs

Cash Flow Estimation – Basic Principles – Biases in Cash Flow Estimation - Evaluation Techniques –Evaluation in special decision situations and with constraints -Assessment of various methods

UNIT III : Project Evaluation under Uncertainty 9 hrs

Incorporating Risk in Project Evaluation – Sensitivity Analysis – Scenario Analysis – Break-Even Analysis – Simulation Analysis – Decision Tree Analysis –Excel Application for Project Selection- Valuation of Real Options

UNIT IV : Evaluation of Infrastructure Projects 9 hrs

PPP Projects –BOLT -Greenfield and Brownfield Projects- Financing and Evaluation- Risk Mitigation – Project Credit Risk – Case Studies

UNIT V : Social Cost Benefit Analysis 9 hrs

Rationale for SCBA - Identification of Social Costs and Benefits – Measurement of Welfare – Correcting Market Distortions - Concept of shadow prices, Wages and Discount Rates – Direct, Indirect and External Effects-Approaches –Limitations

TOTAL : 45 hrs

Reference Books:

1. Chandra, Prasanna, 2014, Projects, McGraw Hill Education, 8th Ed
2. Stefano, Gatti, 2018, Project Finance in Theory and Practice, Elsevier, 3rd Edition
3. Finnerty, John, 2013, Project Financing: Asset Based Financial Engineering, Wiley and Sons Inc, 3rd Edition
4. Mun, Jonathan, 2012, Real Options Analysis, Wiley Finance, 2nd Edition
5. Das, Prabuddha, 2012, PPP and Project Finance, McGraw Hill, 1st Edition

**18GA11
CONTEMPORARY AND
EMERGING FINANCE TECHNIQUES**

3 0 0 3

UNIT I : Financial Analytics 9 hrs

Introduction to Predictive Analytics - Analytical techniques - Regression Techniques - Machine learning techniques - Applications

in Finance - Predicting stock price movements - Forecasting Financial Performance

UNIT II :Cryptocurrency **9 hrs**

Blockchain- Technology - Introduction to crypto and cryptocurrencies –Bitcoin-Altcoin-Ethereum - Mechanics - Usage and Storing – Mining –Security and Regulation

UNIT III : Private Equity **9 hrs**

Private Equity – - Fund raising Process - Deal Origination - Due diligence- Valuation Techniques –Exit Strategies –Investing in Private Equity Funds

UNIT IV : Micro-Finance **9 hrs**

The economics of Microfinance - Types of Institutions – Legislations - Models Followed – Products and Services – Operational Costs - Cost of loans –Portfolio of Risk -Recovery - Ratings

UNIT V : Islamic Finance **9 hrs**

Overview of the Islamic Finance System- Principles – Operations of Islamic Banks – Shariah Index – Analysis of Companies Listed in Shariah

TOTAL : 45 hrs

Reference Books:

1. Mastering Islamic Finance: A practical guide to Sharia-compliant banking, investment and insurance, Pearson.
2. Edward E Williams, John A Dobelman, 2017, Quantitative Financial Analytics: The Path to Investment Profits, World Scientific.
3. Joanna Ledgerwood, Julie Earne, Candace Nelson, 2013, The New Microfinance Handbook: A Financial Market System Perspective, The World Bank
4. Cyril Demaria, 2016, Introduction to Private Equity, 2ed: Venture, Growth, LBO & Turn-Around Capital, Wiley Finance, 2nd Edition
5. Horsley Michael, 2017, Cryptocurrency: The Complete Basics Guide for Beginners. Bitcoin, Ethereum, Litecoin and Altcoins, Trading and Investing, Mining, Secure and Storing, Ico and Future of Blockchain and Cryptocurrencies, Createspace Independent Publishing Platform

18GA12
STRATEGIC COST MANAGEMENT

3 0 0 3

UNIT I : Costing Systems **9 hrs**

Designing Costing Systems for Job and Process Oriented manufacturing environments – Cost Estimation and Regression Analysis – cost volume profit analysis – Learning curves.

UNIT II : Cost for Competitive Advantage **9 hrs**

Cost as a Source of Competitive Advantage – Value Chain Concept – Cost Driver Concept – Strategic Positioning Concept – Profit Variance Analysis – Pricing Decisions - Transfer Pricing between processes.

UNIT III : Activity Based Costing **9 hrs**

Activity Based Costing – Drawbacks of Conventional Costing Systems – Merits and Demerits of ABC – implementation of ABC.

UNIT IV : Value Chain Analysis **9 hrs**

Value Chain Concept - Value Chain Analysis - Activity Analysis - Value Analysis - Evaluation and Planning - Target Costing - Life Cycle Costing

UNIT V : Systems Approach to Costing **9 hrs**

Business Process Reengineering, Total Quality Management, Just in Time and Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems.

TOTAL : 45 hrs

Reference Books:

1. Lal Jawahar (2015) 'Strategic Cost Management', Himalaya Publishing House, New Delhi.
2. Shank K John & Govindarajan V, (2008) 'Strategic Cost Management The New Tool for Competitive Advantage', Free Press,
3. Kishore M Ravi (2014) 'Strategic Management and Strategic Cost Management', Taxmann Publications Pvt. Ltd., New Delhi.
4. Kaplan S Robert & Steven R Anderson (2007) 'Time - Driven Activity Based Costing - A simpler and more powerful path to higher profits', Harvard Business School Press, Mumbai.
5. Huntzinger James, (2007) 'Lean Cost Management - Accounting for Lean b establishing flow' J Ross Publishing, USA

**18GA13
ADVANCED FINANCIAL MANAGEMENT**

3 0 0 3

UNIT I : Foreign Exchange - Markets, Rates and Arbitrage 9 hrs

Foreign Exchange Market, Rates and Quotations, Arbitrage in Foreign Exchange Markets, Theories of Exchange rate determination and problems

UNIT II : Foreign Exchange Exposure 9 hrs

Foreign Exchange Risk, Types of Exposure, Techniques for Managing Exposure related risks

UNIT III : International Financial Management 9 hrs

International Capital Budgeting - Estimation of Cash Flows, Estimation of Exchange Rates, Political Risk, Cost of Capital; Techniques of Capital Budgeting - Net Present Value Method, Adjusted Present Value Method, International Working Capital Management

UNIT IV : Business Valuation, Mergers and Corporate Restructuring 9 hrs

Mergers and Acquisitions, Motives and Reasons behind Mergers, Valuation of the acquiring firm, Share Swap Ratio, Effect of Share Exchange on EPS

UNIT V : Lease Financing 9 hrs

Alternate for Capex - Lease, Hire Purchase and Instalment, Types of lease, Accounting Treatments, Merits and Demerits for Lease Financing

TOTAL : 45 hrs

Reference Books:

1. Dr. R P Rastagi, Strategic Financial Management, 2011, Sultan Chand & Sons, 3rd Edition
2. Tim Koller, Marc Goedhart, David Wessels, 2015, Valuation: Measuring and Managing the value of companies, Mckinsey & Company, 6th edition.
3. Cheol Eun and Bruce Resnick, 2018, International Financial Management, Mcgraw Hill, 8th ed
4. Prakash G Apte, 2010, International Finance, Mcgraw Hill, 2nd ed
5. David K Eiteman, Arthur I Stonehill, Michael H Moffett, 2012, Multinational Business Finance, Pearson Education, 13th ed

6. Siddaiah T, 2010, International Financial Management, Pearson Education, 1st ed

**18GA14
TAXATION**

3 0 0 3

UNIT I : Personal Tax (Direct Tax I) 9 hrs

Types of Assesse, Income Tax Slab for different Assesse, Residential Status, Different types of Income, Tax Computation, Heads of Income

UNIT II : Business Tax (Direct II) 9 hrs

Definition of Business, Operation Income and Non Operating Income, Residential Status, Computation of Business profit for the Assessment year, Minimum Alternate Tax, Book Profit and Taxable Profit, Advance Income Tax

UNIT III : Indirect Taxation 9 hrs

GST and its impact on individual and companies, GST - CGST, SGST, IGST, Taxes before GST - overview

UNIT IV : Tax Planning & Filing 9 hrs

Tax Planning for individuals and companies, Instruments for Tax planning, Tax filing procedures, Cutoff date for filing

UNIT V : International Taxation 9 hrs

Double Taxation Avoidance Agreement, Transfer Pricing, Treaties, Dividend Distribution Tax

TOTAL : 45 hrs

Reference Books:

1. Dr. Vinod Ksinghania, Dr. Kapil Singhania, 2017-18, Direct Taxes - laws & practice, Taxmann's, 58th ed
2. V S Datey, 2017-18, GST law & Practice with customs & FTP, Taxmann's
3. H Padamchand Khincha, 2017, Emerging issues in International Taxation, Oakbridge
4. J K Mittal, 2017, Handbook of GST Law, Oakbridge
5. Monica Singhania, Vinod K Singhania, Aug 2017, Corporate Tax Planning & Business Tax Procedures, Taxmann's, 21st ed

**18GA15
FIXED INCOME SECURITIES**

3 0 0 3

UNIT I : Introduction to Debt Instruments **9 hrs**

Basic Concepts of Debt Instruments- Indian Debt Market – Central Government Securities – State Government Bonds – Call money Market – Corporate bonds – Commercial Paper – Certificate of deposit- Repo – Bond Market Indices

UNIT II : Bond Valuation **9 hrs**

Bond Valuation – Accrued Interest – Yield – weighted Yield – YTM of a Portfolio – Realized yield – Yield price relationship of Bonds

UNIT III : Term Structure of Interest Rates **9 hrs**

Yield Curve – Bootstrapping - Definitions and Properties of Term structure – Theories of Term structure – Pure expectation theory- The pure risk premium theory- The market segmentation theory – The biased expectation theory

UNIT IV : Duration **9 hrs**

Introduction and Definition – Calculating the duration of a coupon paying bond – Computing duration on dates other than coupon dates – Modified Duration – Rupee Duration – Price value of a Basis Point – portfolio Duration – Limitations

UNIT V : Hedging Interest rate Risk and Credit risk **9 hrs**

Forward Rate Agreements – Interest Rate swaps – Interest rate Futures- Options – Credit default swap – Credit options – Credit linked notes- total return swaps – Credit Derivative pricing

TOTAL : 45 hrs

Reference Books:

1. Frank J Fabozzi, 2012, Bond Markets, Analysis and Strategies, Pearson, 8 ed
2. Pietro Veronesi, 2010, Fixed Income Securities: Valuation, Risk and Risk Management, Wiley, 1 ed
3. Barbara S. Petitt, Jerald E. Pinto, Wendy L. Pirie, Bob Koppasch, Fixed Income Analysis, Wiley, 3ed
4. Frank J. Fabozzi and Steven V. Mann, 2013, The Handbook of Fixed Income Securities, Tata Mcgraw Hill, 8ed

5. Bruce Tuckman, 2011, Fixed Income Securities: Tools for Today's Markets, Wiley Finance, 3 Ed

**18GA16
EMPIRICAL RESEARCH IN FINANCE**

3 0 0 3

Unit I : Theories of Capital Structure: **10 hrs**

Capital structure- MM Theory, Trade off Theory, Signalling Theory, Dividend Theories, Cost of Capital, Valuation- Pecking Order

Unit II : Capital Market Theories : **10 hrs**

Market Efficiency Theories, Random Walk Theory, Portfolio Theory, CAPM, Arbitrage Pricing Theory, Multifactor Models

UNIT III : Theories of Asset Valuation **10 hrs**

Option and their Valuation- Black Scholes Model

UNIT IV : Theories of International Finance **8 hrs**

Purchasing power parity Theory- International Fischer Theory- Interest rate Parity Theory

UNIT V : Theories of Behavioural Finance **7 hrs**

Foundations of Behavioural Finance- Prospect Theory – Heuristics and Biases- Asset pricing, Dividend payments

TOTAL : 45 Hours

Reference Books:

1. Prasanna Chandra, 2017, 'Financial Management Theory and Practise' TataMcGrawHill, 16th Ed
2. Siddiah T, 2010, International Financial Management, Pearsons Education
3. William Forbes, 2012, Behavioural Finance, Wiley India
4. Rajiv Srivatsa and Anil Misra, 2008, Financial Management, Oxford University Press
5. S Janakiraman, 2011, Derivatives and Risk Management, Pearsons Education, 1st Ed

18GB01
SALES AND MARKET DEVELOPMENT

3 0 0 3

UNIT I : Fundamentals Of Sales Management **5 hrs**

Sales force management basic concepts – Role and Importance of sales management - Environmental factors & impact in sales Emerging trends in sales management-career in sales-Integration of sales in other disciplines.

UNIT II : The Sales & Pre-Sales Process **15 hrs**

The sales process, roles and responsibilities of the sales, presales and marketing organization. Inside sales, sales, presales, marketing coordination in customer acquisition – lead criteria definition, role of market research in customer acquisition, lead generation – sources of leads – The sales dialogue, sales process – lead slippage and lead nurturing, usage of CRM systems, RPF, Proposal & Solution development process – Sales closure and negotiation – Account management- SPIN Selling.

UNIT III Developing Sales Program **8 hrs**

Sales territory design-Developing sales territory program-Sales forecasting- Techniques in sales forecasting-Sales Budget-Sales force formation-framing incentive structure and its components

UNIT IV : Forming Sales Program **10 hrs**

Sales quota -Activities involved in sales force- Developing sales Quota-methods and techniques used in framing sales quota-technology role in sales-role of information-goal setting process

UNIT V : Assessing Sales Program **7 hrs**

Types of motivational techniques used in different industry-Negotiation-performance evaluation in different industries-assessing goal sheet- sales pitch-importance and its types-relationship building.

TOTAL : 45 hrs

Reference Books:

1. Spiro, Stanton and Rich (2015), 'Management of Sales Force', 12/E, Tata McGraw Hill.
2. Churchill Ford, Walker Johnston and Tanner (2012), 'Sales Force Management', 6/E, Tata McGraw Hill.
3. Havalдар & Cavale (2011), "Sales & Distribution Management", 2/E, Tata McGraw Hill.

4. Tapan K Panda (2011), "Sales & Distribution Management", 2/E, Tata McGraw Hill.
5. Journal of Personal Selling and Sales Management

18GB02
SERVICES MARKETING

3 0 0 3

UNIT I : Foundation of Services Marketing **6 hrs**

Introduction - The services concept- Service Industry – Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios.

UNIT II : Assessing Business Opportunities **6 hrs**

Competitive strategies – Segmentation targeting and positioning – market research – understanding customer requirements - Customers expectation of Service – Customers perception of Service – Customer defined service standards

UNIT III : Service Marketing Mix **15 hrs**

Product – Service Design and Development - New service development - Service blueprint- Service innovations- **Pricing** - Types of customer value- methods of pricing- prices as indicator of quality - **Promotions**- The communications mix- Internet marketing integrated marketing communications – **Place**- Direct channels, - Indirect channels- Internet channels

UNIT IV : Service Delivery **10 hrs**

People, Process & Physical evidence- Employee roles in service delivery- matching customer expectations- matching demand with capacity-Customer co-production- customer roles- service failure and recovery- customer satisfaction and delight-Role and structure of service process- Physical evidence- role of the servicescape- creating the servicescape

UNIT V : Service Quality **8 hrs**

Service quality- technical and functional quality- determinants of service quality- gap model - Mini Project

TOTAL: 45 hrs

Reference Books:

1. Valari A. Zeithaml and Mary Jo Bitner, 2016, "Service Marketing', Tata McGraw Hill.
2. Christopher Lovelock, 2016 'Services Marketing - People, Technology, Strategy', Pearson Education.
3. Roland T. Rust, Antony J. Zahorik and Timothy L. Keiningham, 'Service Marketing', Addison Wesley Longman.
4. Helen Woodruff, 'Service Marketing', MacMillan India Ltd. 5. S M Jha 2017, 'Services Marketing', Himalayan Publishing House, New Delhi.

<http://www.emeraldinsight.com/journal/jsm> Journal of Services Marketing

18GB03 SOCIAL MARKETING

3 0 0 3

Unit I : Social Marketing

10 hrs

Basics, Social Marketing for behavioural change; Importance, Understanding Social Marketing and Commercial Marketing;

Application of commercial marketing concepts, knowledge and techniques for non commercial ends. Ethics in Social Marketing.

Unit II : Theories

10 hrs

Theories and Models in Social Marketing.

Unit III : Steps in Social Marketing

10 hrs

Steps in Social Marketing plan – define the problem-market research - set goals- create marketing strategy- plan intervention and monitoring-Implementation.

Unit IV : Applications

10 hrs

Upstream applications- Beyond downstream interventions-Influencing Communities-Structural change – Recruiting business allies. Social Marketing and non profit organizations.

Unit V : Social Marketing in 21st century

5 hrs

Repositioning Social Marketing for the 21st century -Case Studies in Social Marketing.

TOTAL : 45 hrs

References Books:

1. Kotler, P., Roberto, N, Lee, N.. Social Marketing: Improving the Quality of Life. 2002, Thousand Oaks,CA: ,Sage Productions Inc.
2. Sameer Deshpande, Nancy R.Lee. Social Marketing in India: 2013.Sage Publications.
3. Rob Donovan, Nadine Henley.. Principles and Practice of Social Marketing: An International Perspective: 2011Cambridge University Press.
4. Elsevier, Butterworth-Heinemann Social Marketing: Why should the devil have all the best tunes?: 2011 Gerard Hastings.
5. Lefebvre, RC, Theories and Models in Social Marketing, (2000). In PN Bloom & GT Gundlach(Eds.), Handbook of Marketing and Society, Newbury Park, CA: Sage Publications.

18GB04 CONSUMER AND BUYER BEHAVIOR

3 0 0 3

Unit I : Fundamentals of Consumers

9 hrs

The Foundations of Consumer Behavior: Meaning, Personal and Organisational consumers, Consumer's buying behavior, model of Consumer decision making, marketing concepts. Consumer needs and motivation: Meaning, positive and negative, rational vs emotional, dynamic nature of motivation, frustration, arousal of motives, types and systems of needs.

Unit II : Personality and Perception theories

9 hrs

Personality and self concept: Definition, Theories, personality and consumer behavior, self and self images. Perception: Elements, subliminal perception, the dynamics, consumer imagery, perceived price, quality, and risk.

Unit III : Learning and Attitude formation and change

9 hrs

Learning and Involvement: Meaning, motivation, Cues, Response, and reinforcement, learning theories. Attitude formation and change: Types of attitudes, structural models, formation, strategies of attitude change.

Unit IV Social Influences in Social Class and Culture 9 hrs

Social influences on buyer behavior and Social Class and consumer behavior: Communication via the media, Reference Groups, social class, measurement of social class. The influence of culture & sub culture on consumer behavior: definitions, measurement of culture, ethnic, religious, geographic and regional, racial, age and gender as a subculture.

Unit V Consumer Decision Making Model 9 hrs

Decision Making: Definition, Four views, model of consumer decision making, opinion leadership, dynamics of OL process. Organisational Buyer Behaviour: Nature of organizational buying process influences on organizational buyer behavior, organizational buying decisions.

TOTAL : 45 hrs

Reference Books:

1. Schiffman, L., Kanuk, L., & Ramesh Kumar, S (2014), *Consumer Behavior*, 11th Edition, Pearson Education, India
2. Loudon D. L., & Della Bitta A.J, (2013), *Consumer Behavior Concepts and Applications*, 4th Edition, McGraw Hill Education (India).
3. David, M., & Hawkins, D. (2016), *Consumer Behavior: Building Marketing Strategy*, 13th edition, McGraw Hill Education (India).
4. Solomon M.R. (2018), *Consumer Behavior: Buying, Having, and Being*, 12th edition, Pearson Education, India
5. Journal of Consumer Behavior

**18GB05
RURAL MARKETING**

3 0 0 3

Unit I Introduction to Rural Marketing 8 hrs

Definition and scope of rural marketing - components of rural markets - classification of rural markets - rural vs urban markets - the shrinking divide of rural and urban markets.

Unit II Rural Segmentation, Targeting and Positioning 7 hrs

Rural segmentation - criteria for successful segmentation - identifying the potential rural markets and key factors for positioning the brand in rural markets - rural segmentation profile and recent rural socio economic classification.

Unit III Rural Marketing Mix Strategies 12 hrs

Rural Product Strategies and Brand Management –Rural Pricing Strategies – Rural Distribution Strategies – Rural Promotional Strategies, Challenges in Rural Communication, Target Audience - Marketing plan.

Unit IV Rural Media 8 hrs

Mass Media, Conventional and Non-Conventional Media, Personalized Media, Importance of the two-step flow of Communication, Media Typology, Media Model, Media Innovation, Influence of Consumer Behavior on Communication.

Unit V The Future of Rural Marketing 10 hrs

Focused Marketing Strategies, Market Research, Consumer Finance, E-Rural Marketing, Role of Government and NGOs in Rural Marketing. Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, Challenges in Agricultural Marketing, Marketing of Agricultural Inputs – Features – Seeds - Fertilizers – Pesticides – Tractors - Challenges and Opportunities.

TOTAL : 45 hrs

Reference Books:

1. Balram Dogra. Rural Marketing concepts and practices , McGraw-Hill Education,2008. 1st edition, New Delhi
2. Gopaldaswamy, Rural Marketing – Environment, Problems and strategies, Vikas publishing, 3rd edition,2009, New Delhi.
3. Krishnamacharyulu, Lalitha, Rural Marketing: Text and Cases, Pearson Publisher,2011, New Delhi.
4. Pradeep Kashyap, Rural Marketing, Pearson Education, 2012, New Delhi.
5. Pradeep Kashyap, Siddhartha Raut, The Rural Marketing Book, Biztantra, 2007, New Delhi.

**18GB06
INTEGRATING MARKETING COMMUNICATION**

3 0 0 3

UNIT I : Concept and Process of IMC 7 hrs

Introduction to brand communication and value creation – Corporate Branding and Integration – DAGMAR approach- Budgeting for

marketing communication – Social, Ethical and Legal issues in advertising – Ad industry and Campaign

UNIT II : Message Strategy and Media Planning 10 hrs

IMC Plan – Creative Brief – Ad appeal – Copy writing: Print, Radio and TV – Art Direction: Design Layout and Production – Media terms – Planning Process – Media Efficiency Estimation – Indices – GRP Rating and Share

UNIT III : Promotional Tools 8 hrs

Consumer Sales Promotion- Trade Promotion – Direct Marketing – Outdoor Marketing and Signage – Event Sponsorship – Social Media – Mobile Engagement and CRM

UNIT IV : Public Relations and Word of Mouth 8 hrs

Proactive and reactive PR – Opinion leaders in WOM dissemination – Perspectives on Buzz Creation

UNIT V : Monitoring, Evaluation and Control 12 hrs

Measuring Effectiveness – Testing Process – Conducting research to Measure

TOTAL : 45 hrs

Reference Books:

1. Terence A Shimp, 2009, Integrated Marketing Communications in Advertising and Promotion, Cengage Publication
2. George Belch and Michael Belch, Advertising and Promotion : An IMC Perspective, Tata McGraw Hill, 11th edition
3. O'guinn, Allen and Semenik, Advertising and Integrated Brand Promotion, Cengage Publication, 8th edition
4. Alan D Souza, Kruti Shah, 2008, Advertising and Promotion : An INC Perspective, TMH
5. Bovee, Thill, Dovel and Wood, Advertising Excellence, McGraw Hill Publication

**18GB07
BRAND MANAGEMENT**

3 0 0 3

UNIT I : Orientation to Brand Management 9 hrs

What are brands and how brands create value for stakeholders, Types of brands, Strategic Implications of branding, Brand Equity, Building

and Managing and Measuring Brand Equity (Tools and Frameworks)

UNIT II : Brand Identity and Image 8 hrs

Brand Identity Vs. Brand Image– Elements of Brand Identity, Sources of Brand Identity, Building managing brand identities over time

UNIT III - Brand Positioning 8 hrs

Brand Positioning, Elements of Brand Positioning, Building brand positioning from scratch, Brand Repositioning

UNIT IV - BRANDEXTENSION 8 hrs

Brand extension, Types of extension, Ways to extend a brand, Do's and Don'ts of brand extension and managing brand extensions

UNIT V : Managing Brand Portfolios & Measuring Brand Value 12 hrs

Brand Architecture, Brand Portfolios, Managing Brand Portfolios, Brand Rejuvenation, Brand Audit and Valuation.

TOTAL : 45 hrs

Reference Books:

1. Keller/ Parameswaran/ Jacob , 2015, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Pearson, 4th edition
2. Jean-Noël Kapferer, 2012, The New Strategic Brand Management: Advanced Insights and Strategic Thinking, Kogan Publishing
3. Tapan Panda, 2016, Product and Brand Management, Oxford Higher Education
4. Bill Chiaravalle and Barbara Findlay Schenck, 2015, Branding For Dummies, John Wiley and Sons, 2nd Edition
5. Niraj Kumar, Paras Tripathi, 2015, Brand Management (Text & Cases), Himalaya Publishing House

**18GB08
INBOUND MARKETING**

3 0 0 3

UNIT I : Orientation to Inbound and Content Marketing 12 hrs

Marketing NEXT (Trends Shaping/Causing Paradigm Shift in Marketing Today) - Debunking Consumer Decision Making Journey in Today's Context - Inbound vs. Outbound – Inbound Vs. Digital - How Inbound Marketing Works (Understanding Process or Steps in Inbound Marketing) - Introduction to Lifecycle Marketing - Orientation to Content and Context Marketing- Understanding Buyer Persona – Creating Winning Content (Strategies and Tools)

UNIT II : SEO and SEM 10 hrs

Introduction to SEO and SEM- On-Page and Off-Page Optimization – Overview of Google Ad Words – Understanding PPC- Understanding Quality Score and Relevance- Campaign Management and Metrics

UNIT III : Social Media Marketing 10 hrs

Unraveling the Social Beast – Face Book, Twitter, LinkedIn, You Tube, Snap Chat and Instagram - Latest Trends in Social Media – Creating Social Media Strategy (From Objectives, Targeting with Ads to Metrics)

UNIT IV : E-Mail Marketing 8 hrs

Email Marketing – Strategies, Tips and Tools for Planning and Executing Effective Email Marketing Campaigns – Lead Generation, Nurturing and Conversion Through Digital Platforms

UNIT V : Website Management / Analytics 5 hrs

Role of Website and Need –Strategies for Designing Effective Website – Tools and Techniques for Monitoring and Analyzing your Website Performance- Creating/Managing a Website using Word Press

TOTAL : 45 Hours

Reference Books:

1. Scott Anderson Miller, 2015, Inbound Marketing For Dummies, Wiley
2. Brian Halligan, Dharmesh Shah, 2014, Inbound Marketing, Revised and Updated: Attract, Engage, and Delight Customers, John Wiley and Sons, Inc.
3. Jan Zimmerman, Deborah N.G, 2016, Social Media Marketing All-in-One For Dummies, Wiley, 3rd edition.
4. Steve Scott, 2015, Email Marketing Blueprint - The Ultimate Guide to Building an Email List Asset, Kindle Publishing
5. Perry Marshall, Mike Rhodes and Bryan Todd, 2014, Ultimate Guide to Google Ad Words: How to Access 100 Million People in 10 Minutes (Ultimate Series) Entrepreneur Press, 4th edition

6. Adam Clarke Dr 2017, SEO 2018 Learn Search Engine Optimization with Smart Internet Marketing Strategy, Simple Effectiveness Publishing

**18GB09
MARKETING STRATEGY**

3 0 0 3

UNIT I : Marketing; It's Role In Identifying Opportunity and Competitive Advantage 9 hrs

Value creation and Marketing - Developing and maintaining competitive advantage - The changing dynamics of the marketing and its environment.

UNIT II : Segmentation Targeting and Positioning Revisited: 9 hrs

Segmentation strategy - New points of differentiation -The FMCG and Services STP insights

UNIT III : Product Management 9 hrs

Product development tools - Product management - New product development and launch

UNIT IV : Crafting the Marketing Strategy- A 9 hrs

Generic and Specific strategies - Branding, Pricing and Distribution Imperatives - Simulation Game

UNIT V : Crafting the Marketing Strategy- B 9 hrs

Lifetime Value of Customers, Customer Management and CRM - Financial and Economic Implications of Marketing Strategy - Crafting the Marketing Plan - Staircase analysis

TOTAL : 45 hrs

Reference Books :

1. Orville, C.Walker JohnW.Mullings (2014), Marketing Strategy, Tata MaGraw Hill
2. Todd Mooradian, Kurt Matzler and Larry Ring (2011), 'Strategic Marketing', Prentice Hall.
3. Ashok Ranchhod and Colin Gurau (2007), 'Marketing Strategies', Pearson.
4. Alexander Chernev (2011), 'The Marketing Plan Handbook', 2/E, Cerebellum Press.
5. Journal of Strategic Marketing

**18GB10
MARKETING ANALYTICS**

3 0 0 3

UNIT I : Introduction to Marketing Analytics **8 hrs**

Marketing Analytics Introduction – Marketing Data & Analytics - Evolution – Application – Impacts – Challenges – Importance – Quantifying Marketing Analytics - National Trends

UNIT II : Marketing Metrics **8 hrs**

Developing Metrics - Construction of Metrics – Validation of Metrics – Data Preparation – Measurement of metrics using Formulae method– Evaluation of Metrics

UNIT III: Marketing Analytics Models **8 hrs**

Market Insights – Competitive Analytics – Price Analytics – Product Analytics – Promotional Analytics – Distribution Analytics – Sales Analytics

UNIT IV: Marketing Instruments **10 hrs**

Data Analytics Simulation – Marketing Analytics Using SPSS – Marketing Analytics Using Excel – Hadoop Fundamentals

UNIT V: Marketing Analytics Using R **11 hrs**

Overview of R – Fundamentals of R – Text Analytics - Logistic Regression – Clustering and Segmentation- Decision Tree – Examples using R

TOTAL : 45 hrs

Reference Books:

1. Wayne L Winston, 2015, Marketing Analytics – Data- Driven Techniques with Microsoft Excel, Wiley Publications, First Edition
2. Stephan Sorger, 2013, Marketing Analytics- Strategic Models & Metrics, Admiral Press, USA, First Edition.
3. Chris Chapman, 2015, R for Marketing Research and Analytics, Springer Publications, First Edition
4. Dinesh Kumar U, 2017, Business Analytics, Wiley India, First Edition
5. <http://www.springer.com/business+%26+management/journal/41270>

**18GB11
CUSTOMER RELATIONSHIP MANAGEMENT**

3 0 0 3

UNIT I : Orientation to CRM **9 hrs**

Customer relationship and why it matters - Customer Centricity – Characteristics of Customer Centric Organization- Basics of CRM – Role and Significance of CRM - Building Blocks of CRM

UNIT II : Customer Life Time Value **8 hrs**

Introduction to life cycle marketing- Customer life time- Measuring customer life time value-Customer acquisition, retention and growth strategies- Customer Churn and strategies to deal with customer churn.

UNIT III : Customer Satisfaction and Loyalty **8 hrs**

Customer satisfaction and loyalty – Importance- Benefits – Strategies to build and maintain customer satisfaction and loyalty – Measuring satisfaction and loyalty

UNIT IV : CRM in B2B and B2C **8 hrs**

Role and functioning of CRM in B2B and B2C

UNIT V : CRM IMPLEMENTATION **12 hrs**

CRM offerings- Assessing the need for CRM - Evaluating CRM Products/Vendors - CRM metrics -Steps involved in Implementing CRM – Social CRM

TOTAL : 45 hrs

Reference Books:

1. Jagdish N Sheth and Parvatiyar Atul, G. Shainesh, 2017, Customer Relationship Management : Emerging Concepts, Tools and Applications
2. Paul Greenberg, 2017, CRM at the speed of light, Tata McGraw Hill, Fourth Edition
3. Roger J Baran, Rober J Galka, Daniel P Strunk, Customer relationship Management, Cengage Learning, India Edition
4. Lars Helgeson, 2017, CRM for Dummies, Wiley Publication
5. Tom Wong and Liz Kao, Matt Kaufman, 2014, Salesforce.com for Dummies, Wiley Publication, 5th edition

18GB12 NEURO MARKETING

3 0 0 3

Unit I: The Brave New World of Neuromarketing 9 hrs

What Neuromarketing is and isn't, what we know now that we didn't know then, putting Neuromarketing to work, why Neuromarketing matters.

Unit II: The Essence of Neuromarketing: The Non-conscious Mind of the Consumer 9 hrs

The intuitive consumer: non-conscious processes underlying consumer behavior- the central role of emotions in consumer responses, new understandings of consumer goals and motivation, why we buy the things we buy.

Unit III: Neuromarketing in Action 9 hrs

Brands on the brain, creating products and packages that please consumers' brains, advertising effectiveness, the shopping brain and in-store marketing, when consumers' brains go online, entertainment effectiveness

Unit IV: Measuring Consumer Response with Neuromarketing 9 hrs

Traditional approaches: why not just ask people?, Neuromarketing measures: listening to signals from the body and the brain, Neuromarketing on a budget: inexpensive ways to learn from your customers, picking the right approach for your research needs.

Unit V: Living with Neuromarketing: Practical and Ethical Considerations and the part of Tens 9 hrs

Five things you need to know about Neuromarketing studies and measures, a pre-flight checklist for successful Neuromarketing studies, picking the right Neuromarketing partner, Neuromarketing ethics, standards and public policy implications, ten mistaken beliefs about Neuromarketing, ten scientific pillars underlying Neuromarketing.

TOTAL : 45 hrs

Reference Books:

1. Genco, S.J., Pohlmaan, A.P., Steidl, P. (2016), Neuromarketing for Dummies, Wiley India.

2. Sharma, J.K., Singh, D., Deepak, K.K., Agarwal, D.P. (2009), Neuromarketing, a Peep into Customers' Mind, PHI Learning.
3. Zurawicki, L. (2016), Neuromarketing exploring the brain of the consumer, Springer
4. Dooley, R. (2012), Brainfluence: 100 ways to Persuade and convince Consumers with Neuromarketing, John Wiley & Sons New Jersey
5. Neuromarketing: a layman's look at neuroscience and its potential application to marketing practice.

18GB13 RETAIL MANAGEMENT

3 0 0 3

UNIT I : The World of Retailing 10 hrs

Retail- Functions of retailer- Retail in India- Theories and business models –Internationalisation of retail –Understanding the retail customer- Retail strategy

UNIT II : Store Location 10 hrs

Store site Selection-Types – Choosing Location-Methods of evaluating a trading area- Retail Franchising- Private Labels –Category Management

UNIT III : Merchandise Management 10 hrs

Basics- Process of Merchandise Planning- Methods of Procuring- Pricing and Evaluating Merchandise Performance

UNIT IV : Managing Retail 10 hrs

Human Resources- Store operations –Store layout -design and Visual Merchandising- Servicing the Retail customer.

UNIT V : Creating and sustaining Value 5 hrs

Retail Marketing and Branding- Retail Management Information Systems – Supply Chain Management

TOTAL : 45 hrs

References

1. Pradhan Swapna, "Retailing Management- Text & cases", 2012, Tata- McGrawHill, Delhi, 4th edition.

2. Levy M, Weitz BA, "Retailing Management" 2016, Tata – McGraw Hill, Delhi, 8th edition.
3. Bajaj C, Tuli Rajnish, Srivastava NV, "Retail Management", 2017, Oxford University Press, New Delhi, 3rd edition.
4. Dunne P M, Lusch R F, Carver J R, "Introduction to Retailing", 2013, Cengage Learning, 7th edition.
5. Sudarshan S, Prasad R, "Retail Management", 2016, McGraw Hill, 1st edition.

**18GB14
INTERNATIONAL MARKETING**

3 0 0 3

UNIT I Scope And Challenges Of International Marketing 9 hrs

Developing global awareness – Strategic orientation – Planning and organizing international marketing: Market entry strategies – Organizational set-up

UNIT II : Consumer Product Strategy 9 hrs

Standardizing and adaptation – global brands and national brands – product strategy in services segment - Product strategy for Business - quality and global standards – business services – relationship marketing

UNIT III : International Marketing Channels 9 hrs

Channel-of-distribution structures – distribution patterns – alternative choices – selecting, motivating channel members

UNIT IV : Integrated Marketing Communications And Advertising 9 hrs

Standardization and adaptation – legal and linguistic limitations - Personal selling and sales management: recruiting, training and motivating sales force – evaluating and controlling

UNIT V : Pricing Strategy 9 hrs

Approaches for international pricing – leasing – counter trade – transfer pricing

TOTAL : 45 hours

Reference Books:

1. Czinkota M. and Ronkainen R. (2013), 'International Marketing', 10/E, Cengage Learning.
2. Cateora P.R., Graham J.L. and Salwar P. (2008), 'International Marketing', Tata McGraw-Hill.
3. Kotabe M. and Helsen K. (2012), 'Global Marketing Management', 5/E, Sage Publications.
4. Gillespie G. Jeannet J.P. and Hennessey H.D. (2008), 'International Marketing', Cengage Learning, India
5. Albaum G. and Duerr E. (2014), 'International Marketing and Export Management', 7/E, Pearson India.

**18GB15
INTERNATIONAL TRADE LOGISTICS**

3 0 0 3

UNIT I : Logistics Management 12 hrs

The concept and definition – Objectives and Key elements of the logistics system - Importance of logistics management - Logistics interface with marketing - Logistics, value-chain concept and production efficiency - Towards logistical efficiency and profitability

UNIT II : World Shipping Vessels 12 hrs

Types of ships - Vessel related specifications and size of the Vessels - Flags of convenience - Shipping systems: Liner services and Tramp services - Conference system - Chartering - Baltic Freight Exchange - Shipping intermediaries: Shipping Agent - Freight Brokers - Freight forwarder – Stevedores – NVOCC

UNIT III : Containerisation 12 hrs

Unitisation concept - Packaging for export - Genesis of containers - Classification of containers - Benefits to trade - Constraints in containerization - INLAND CONTAINER DEPOTS (ICDs): Roles and functions - Export, import clearance through ICDs - Container Freight Station (CFS) – CONCOR Multimodal transportation (MMT): Intermodal operation (Container & Land Bridges) – CTD - MMT Contribution to logistical efficiency - Problems and prospects of MMT - Legislature for MMT

UNIT IV : International Air Transport **4 hrs**

Air Transport – advantages and constraints - Air Cargo tariff structure – IATA

UNIT V : Advanced Logistics **5 hrs**

e-logistics - 3 PL and 4 PL - Future scope of logistics management

TOTAL : 45 hours

Reference Books:

1. Krishnaveni Muthiah (2004), 'Logistics Management and World Sea Borne Trade', Himalaya Publishing House.
2. David P. (2006), 'International Logistics', Biztantra, New Delhi.
3. Donald J. Bowersox and David J. Gloss (2007), 'Logistical Management', 2/E, Tata McGraw Hill.
4. Chandran R. (2006), 'International Business', Jaico Publishing House, Mumbai.
5. Vinod V. Sople (2004), 'Logistics Management', Pearson Education, New Delhi.

18GB16

SUPPLY CHAIN MANAGEMENT

3 0 0 3

UNIT I: **9 hrs**

Introduction to SCM - SCM revolutions- Trade-off- Cost and service trade-off- SCOR- Achieving strategic fit

UNIT II: **9 hrs**

Expanding strategic scope- Outsourcing – Make Vs Buy- Inventory Management – Types- cost- managing cycle stock- case study

UNIT III: **9 hrs**

Transportation – Drivers - measures – costs – schedules –devising transportation strategy-vehicle scheduling – case study

UNIT IV: **9 hrs**

Network design and facilities – Planning - network design problem- data for network design-Forecasting

UNIT V: **9 hrs**

Information technology – role- application- Agile supply chain- Pricing and management of Supply Chains

TOTAL : 45 hrs

Reference Books:

1. Janat Shaw, 2017, Supply Chain Management: Text and Cases, Pearson publications, Second edition.
2. Shridhara Bhat, 2015, Supply Chain Management, Himalaya Publishing house, Third edition.
3. Sunil Chopra, Peter Meindi, 2015, Supply Chain Management: Strategy, Planning and Operation, Pearson publications, Second edition.
4. David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, 2015, Designing and Managing Supply Chain : Concepts, strategies and case studies, McGraw Hill-Irwin, Third edition
5. Chandrasekaran, 2012, Supply Chain Management: Process and Systems, Oxford Publications, Second edition.

18GB17

APPLIED MARKETING RESEARCH

3 0 0 3

UNIT I : Identify the opportunity **9 hrs**

Marketing Research: Indian scenario and issues - Overview of important national and global marketing surveys - The Seven steps of Marketing Research - Marketing Research Process: Problem identification using key case insights

UNIT II : Mining for Data **9 hrs**

Preparing a Research Proposal - Use of data sources in Marketing Research - Facets of Marketing Research - Product, Sales , Advertising & Media

UNIT III : Hands-on research **9 hrs**

Student Presentation of their Research Plan -Research Instruments and Data collection process - Ethics in Marketing Research

UNIT IV : Research Execution 9 hrs

Overview of software and statistical techniques - Presentation of the Data Collection and Analysis - Non-traditional, special and lesser used methods of Marketing Research

UNIT V : Research Presentation 9 hrs

Research Report format - APA referencing system

TOTAL : 45 hrs

Reference Books:

1. Naval Bajpai, 2015, Marketing Research – An Indian Perspective, Pearson Publications, First edition.
2. Zigmund and Babin, 2007, Essentials of Marketing Research, Thompson Publications, First edition.
3. Malhotra and Satyabhusan Dash, 2011, Marketing Research, Pearson Publications, Second edition
4. Nargundkar R, 2015, Marketing Research Text and Cases-, Tata Mcgraw Hill, 10th edition
5. Edward Mc Quarrie, 2006, The Market Research Toolbox: A Concise Guide for Beginners, Sage Publications

18GC01

EMOTIONAL INTELLIGENCE FOR MANAGERS

3 0 0 3

UNIT I : The World Of Emotions, Intelligence and The Connect: 8 hrs

Perspectives on emotions – Perspectives on intelligence - Neurological basis of emotions - Process of emotion generation

UNIT II : Perspectives on Emotional Intelligence: 6 hrs

Evolution of Emotional Intelligence (EI) - Defining EI – Components of EI – Individual differences in EI – Factors influencing EI – Importance of EI

UNIT III : Developing The Ability To Understand Self: 8 hrs

Self-Awareness – Developing Self Awareness - Making accurate appraisals - Tuning into one's own senses - Getting in touch with one's

feelings - Being aware of one's actions - Factors that influence our mind

UNIT IV : Developing The Ability to Understand Others: 8 hrs

Developing the ability to understand others' emotions – Understanding individual differences - Developing empathy

UNIT V : Applying Emotional Intelligence For Intrapersonal & Interpersonal Outcomes: 15 hrs

Emotion Regulation - Four steps to EI - Managing Anger - Managing Fear – Managing Stress- Emotional Intelligence and Communication - Developing Interpersonal Expertise - Managing conflicts with EI

TOTAL : 45 hrs

References Books:

1. Bennett, M. (2017). Emotional Intelligence: The Definitive Practical Guide to Understand Your Emotions, Develop Your EQ and Improve Your Relationships, Paropress.com, Book 1
2. Kerr, A. B. (2017). Emotional Intelligence for a Compassionate World: Workbook for Enhancing Emotional Intelligence Skills, CreateSpace Independent Publishing Platform, North Charleston: South Carolina
3. Sullivan, K. (2016). Emotional Intelligence: 50 Effective Ways To Improve Communication Skills, EQ and Mastering Your Emotions, CreateSpace Independent Publishing Platform, North Charleston: South Carolina
4. Hasson, G. (2017). Emotional Intelligence Pocketbook: Little Exercises for an Intuitive Life, Capstone, 1st Edition
5. Bolton, J. (2017). Emotional Intelligence: Learn How to Perceive Emotions, Understand Emotions and Manage Emotions to Support Personal Growth, CreateSpace Independent Publishing Platform, North Charleston: South Carolina

18GC02

BEHAVIOUR FOR MANAGERIAL EFFECTIVENESS

3 0 0 3

UNIT I : Introduction 5 hrs

Behavior – Manager - effectiveness, Positive behavior for manager's - Influence of behavior for effectiveness - Managerial job dimensions,

Managerial Competencies, Time dimensions in managerial jobs, Effective and Ineffective job Behavior.

UNIT II : Behavior Modification **5 hrs**

Analyzing behavior, assessing behavior, bringing behavioral change, overcoming perceptual influence to have productive behavior, Impression Management.

UNIT III : Interpersonal Behavior **10 hrs**

Functional and Dysfunctional job behavior, Influencing behavior of subordinates, Understanding the forbidden behavior of manager's, Empowering subordinates, Identifying managerial talent among subordinates, Effective management criteria, Post performance Feedback.

UNIT IV : Team Handling Behavior **10 hrs**

Retention, Employee engagement, Managing ethical issues dealing with team, behaviour for handling conflicts.

UNIT V : Managerial Behavior for Organizational Efficiency & Self Enhancement **15 hrs**

Effectiveness of organizational design, Creating structures to support effective behavior, Self Development-Developing competitive spirit – Knowledge Management-Creativity Techniques.

TOTAL : 45 hrs

Reference Books:

1. Amanda E. Raja, K. P. Rao and N. V. R. Prabhu, 2010, "Managerial Behaviour and Effectiveness" Excel Publication.
2. Hellriegel Don, Jackson E. Susan and Slocum W. John jr, 2005, "Management" Thomson Publication Edition 10,.
3. Aswathappa K, 2010, "Human resource Management" McGraw Hill Education Private Limited.
4. Jit S Chandan, 2011, "Organizational Behaviour" Vikas Publishing.
5. Heneman III .G. Herbert, Judge .A. Timothy, 2012, "Staffing Organizations" TATA McGraw Hill Education Private Limited.

18GC03
MANAGING GLOBAL WORKFORCE

3 0 0 3

UNIT I : Introduction to IHRM **8 hrs**

Meaning and scope, difference between domestic and international HRM, The cultural context, organizational context, Path to globalization and challenges of IHRM.

UNIT II : Recruitment, Selection and Transfers **10 hrs**

Staffing and international allocation of human resources, approaches to staffing, the role of expatriates and non-expatriates, recruitment and selection of international managers, selection criteria, selection process, expatriate failure and success, dual career couples.

UNIT III : Training and Development **9 hrs**

Scope of training and development in IHRM, Role of expatriate training, training models, components of effective pre departure training

UNIT IV : Compensation and Performance Appraisal **8 hrs**

Objectives, approaches and components of international compensation, Multinational performance management, management and appraisal of international employees, Appraisal of host country nationals.

UNIT V : Re-entry, Career Issues and Future Challenges of IHRM **10 hrs**

The repatriation process, Individual reactions to re-entry, Multi-national response, designing a repatriation process, International business ethics and HRM, Modes of operation and IHRM, ownership issues, research issues and theoretical development.

TOTAL : 45 hrs

Reference Books:

1. Dowling, P., Festing, M., & Engle, A. (2013). International human resource management (6th ed.). Andover: Cengage Learning.
2. Aswathappa, K., & Dash, S. (2013). *International human resource management* (2nd ed.). New Delhi: McGraw Hill Education (India).
3. Vance, C., & Paik, Y. (2015). *Managing a Global Workforce*. London: Taylor and Francis.

**18GC04
LEADERSHIP AND CHANGE MANAGEMENT**

3 0 0 3

UNIT I : Introduction and value of change **8 hrs**

Perspective of organization, Trigger for change, anticipating change and linking it to strategy, models of change, varieties of change and why transformation fails.

UNIT II : The Leadership of change **10 hrs**

Management and leadership, theories of change leadership, Change leader or change manager, Change roles, Leadership Style and Change.

UNIT III : Organizational structure design & change **9 hrs**

Fundamental of organizational structure, the dimensions of structure, models of structure, organizational structure & change.

UNIT IV : Organizational culture and ethical values **8 hrs**

Meaning of organizational culture, the culture web and stage of organizational culture, dimensions and sources of organizational culture, changing organizational culture to bring about organizational change.

UNIT V : Strategy for managing and implementing change **10 hrs**

Hard system module for change, soft system module for change. Resistance to change, Factors for effective change, change roles, measuring achievement.

Total : 45 hrs

Reference Books:

1. Senior, B., & Swailes, S. (2006). Organizational change (5th ed.). Pearson Education.
2. Waddell, D., Creed, A., Cummings, T. G., & Worley, C. (2017). Organisational change: Development and transformation (6th ed.). Cengage Learning
3. Nilakant, V., & Ramnarayan, S. (2006). Change management: Altering mindsets in a global context. SAGE Publications India.

**18GC05
LEARNING AND DEVELOPMENT**

3 0 0 3

UNIT I : Learning **9 hrs**

LEARNING: Learning principles – Learning strategies and styles – Kolb's Learning Styles- Bloom's Taxonomy- Individual differences in the Learning process

Maximizing learning –Recent developments in Instructional and cognitive psychology. Model of employee behaviour–External influences –Internal factors that influence employer behavior.

UNIT II : Human Resource Development and Role Analysis **9 hrs**

HRD: A conceptual analysis – HRD mechanisms – Historical evolution Global and Indian context – Professional Characteristics and competencies for HRD professionals

Role Analysis: Developing the person in the role – performance review and counseling- Career and succession planning.

UNIT III : Training and Development **9 hrs**

Training and Development: Role – Training Process model emerging developments

Identification of Training Needs: organizational analysis – Task Analysis – Person analysis – Prioritizing HRD needs

UNIT IV : Designing and Implementing T & D Programs **9 hrs**

Designing T & D Programs: Defining the objectives – make / buy Decision – selecting the trainers – preparing lesson plan, training Methods, materials – scheduling

Implementing T & D Programs: Training delivery methods, principles involved in selection – Techniques of training different levels.

UNIT V : Evaluating T & D Programs **9 hrs**

Training Evaluation: Purpose – methods and techniques - Transfer of training – issues – transfer process – theories – strategies – Organization and work environmental factors that influence transfer of training.

TOTAL : 45 hrs

Reference Books:

1. Randy L De Simone and Jon M Werner, 2016, Human Resource Development, Cengage learning, 6e
2. R. Krishnavei, 2012, Human Resource Development, Excel Books.
3. David Mankin, 2009, Human Resource Development , Oxford University Press
4. Uday Kumar Haldar, 2009, Human Resource Development, Oxford University Press 5. T V Rao, 2008, Readings in Human Resource Development, Oxford

**18GC06
CONFLICT MANAGEMENT**

3 0 0 3

UNIT I : Conflict

9 hrs

Introduction: Understanding conflict- components – perspectives – Types – models – conflict and performance - Levels and sources of conflict: Intra-personal conflict – Inter personal – Group – organizational conflict.

UNIT II : Managing Conflict

10 hrs

Managing conflict -: Interpersonal conflict- Team and organizational conflict.

UNIT III : Resolving conflict

9 hrs

Conflict resolution: Process – Developing conflict handling skills.

UNIT IV : Negotiation and Conflict

8 hrs

Negotiation as a conflict resolution technique: Types of Negotiation – process – factors for making negotiation successful – Issues in negotiation.

UNIT V : Personality conflicts

9 hrs

Dealing with personality conflicts and problem employees: Personality conflict in work place – Personality types and response to situation – Conflict handling styles of different personality types – impact of conflict on different personality traits – recognizing and handling of problem behaviours.

TOTAL : 45 hrs

Reference Books:

1. Eirene Leela Rout and Nelson Omiko, (2007), “Corporate conflict Management Concepts and skills”, Prentice Hall of India Private Limited, New delhi.
2. Susan S Raines (2013) “Conflict management for managers: Resolving workplace, client and policy Disputes”, jossey Bass, A wiley imprint.
3. Jack Gordon (2007), “The Pfeiffer Book of Successful Conflict Management Tools”, Pleiffer.
4. Sandra.D.Collins, (2005), “Managing conflict and workplace Relationships”, South-Western cengage Learning
5. Singh B.D, (2008), .Managing conflict and Negotiation, Excel books

**18GC07
MENTORING FOR PERSONAL AND
PROFESSIONAL DEVELOPMENT**

3 0 0 3

UNIT I : History and Evolution of mentoring

5 hrs

Introduction to mentoring, gurukula system of education, Homers Odyssey and perspective about mentoring as a powerful intervention in business. Famous mentors and mentees their relationships and accomplishments. Understanding the difference Coaching, mentoring, tutoring, and counseling.

UNIT II : Theories underlying mentoring

10 hrs

Individual characteristics (learning styles, personality traits, behavioural styles, androgynous behavior, emotional intelligence, motivational needs, interpersonal relationship and communication style) and organization culture and its impact on mentoring relationship.

UNIT III : Mentoring types and process

10 hrs

Types of mentoring, objectives of mentoring, roles assumed by a mentor, mentoring models, mentoring process and factors influencing a potential mentoring relationship. Mentoring an highly effective human resource development intervention and process.

UNIT IV : Functions and benefits of Mentoring

10 hrs

Psychosocial and career development functions of mentoring, benefits

of mentoring to individuals (Popular business leaders and their experience), organizations and society, and possible pitfalls in mentoring relationships.

UNIT V : Implementing and evaluating a formal mentoring program in business organization 10 hrs

Organizations readiness towards mentoring, Organization culture and its uniqueness, steps to establish and implement a successful formal mentoring program, Methods and tools for evaluating the effectiveness of a mentoring program.

TOTAL : 45 hrs

Reference Books:

1. David Me ginson, David Clutterbuck, & Bob Garvey (2005). Mentoring in Action: A practical guide for managers paperback, Kogan page
2. Clutterbuck, D. (2014). Everyone needs a mentor. Kogan Page Publishers.
3. Kochan, F. (2002). A Volume in: Perspectives in mentoring: Volume 1, The Organizational and human dimensions of successful mentoring across diverse settings. Greenwich, CT: Information Age Publishing.
4. Ensher, E., & Murphy, S. (2005). Power mentoring: How successful mentors and protégés get the most out of their relationships. San Francisco: Jossey-Bass
5. Zachary, L. (2009). Creating a mentoring culture : The organization guide, San Francisco, CA: Jossey-Bass.
6. Zachary, L. (2012). The mentor's guide: Facilitating effective learning relationships, 2nd Ed. San Francisco: Jossey-Bass.

18GC08

ORGANISATIONAL DEVELOPMENT

3 0 0 3

Unit I : Introduction to Organization Development (OD): 6 hrs

Growth and relevance of OD, Diagnoses for OD, Foundations & Process of OD, Approaches to OD

Unit II : OD Interventions 12 hrs

Characteristics of OD Interventions, Overview of types of Interventions, Process involved in designing Interventions, Human Process Interventions: Interpersonal and Group Process Approaches, Organization Process Approaches, HRM Interventions: Performance Management, Career Planning & Development Interventions

Unit III : Strategic And Techno Structural Interventions 12 hrs

Organizational Restructuring, Organizational transformation, work design and redesign, Socio-technical systems, Quality circles, Employee Involvement, Total Quality Management, Developing Organization Culture: A Sociological Perspective, Socialization Processes

Unit IV : Effectiveness of OD Interventions 8 hrs

Evaluation and Institutionalization of OD Interventions – Importance, Process and Difficulties Involved, Role of an OD Consultant, Dealing with Consultant – Client Relationships, Ethical Issues in OD

Unit V : Learning Organization and Organizational Effectiveness 7 hrs

Significance of Learning Organization to Organizational effectiveness, Establishing Learning Dynamics in Organizations, Building a Learning Organization

TOTAL : 45 hrs

Reference Books:

1. Cummings, G, Thomas and Worley, G, Christopher (2005). "Organization Development and Change", Thomson Publications
2. French, L, Wendell and Bell, H, Cecil (2005) "Organization Development – behavioral Science Interventions for Organizational Improvement", Prentice Hall, New Delhi.
2. Marquardt, J, Michael (2003) "Building the learning organization", Jaico Books, NewDelhi
3. Organizational Culture: A Sociological Perspective (R. Goffee & G. Jones), The International Handbook of Organizational Culture and Climate; Cary L. Cooper (Editor), Sue Cartwright (Editor), P. Christopher Earley (Editor), Wiley, 2001
4. John, P. Kotter and Dan S. Cohen (2002), "The Heart of Change", Harvard Business school press.

**18GC09
PERFORMANCE MANAGEMENT**

3 0 0 3

UNIT I : Introduction

8 hrs

Defining performance - Determinants of performance -Performance dimensions - Meaning of Performance management - Historical developments - Aim and role of PM - Contribution of PM - Characteristic of an ideal PMS - Dangers of poorly implemented PMS - Integrating PM with other HR and Development activities.

UNIT II : Measurement and PM cycle

7 hrs

Approaches to measuring performance: trait, behavior and Results approach - Measuring results: Determining Accountabilities - Objective and performance standard - Measuring Behaviors: comparative system, absolute system – PM cycle.

UNIT III : Performance planning and Monitoring

10 hrs

Theories of goal setting - performance criteria- principles and process of setting performance criteria methodologies for performance criteria – performance monitoring – methods and techniques.

UNIT IV : Performance Assessment and Review

10 hrs

Evaluating individual performance - different methods of appraisals- Factors affecting appraisals- errors - reducing Rater biases preventing rating distortion - Significance of performance review and discussion process- Role of performance counseling

UNIT V : Managing team performance and employee development

10 hrs

Definition and importance of Teams - Types of Teams and implication for performance management- purpose and challenge of team performance management - rewarding team performance - Employee personal development plan- Direct supervisor's role - coaching - coaching styles process

TOTAL: 45 hrs

Reference Books:

1. Agunis Herman, 2012, "Performance management", Pearson education. (3 rd Edition)

2. Kohil A.S and Deb.T, 2009, Performance management, Oxford Higher Education.
3. Bhattacharyya D K 2011, "Performance Management- systems and strategies", Pearson, 1.
4. Singh. B.D, 2010, "Performance management system a holistic approach", Excel books, New Delhi.

**18GC10
PEOPLE ANALYTICS**

3 0 0 3

UNIT I : Introduction to metrics and metrics

9 hrs

Meaning and Definition of people analytics – Purpose – Analytics levels - HR Sources of data and information - HR metrics overview - Types of metrics: Efficiency measures-effectiveness measures – HR value impact measures. Using Excel application exercises to understand different metrics

UNIT II : Workforce Planning Analytics

10 hrs

What Is Workforce Planning?- Workforce Planning Analytics-Key Components - Making An Impact With Workforce Planning Analytics– analytical exercise using SPSS

UNIT III : Talent sourcing and Acquisition Analytics

10 hrs

Importance - How it Works:sourcing- Application Phase–pre-interview Assessment Analytics- Interviews: selectionanalytics– analytical exercise using SPSS

UNIT IV : Talent Engagement Analytics

7 hrs

Importance Of Employee Engagement- Employee Engagement Surveys- Making Employee Engagement Surveys Predictive- Moving Beyond The Survey: Employee Engagement Measures-analytical exercise using SPSS

UNIT V Analytical Performance Management

9 hrs

Linking Individual Objectives To Company Objectives - Defining Performance Measures - Performance Incentives And Promotion- Provide Insight To Senior Management- Benefits of Analytical Performance Management - analytical exercise using SPSS.

TOTAL : 45 hrs

Reference Books:

1. Jac fitz-enz, jesse. S. Harriott, Jean Paul Isson, " People Analytics in the Era of big Data", John Wiley & sons, 2016
2. Kirsten Edwards; Dr. Martin Edwards, "Predictive HR analytics", Kogan page, 2016.
3. Jac Fitz-entz, "THE new HR analytics- predicting the economic value of the company's human capital investments", AMACOM,2010
4. Tony Miller, "HR analytics and innovations in workforce planning", Business Expert Press, 2016.

18GC11

LABOUR LEGISLATION AND INDUSTRIAL RELATION

3 0 0 3

UNIT I : Introduction to Labour Legislations 9 hrs

Classification - Sources and development of labour- Legislation's - Major principles of labour legislation- Factories Act, 1948, Shops and Establishment Act, 1947- Sexual Harassment at Workplace Act, 2013

UNIT II : Laws relating to Recruitment 9 hrs

The Contract Labour (Regulation and Abolition) Act, 1970- The Interstate Migrant Workmen Act and Rules, 1979- The Apprentice Act, 1961- The Employment Exchange Act, 1959

UNIT III : Laws relating to Wages 9 hrs

The Payment of Wages Act, 1936- The Minimum Wages Act, 1948- The Equal Remuneration Act, 1976- The Payment of Bonus Act, 1965

UNIT IV : Laws relating to Social Security 9 hrs

The Employees State Insurance Act, 1948- The Employees Provident fund Act, 1952- The Payment of Gratuity Act, 1972- The Employees Compensation Act, 1923- The Maternity Benefit Act, 1961

UNIT V : Laws relating to Industrial Relation 9 hrs

The Trade Union Act, 1926- The Industrial Standing Orders Act, 1946- The Industrial Disputes Act, 1947

TOTAL : 45 hrs

Reference Books:

1. Saharay H K (2017), 'Textbook on Labour and Industrial Law', 7th ed., Universal Law Publishing, New Delhi.
2. Kumar H L (2017), 'Compliances under Labour Laws': A User's Guide to adhere with the provisions under various employment related Acts, 5th ed., Universal Law Publishing, New Delhi.
3. Taxmann (2017), 'Labour Laws, Taxmann Publication, New Delhi.
4. Avatar Singh and Harpreet Kaur, (2017), 'Introduction to Labour and Industrial Laws', 4th ed., Lexis Nexis, New Delhi.
5. Kumar H L (2017), 'Practical Guide to Contract Labour', 10th ed., Universal Law Publishing, New Delhi.

18GD01

INDUSTRIAL MANAGEMENT

3 0 0 3

UNIT I : Management Policy 9 hrs

Objective of the enterprise- Policies-Administrative policy-management policy-nature of policies-leadership and policy enforcement

UNIT II : Organization 9 hrs

Zones of organization-design of organization-forms of organization-construction of an organization

UNIT III : Controls 9 hrs

Types of control-prerequisite to establishment of controls-application of organizational control

UNIT IV Controls types 9 hrs

Quality control-cost control-supervisory control

UNIT V Operations 9 hrs

Plan and organize operations-build for the future-establish elements for success

TOTAL : 45 hrs

Reference Books:

1. Sarasohn H M, Protzman C A, (1998), "Fundamentals of Industrial Management", Civil communications section, GCQ, SCAP
2. Drucker P, (2014), "The practice of Management", Harper Business
3. Shashi K Yadav, (2011), "Textbook of Industrial Management", Discovery Publishing Pvt.Ltd
4. Bhattacharyya D K, (2010), "Industrial Management", Vikas Publishing House, 1st Ed
5. Drucker P, (1993), "Concept of corporation", Routledge, 1st Ed

**18GD02
THEORY OF CONSTRAINTS**

3 0 0 3

UNIT I : Introduction to Theory of Constraints 9 hrs

The goal-constraints-five focusing steps-exercises in constraint identification-theory of constraints and lean thinking

UNIT II : Drum buffer rope 9 hrs

Drum, identification and importance-buffer, types of buffer, buffer size decision-rope, types of rope, use of rope to restrict input orders to system-system performance measures-job shop game

UNIT III : Dynamic buffer management 9 hrs

Constraints in supply chains-lead time, demand variations-buffer sizing-ordering policy-buffer resizing-performance measures in dynamic buffer management: buffer status, buffer zones, TVD, IVD - replenishment game

UNIT IV : Critical chain path management 9 hrs

Critical chain vs critical path approach-focusing steps and projects-Resource leveling-Project buffer, feeder buffer, resource buffer project control: buffer status, fever chart, expediting

UNIT V : TOC accounting and thinking 9 hrs

Uses of TOC accounting-Basic measures, performance measures, constraint measures, control measures

Policy constraints-TOC thinking need-necessary and sufficient conditions-logical diagrams-six layers of resistance

TOTAL : 45 hrs

Reference Books:

1. Goldratt.E.M, Cox J, (2014), "The goal: A Process of Ongoing Improvement", North River Press, 4th Ed,
2. Goldratt.E.M, (2009), "The goal-2: Its Not Luck", North River Press, 1st Ed
3. Goldratt.E.M, (2008), "Critical Chain", North River Press, 1st Ed
4. Goldratt.E.M, (2009), "The Choice", North River Press, 1st Ed
5. Goldratt.E.M, (1999), "Theory of Constraints", North River Press, 1st Ed

**18GD03
MANAGING CONTRACTS**

3 0 0 3

UNIT I : Basics of Contracts 9 hrs

Agreement vs contract-Communication-acceptance-revocation-consideration-express and implied promises-voidable, void, illegal, unenforceable contracts-fraud vs undue influence-mistakes by one party

UNIT II : Types of contracts 9 hrs

Express contract-Implied contract-quasi contract-bilateral contract-unilateral contract-contingent contracts-compulsory contracts

UNIT III : Indemnity, guarantee, Bailment, Pledge and Agency 9 hrs

Rights of indemnity holder-guarantee components-various cases in guarantee-bailor and bailee-various cases in bailment-pawner and pawnee-agent and principal-sub agent-revocation and termination-rights of agent

UNIT IV : Drawing up a contract 9 hrs

Purchase and sales contract-employment contracts-Service contracts-Lease contracts-Outsourcing contracts-non disclosure contracts-non competing contracts

UNIT V : Breach of contracts and Remedies **9 hrs**

Rescinding contract-compulsory execution-penalty for damages-initiating legal process as remedy

TOTAL : 45 hrs

Reference Books:

1. Bangia, R K, (2015), "Indian Contract Act", 14th Ed, Allahabad Law Agency
2. Rajkumar, C A; Adukia, S (2012), "Drafting commercial contracts and agreements", 1st Ed, Aisa Law House
3. Nabhi's Board of Editors, (2014), "Legal Drafting for Layman", Nabhi Publications
4. Saha, Tushar Kanti (2016), "Law of contract: Theories and Principles", 1st Ed, Universal Law Publishing-an imprint of Lexis Nexis
5. Kumar, H L, (2016), "Legal Drafting: Do it Yourself", 4th Ed, Universal Law Publishing-an imprint of Lexis Nexis

**18GD04
MANAGEMENT STRATEGIES
FROM THE PANCHATANTRA**

3 0 0 3

UNIT I Loss of Friends **9 hrs**

Chaturaka and Damanaka-monkey and the wedge-Jackal and the drum-the fall and rise of a merchant-foolish sage and the jackalcrafty crane and craftier crab-cunning hare and witless lion-Bug and the flea-the blue jackal-the camel, jackal and the crow-bird pair and the sea-tale of three fish-elephant and the sparrow-Lion and the jackal-suchimukha and the monkey-sparrow came to grieffoolish crane and the mongoose-king and the foolish monkey

UNIT II Gaining of friends **9 hrs**

Crow and the rat-meeting a new friend-the hermit and the mouse-shandili and sesame seeds-the merchants son-unlucky weaverrescue of a deer

UNIT III Crows and Owls **9 hrs**

Crows and owls-elephants and hares-cunning mediator-the Brahmin and the crooks-the Brahmin and the cobra-the old man, his young wife and the thief-the tale of two snakes-the wedding of the mouse-tale of golden droppings-frogs that rode a snake

UNIT IV Loss of Gains **9 hrs**

The crocodile and the monkey-greedy cobra and the king of the frogs-the lion and the foolish monkey-the story of the potter-three in one story-the carpenter's wife-the price of indiscretion-the jackal's strategy

UNIT V : Imprudence **9 hrs**

The barber and the jain monks-the brajmani and the mongoose-the lion that sprang to life-two fish and a frog-story of the weaver-the bird with two heads

TOTAL : 45 hrs

Reference Books:

1. Sarma, Visnu, (2005), "The Panchatantra", Penguin India
2. Sarma, Visnu, (2010), "365 Panchatantra Stories", OM Books
3. Pandit Vishnu Sharma, G L Chandiramani (1991), "Panchatantra", Roopa and Co
4. Ryder, Arthyr W, (1949), "Panchatantra", 1st Edition, Jaico Publishing House
5. Vishnu Sharma, (2017), "Panchatantra(Illustrated)", 1st Ed, Maple Press

**18GD05
CONSTITUTION AND GOVERNMENT**

3 0 0 3

UNIT I : Types of governments **9 hrs**

Monarchy-Dictatorship-Communist-Republic-Direct and indirect Democracy-Parliamentary and presidential democracy-three pillars of democracy-national, state and local governments

UNIT II : Constitution and its clauses **9 hrs**

Features of the Indian constitution-fundamental rights-directive

principles-fundamental duties-union-states-panchayats municipalities-cooperative societies-relation between union and states-finance, property, contracts and suits-services under center and state lists-elections-ammendments-temporary, transitional and special provisions-schedules

UNIT III : Legislature function 9 hrs

Lok sabha-Rajya sabha-parliamentary committees and their functions-legislative assembly-legislative council, ward counselorselection commission-election schedules-norms for candidates-political parties formation and rules-duties of an elected representative-legislative bills, ordinances and laws

UNIT IV : Executive of nation and states 9 hrs

President, Prime minister, council of ministers, governor, chief minister, panchayat president-duties of the executive members

UNIT V : Judiciary in India 9 hrs

Role of judiciary-judicial review-structure of judicial organisation-Litigation process-appeal process-contempt of court-evidence and its presentation-perjury and false witness-role of police-civil and criminal cases

TOTAL : 45 hrs

Reference Books:

1. Austin, Granville, (1999), "The Indian Constitution: Cornerstone of a Nation", Oxford Publishing
2. Rajeev Bhargava, (2009), "Politics and Ethics of the Indian Constitution", Oxford Publishing
3. Ambedkar, B R, The Government of India, (2016), "The Constitution of India", Samyak Prakashan
4. Patil, S H (2016), "The Constitution,. Government and Politics in India", Vikas Publishing House
5. Madhav Khosla, (2012), "The Indian Constitution", 1st Ed, Oxford Publishing

**18GD06
COMPLETE WORKS OF SWAMI VIVEKANANDA**

3 0 0 3

UNIT I : Volume 1 & 2 9 hrs

Address at parliament of religions-karma yoga-raja yoga-lectures and discourses-work and its secret-the powers of the mind-hints on practical spirituality-bhakti or devotion-jnana yoga-practical Vedanta and other lectures

UNIT II : Volume 3 & 4 9 hrs

Bhakti yoga-para bhakti-lectures from Colombo to almora-buddhistic India-addresses on bhakti yoga-writings prose-writings poemslectures and discourses

UNIT III : Volume 5 & 6 9 hrs

Interviews-questions and answers-conversations and dialogs-sayings and utterances-lectures and discourses

UNIT IV : Volume 7 & 8 9 hrs

Inspired talks-conversations and dialogs-notes of class talks and lectures-lectures and discourses-sayings and utterances

UNIT V : Volume 9 9 hrs

Letters(fifth series)-Lectures and discourses-notes of lectures and classes-conversations and interviews-sayings and utterances

TOTAL : 45 hrs

Reference Books:

1. Swami Vivekananda, (2001), "Selections from Complete Works of Swami Vivekananda", Advaita Ashrama
2. Swami Vivekananda, (1947), "The Complete Works of Swami Vivekananda", Advaita Ashrama
3. Swami Vivekananda, (2011), "Work and its Secret", Advaita Ashrama
4. Swami Vivekananda, (2010), "To the youth of India", Advaita Ashrama
5. Swami Vivekananda (2009), "Personality Development", Advaita Ashrama

**18GD07
TOTAL QUALITY MANAGEMENT**

3 0 0 3

UNIT I : Introduction to Quality Management **9 hrs**

Quality definition-Quality gurus and their principles: Deming, Juran and Crosby-total quality management-importance of quality efforts-quality maturity-service quality

UNIT II : Quality planning **9 hrs**

Quality policy-quality organization-ISO 9000 principles and documents-ISO certification process-extended ISO certifications-quality awards

UNIT III : Quality control tools-Design **9 hrs**

Quality function deployment-Failure mode effect analysis-design for six sigma

UNIT IV Quality control tools-process and acceptance sampling **9 hrs**

7 tools of quality control-7 quality management tools-acceptance sampling for variables and attributes

UNIT V Quality Improvement tools **9 hrs**

Kaizen principles-PDCA, 5S, TPM, Six sigma organization and process

TOTAL : 45 hrs

Reference Books:

1. Besterfield et al, (2015), "Total Quality Management", 4th Edition, Pearson Ed
2. Poornima M Charantimath, (2017), "Total Quality Management", 3rd Edition, Pearson Ed
3. Arora, K C, (2013), "Total Quality Management", S K Kataria and Sons
4. Joseph Defeo (2016), "Juran's Quality Handbook: The complete guide to Performance Excellence", 7th Edition, McGraw Hill Ed
5. Tague, Nancy.R, (1995), "The Quality Toolbox", ASQC Quality Press

**18GD08
HEALTH, FITNESS AND
NUTRITION FOR MANAGERS**

3 0 0 3

UNIT I : Communicable diseases **9 hrs**

Dimensions of health, determinants of health, agent factors, host factors, environmental factors, modes of transmission, prevention of communicable diseases

UNIT II : Noncommunicable diseases **9 hrs**

Risk factors and prevention of obesity, hypertension, diabetes, coronary heart disease, stroke, cancer, accidents

UNIT III : Healthy practices **9 hrs**

Personal hygiene, proper disposal of solid waste, first aid, stress management, sleep, informing other team members to be healthy

UNIT IV : Nutrition **9 hrs**

Balanced diet, nutritional requirements, nutritional content of foods, nutritional factors in selected diseases like cardiovascular disease, diabetes, cancer, obesity

UNIT V Physical fitness **9 hrs**

Role of physical fitness in maintenance of good health and avoidance of diseases, Types and duration of physical activity

TOTAL 45 hours

Reference Books:

1. Park K, (2017), Park's Textbook of Preventive and Social Medicine, M/s Banarsidas Bhanot Publishers, 24th edition
2. World Health Organization, (2015), Factsheet No. 394 Available from : <http://www.who.int/mediacentre/factsheets/fs394/en/> (accessed on 07-02-2018)
3. World Health Organization, (2010), Global recommendations on physical activity for health

**18GD09
ARCHAEOLOGY AND
ANTHROPOLOGY FOR MANAGEMENT**

3 0 0 3

UNIT I : Introduction to Archeology **9 hrs**

What is Archaeology? History of Archaeology, Science in Archeology

Uncovering the past Pre-History - Old World Civilizations - Mesopotamia, Indus Valley, Medo Persian Egyptology, Greece, Rome

UNIT II : Basics of Archeological **9 hrs**

Radio carbon dating - Field Survey methods - Remote sensing - Excavation Methods - Site formation process - Timeline Analysis

UNIT III : Introduction to Anthropology **9 hrs**

Human Evolution: Biological and Cultural - Concept of culture-communication and human body language

UNIT IV : Cultural Variations **9 hrs**

Social stratification: Class, Ethnicity and Racism, Marriage & Family Political life: Social order Religion, cult & Magic, Arts

UNIT V : Applied and Practicing Anthropology **9 hrs**

Ethics, Cultural resource Management, Global social problems - crisis management-Natural disasters, famine, crime, terrorism

TOTAL : 45 hrs

Reference Books:

1. Ember & Ember 2008, Anthropology. New Delhi: Pearson Prentice Hall of India Private Limited.
2. Kottak, Conrad Phillip. Anthropology: The Exploration of Human Diversity. 11th Edition
3. Archaeology: a very short introduction by Paul Bahn, Oxford University Press
4. The Archaeology book (wonders of creation) by David Down
5. Archaeology: the conceptual challenge by Timothy A. Install

**18GD10
QUALITATIVE RESEARCH:
TOOLS AND TECHNIQUES**

3 0 0 3

UNIT I : Qualitative Research Framework **9 hrs**

Introduction, History of qualitative research, Essential features of qualitative research, Relevance of qualitative research in management, Linking quantitative and qualitative research, The five

approaches in qualitative research - Phenomenology, Grounded theory, Narrative research, Ethnography, Case study research

UNIT II : Qualitative Research Design **9 hrs**

Theories underlying qualitative research, Epistemological background – Construction and understanding of texts, Research process, Research questions, Types of data used in qualitative research, Data collection methods, Theoretical sampling and sample size determination in qualitative research

UNIT III : Collection, Analysis, Interpretation and Reporting In Qualitative Research **9 hrs**

Data collection, Interviewing, Observation, Collecting verbal data, Focus groups, Coding and categorizing of data, Data Analysis techniques, Interpreting qualitative data, Writing qualitative research reports, Standards of validity in a qualitative study

UNIT IV : Computer Assisted Qualitative Data Analysis (Caqdas) **9 hrs**

Types of software for qualitative analysis, Choosing the right software, Introduction to Transana, Overview of Transana, Understanding data organization in Transana, Creating keywords for analysis, Adding text, audio and video clips to Transana.

UNIT V : Using Transana For Analyzing Qualitative Data **9 hrs**

Transcribing videos , Synchronizing video and transcript, Coding and analyzing text, audio and video clips, Creating and customizing maps, graphs and reports, Using Transana for presentations

TOTAL : 45 hrs

Reference Books:

1. Sharan B. Merriam and Elizabeth J. Tisdell (2015), 'Qualitative Research: A guide to design and implementation', 4/E, Jossey-Bass Adult and Higher Education Series.
2. Uwe, Flick (2014), 'An Introduction to Qualitative Research', 5/E, Sage Publications
3. John W.Creswell (2012), 'Qualitative Inquiry and Research Design: Choosing among five approaches', 3/E, Sage Publications.

4. Monique Hennink, Inge Hutter and Ajay Bailey (2011), 'Qualitative Research Methods', 1/E, Sage Publications.
5. Michael Quinn Patton (2002), 'Qualitative Research and Evaluation Methods', 3/E, Sage Publications.

18GD11

LEAN TOOLS AND MANAGEMENT SYSTEMS

3 0 0 3

UNIT I : Lean Introduction 8 hrs

Introduction, background, and lean thinking, rules of Gemba, 3 M, Seven Wastes, VA and NVA, principles of flow

UNIT II : Cellular Manufacturing 10 hrs

Implementation Procedure, Layout modification, Single piece flow Vs Batch Production, TAKT/ Cycle time / balancing the line,

UNIT III : Value Analysis and Office administration 10 hrs

Value Stream Mapping, Video Analysis, Visual Management, Mistake Proofing, quick changeover ,5S

UNIT IV : TPM & Inventory 10 hrs

Total Productive Maintenance, Kanban, Inventory Management, Kaizen/A3

UNIT V : Training Within Industry 7 hrs

Scientific problem solving-PDCA cycle, SDCA cycle, human and method problems, TWI – Introduction - Job Instruction, Job Relations, Job Methods, TWI and flow, follow up initiatives

TOTAL : 45 hrs

Reference Books:

1. Masaaki Imai (2012), Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, McGraw-Hill Education Second Edition
2. Jeffrey Liker and David Meier (2007), 'Toyota Talent: Developing Your People the Toyota Way', Tata McGraw Hill.
3. Jeffrey Liker and David Meier (2005), 'The Toyota Way Fieldbook', Tata McGraw Hill.

4. Mike Rother (2009), 'Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results', Tata McGraw Hill.
5. James P. Womack and Daniel T. Jones (2003), 'Lean Thinking: Banish Waste and Create Wealth in Your Corporation', Free Press.

18GD12

PROJECT MANAGEMENT

3 0 0 3

UNIT I : Project Introduction 8 hrs

Project Management framework : Project Management, Program Management, Portfolio Management, Organizational Structures, and Project Life Cycle

UNIT II : Managing scope 10 hrs

Integration Management: Charter, PM Plan, Change Control, Scope Management: Collect requirements project Scope, WBS, Validate and control scope

UNIT III : Estimating time and cost 10 hrs

Estimating Time and Cost: Activities, Schedule, Estimation of resources and estimate duration, PERT, CPM, Estimate cost, Determine budget and control cost, Earned Value Management

UNIT IV : Managing Quality & HR 7 hrs

Quality Management - Assurance, quality control, HR Management – Plan, Acquire, Develop, Manage HR

UNIT V : Managing Risk, Procurement & Stake holders expectations 10 hrs

Communication management, Risk Management- Identification of risk, quantitative and qualitative risk analysis, risk response Procurement Management – Plan Conduct, control and close, managing stake holders Expectations

TOTAL : 45 hrs

Reference Books:

1. Project Management Institute (2017), 'A Guide to the Project Management Body of Knowledge', 6/E, PMI.

2. Andrew Stellman (2014), 'Head First PMP', 3/E, Shroff Publishers.
3. Harish (2012), 'Practice Exercises for PMP', Create space, Amazon.
4. Rita Mulcahy (2014), 'PMP Exam Prep: Rita's Course in a Book for Passing the PMP Exam', 8/E, RMC Publications Inc.
5. Kim Heldman (2013), 'PMP: Project Management Professional Exam Study Guide', 7/E, Wiley.

**18GD13
OPERATIONS MODELLING AND SIMULATION**

3 0 0 3

UNIT I : Process and Simulation – A preamble 9 hrs

Business Process- Constituents of a process- Basic tools for process design- Introduction to Simulation- Steps in a Simulation Study

UNIT II : Monte-Carlo simulation technique 9 hrs

Discrete event simulation – Random number tables- Random number generation –Testing of randomness by Wald-Walfowitz run test- Manual problems in Queuing, Quality- Control chart –Project management –general applications

UNIT III : Application of Probability distribution in simulation 9 hrs

Histogram-Uniform, Normal and Exponential distribution modeling- Test of Normality – Goodness of fit – Kolmogorov Smirnov test - Supply chain– Outbound and Inbound logistics- spread sheet solutions

UNIT IV : Simulation of Inventory management problems 9 hrs

Periodic Review model-Continuous review model- Coupling inventory – Software applications

UNIT V : Assessing the alternative models 9 hrs

Analysis of variance Technique –Waiting line model strategies- Manufacturing Process strategies

TOTAL : 45 hrs

Reference Books:

1. David Hartvigsen, (2008), Simquick: Process Simulation with Excel, Prentice Hall, 2nd Edition,
2. Jerry Banks et al (2006), Discrete event simulation, Pearson education
3. Harrington H James, Tumay Kerim (2009), Simulation Modeling Methods, Tata McGraw Hill
4. Shkelzen Cakaj (2010)– Intech Modeling Simulation And Optimization: Focus On Applications
5. Averill M. Law and W. David Kelton (2000), Simulation Modeling And Analysis, , McGrawHill 3/E

**18GD14
MATERIALS MANAGEMENT**

3 0 0 3

UNIT I : Introduction 6 hrs

Materials Management – Evolution – Importance – Scope and Objectives – Interface with other functions

UNIT II : Master Data 10 hrs

Material – Vendor – Purchasing Scenarios -MM Master Data Creation – Vendor Master Data – Material Master – Purchasing Information Record

UNIT III : Procure to Pay 13 hrs

Procure to Pay Process – Purchase Requisition – Release procedure for purchasing requisitions – Purchasing info record - Requisition Sourcing – Source List – Quota Arrangement – Source Determination – Internal Sourcing – Outline Agreement - Pricing Procedure – Taxes – Vendor Evaluation – Confirmation – Messages – Partners - Request for Quotation – Quotation from Vendor – Evaluate quotations on price – Reject quotations – Create Purchase Order Referencing an RFQ – Display Purchase Order

UNIT IV : Goods Receipt 8 hrs

Create Goods Receipt for Purchase Order — Material Movements -

Verify Physical Receipt of Goods - Create Invoice Receipt from Vendor
– Display Purchase Order History

UNIT V : Invoice Receipt **8 hrs**

Create Invoice Receipt from vendor - Post Payment to vendor –
Display Vendor Line items – Display Purchase Order History

TOTAL : 45 hrs

Reference Books:

1. Agrawal P.K. (2014), "SAP MM Inventory Management : Technical Reference and Learning Guide", PHI.
2. Martin Murray (2014), "Materials Management with SAP® ERP", 3/E, Shroff/SAP Press.
3. Mukesh Shukla (2012), "SAP Materials Management", 2/E, McGraw Hill Education (India) Private Limited.
4. Kogent Learning Solutions Inc (2010), "SAP MM: Covers SAP ECC 6.0, Black Book", Dreamtech Press.
5. Rajesh Vyas (2010), "SAP MM: Complete Reference to Implementation / Customization", Create Space Independent Publishing Platform.

**18GD15
PRODUCTION PLANNING**

3 0 0 3

UNIT I : Introduction **6 hrs**

Role and Importance of PPC in various manufacturing systems -
Functions of PPC - Capacity Planning - Estimating - Routing - Loading
- Dispatching – Expediting

UNIT II : Master Data **10 hrs**

Material – Bill of Material – Single/Multi/Variant BOM – BOM Item
Categories – Routing – Work Center – Product Group

UNIT III : Processes **13 hrs**

Material Planning – Production Planning and Execution – Forecasting
– Sales and Operations Planning – Demand Management – Planning
Strategies (MTS/MTO) – Master Production Schedule (MPS) –
Material Requirement Planning (MRP) – Lot Sizing – Procurement
Type - Manufacturing Execution Process – Production Order –
Production Order – Schedule – Release – Availability

Check – Schedule and Release – Shop Floor Documents – Material
Withdrawal – Confirmations – Good Receipt – Order Settlement

UNIT IV : Execution **8 hrs**

Create Consumption Values for Finished Product – Change Routing –
Create Sales and Operations Plan – Transfer Sales and Operations
Plan to Demand Management – Review Demand Management – Run
MPS with MRP – Review Stock/Requirements List

UNIT V Orders and Settle Costs **8 hrs**

Convert Planned Order into Production Order – Receive Goods in
Inventory – Issue Goods to Production Order – Review Production
Order Status – Confirm Production Completion – Receive Goods from
Production Order – Review Costs Assigned to Production Order –
Settle Costs of Production Order

TOTAL : 45 hrs

Reference Books:

1. Asap World Consultancy (2011), "Administering SAP R/3: The Production and Planning Module", Prentice-Hall.
2. Mukhopadhyay, S. K. (2013), "Production Planning and Control: Text and Cases", 2/E, PHI Learning Pvt. Ltd.
3. Jorg Thomas Dickersbach (2007), "Production Planning and Control with SAP", 2/E, SAP Press.
4. Balla J and Layer F (2010), "Production Planning with SAPAPO", 2nd New Edition, SAP Press.
5. Shaun Snapp (2013), "Constrained Supply and Production Planning in SAP", SCM Focus.

**18GD16
INFORMATION SECURITY MANAGEMENT**

3 0 0 3

Unit I : Network Security **9 hrs**

Telecommunications and Network Security - Securing the Grid -
Attacks in Mobile Environments

Unit II : Security Governance 9 hrs

Information Security Governance and Risk Management - Security in the Cloud - Digital Rights Management - Policies, Standards, Procedures, and Guidelines - Security Awareness Training

Unit III : Security in Software Applications 9 hrs

Application Development Security - Application Issues - Systems Development Controls – Security in the Software Development Life Cycle

Unit IV : Cryptography 9 hrs

Cryptography Concepts, Methodologies, and Practices - Cloud Cryptography - Security Architecture and Design - Security Models, Architectures, and Evaluation Criteria - Identity and Access Management Architecture

Unit V : Data Storage Security 9 hrs

Data Storage and Network Security - Legal, Regulations, - Information Law- Investigations - Major Categories of Computer Crime – Compliance

TOTAL : 45 hrs

Reference Books:

1. Thomas R. Peltier, 'Information Security Fundamentals', Second Edition, Auerbach Publications, 2017
2. Richard O'hanley, James S. Tiller, 'Information Security Management Handbook', Sixth Edition, Volume 7, Auerbach Publications, 2013
3. Andy Taylor, David Alexander, Amanda Finch, David Sutton, 'Information Security Management Principles', BCS, The Chartered Institute For It, 2013
4. Whitman, 'Principles of Information Security', Cengage Publications, 2012
5. Nina Godbole, 'Information Systems Security: Security Management, Metrics, Frameworks and Best Practices', Wiley India Publications, 2012

**18GD17
E-BUSINESS MODELS**

3 0 0 3

Unit I: Introduction to E-Business Models 9 hrs

Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises - B2C - B2B - C2C - P2P – MCommerce - Business Models in Emerging E-commerce areas

Unit II: E-Commerce Infrastructure 9 hrs

Internet Environment for E-Commerce - Providers and Vendors of E-Business Software; E-Business Enabling Technologies

Intranet and Extranet for E-Commerce; Identification and Tracking Tools for E-Commerce; Overview of Internet

Bandwidth and Technology Issues - Electronic Data Interchange (EDI) to E-Commerce - EDI; 4.3UN/EDIFACT Standard

Unit III: Payment and Security 9 hrs

E-commerce security environment - Security threats - Technology solutions - Encryption methods - Policies and Laws Credit Card Transactions - B2C Digital Payment Systems - B2B Payment Systems

Unit IV: Legal Issues 9 hrs

Paper Document vs. Electronic Document - Legal Issues for Internet Commerce- Technology for Authenticating Electronic Document - 2 Laws for E-Commerce in India - EDI Interchange Agreement

Unit V: Retailing and On-Line Publishing 9 hrs

On-line retail industry dynamics - On-line mercantile models from customer perspective - Management challenges in on-line retailing - On-line publishing approach from customer prospective - Supply chain management fundamentals - Intranets and Supply Chain Management - Managing retail supply chains - Supply chain Application Software

TOTAL : 45 hrs

Reference Books:

1. Kenneth C Laudon and Carol Guercio Traver, E-Commerce – Business, Technology, Society, 10/e, Pearson Publication, 2016
2. Dave Chaffey, 'E-Business and E-Commerce Management: Strategy, Implementation and Practice', 5e, Prentice Hall, 2013

3. Joseph P T, E-Commerce: An Indian Perspective, 5e, PHI Publications, 2015
4. David Whiteley, E - Commerce: Strategy, Technologies and Applications, Indian Edition, McGraw Hill Publications, 2017
5. Francisco J.Martinez-Lopez, 'Handbook of Strategic e-business Management', Springer Publications, 2014

**18GD18
BUSINESS ANALYTICS**

3 0 0 3

Unit I : Introduction 9 hrs

Business Analytics – Big Data – Data Science – Framework for Business Analytics – Decision Making using Data Analysis

Unit II : Data Exploration and Visualization 9 hrs

Introduction to Data Pruning, Cleaning and Visualization, Preprocessing the Missing Values & Outliers in Data, Difference between Extreme values and Outliers, Data Standardization Vs Data Normalization, Impact of noise in Data. Graphical Representation of Data, Multiple Graphical Options: Box plot, Scatter plot, Histogram, Bar plot & Correlation Plot, Exploratory Data Analysis (EDA) & Descriptive Analysis, Visual Analytics with Case Studies.

Unit III: Predictive Analytics 9 hrs

Multiple Linear Regression, K-Nearest Neighbours (k-NN), Decision Trees, Logistic Regression, Neural Networks, Evaluating Predictive Models

Unit IV: Descriptive Analytics 9 hrs

Association Rules and Collaborative Filtering, Cluster Analysis, Sequence Rule, Segmentation

Unit V: I Data Analytics 9 hrs

Social Network Analysis, Social Media Analytics, Web Analytics using Case Studies

TOTAL: 45 hrs

Reference Books:

1. Galit Shmueli, Peter C Bruce, Nitin R Patel, 'Data Mining for Business Analytics – Concepts, Techniques and Applications', Wiley Publications, 2016
2. Bart Baesens, 'Analytics in a Big Data World – The essential guide to Data Science and its Applications', Wiley Publications, 2018
3. James Evans, 'Business Analytics', 2nd Edition, Pearson Publications, 2018
4. Sandhya Kuruganti, Hindol Base, 'Business Analytics- Applications to Consumer Marketing', McGraw Hill Education, 2017
5. Antonios Choriantopoulos, 'Effective CRM using Predictive Analytics', Wiley Publications, 2016

**18GD19
MANAGEMENT INFORMATION AND
DECISION SUPPORT**

3 0 0 3

Unit I : Introduction to Information Systems 9 hrs

Information Systems in Global Business - Globalization Challenges and Opportunities – The Emerging Digital Firm – Dimensions of Information Systems - Business Process and Information Systems – Types of Information Systems – Executive Support Systems for Senior Management – Systems that span the Enterprise – Enterprise Applications – Information Systems function in Business

Unit II : Databases and Information Management 9 hrs

Database approach to Data Management – Using databases to improve business performance and decision making – Business Intelligence – Multidimensional data analysis and data mining – Databases and web – Ensuring data quality and security

Unit III : Enterprise Applications 9 hrs

Business value of enterprise systems – Supply chain management systems – Global supply chains and internet – Customer Relationship

Management Systems – Operational and Analytical CRM – Business value of Customer Relationship Management Systems – Next-generation enterprise applications

Unit IV Decision making and information systems 9 hrs

The decision making process – Systems for decision support – Decision Support Systems – Data visualization and Geographic Information Systems – Web based Customer Decision-Support Systems – Group Decision-Support Systems – Executive Support Systems

Unit V Managing Global Systems 9 hrs

The growth of International Information Systems – Organizing International Information Systems – Reorganizing the Business – Managing Global Systems – Technology issues and opportunities for Global Value Chains – Software Localization

TOTAL: 45 hrs

Reference Books:

1. Kenneth C Laudon, Jane P Laudon, 'Management Information Systems - Managing the Digital Firm', 14e, Pearson Publication, 2016
2. James O Brien, George M Marakas, 'Management Information Systems', 10e, McGraw Hill Publication, 2017
3. D P Goyal, 'Management Information System – Managerial Perspective', 4e, Vikas Publishing House, 2014
4. "Waman S Jawadekar, Management Information Systems: A Global Digital Enterprise Perspective, 5e, McGraw Hill Publications, 2017
5. Gordon Davis and 'Margrethe Olson, Management Information System: Conceptual Foundations - Structure and 'Development, 2e, McGraw Hill Publications, 2017

18GD20

BUSINESS PLAN – A LEAN BUSINESS CANVAS

3 0 0 3

UNIT I : Introduction 9 hrs

Business Model Canvas- Parts of the Business model canvas-Idea Generation- Minimum Feature Set- Value proposition- Customer Segmentation - relevant customer demographics

UNIT II : Market Research 9 hrs

Market Research-Market opportunity-Market size-Growth rate-Growth potential-Market trends-Customer loyalty-Opportunities Location- Channel

UNIT III : Product 9 hrs

Product development-Product/service-Manufacturing-mode of sales-Sales process , concept, prototype, Product Road Map, existing & likely competition ,barriers to entry for new competitors, key distribution and technology partners

UNIT IV : Financing 9 hrs

Revenue Model-Raising money- Seed funding- Funding options-IP process- Financial metrics

UNIT V: The Pitch 9 hrs

Preparing the pitch

TOTAL : 45 hrs

Reference Books:

1. Fisher Steven and Duane Ja-Nae,2016,The Startup Equation, Mc Graw Hill Education, Edition 1
2. Steve Blank, "What's a Startup? First Principles," <http://steveblank.com/2010/01/25/whats-a-startup-first-principles/>
3. Joyce, Alexandre, and Raymond L. Paquin. "The triple layered business model canvas: A tool to design more sustainable business models." Journal of Cleaner Production 135 (2016): 1474-1486.
4. <http://www.startuplessonslearned.com/2009/08/minimum-viable-product-guide.html>

18GD21

YOGA

3 0 0 3

Unit I: 9 hrs

Yoga –Purpose of of yoga -History of Yoga – types of Yoga – bhakthi yoga- karma yoga – raja yoga- Gnana Yoga- eight steps in Raja Yoga – what is Temple - physical health & mind

Unit II: **9 hrs**
Pranayama- pooraga- kumbhaka-rechaka-breathing exercise and sudharchana kriya-varamakalai- varamakalai and pranayama – Division in Varmakalai

Unit III: **9 hrs**
Food – Food limit Yoga-Food habits – kinds of food with characters - Fasting – Types of Fasting –full Fasting – Partial Fasting – Fasting with Some Food- Special Treatments in Naturopathy –Banana leaf bath-mudbath-sunbath

Unit IV: **9 hrs**
Rejuvenating of Life Force –transformation into seven minerals –Importance of Sexual Vital Fluid – Kayakalpa- importance of Kayakalpa – Live of siddhas (Jeevan Mukthi)-jeevan Samadhi places of Sanctity – mind – Frequency of Mind waves and Functions – stages of Mind's Functions – Three type of Consciousness – meditation

Unit V: **9 hrs**
Introduction of Asanas - General Benefits of Asana – Conducive conditions for asana Surya Namaskar- Types of Asanas – standing postures – sitting postures –lying on stomach – lying on back – mudhars - Exercises for Hands and arms- Leg exercise- Breathing exercise – eye exercises – Kalapathy – Makarasanam- Massage- Acupressure- Relaxations

TOTAL : 45 hrs

Reference books:

1. The Spirit and Practice of Moving Through Stillness by Erich Schiffmann
2. Insight Yoga by Sarah Powers
3. Yoga Mind, Body & Spirit -A Return to Wholeness by Donna Farhi
4. The Yoga Bible by Christina Brown
5. Light on Yoga by B.K.S. Iyengar

18GD22

FAMILY BUSINESS MANAGEMENT

3 0 0 3

Unit I: Introduction **9 hrs**
The Nature of Family Business- Great Family Business -Family

business vs non-family businesses-Constituents of a family business-Building Trust and Commitment-Family and business subsystem-Three Circle Model of Family Business–Ownership System – Family business lifecycle

Unit II: Managing Family coordination **9 hrs**

Join or not to join the family business-Coordination between family members- Interpersonal relationships- Participating family members vs Non-participating family members -Balanced Approach- Women in Family Business – Husband and Wife teams – In-laws – Multifamily ownership – Non family Employees

Unit III: Succession **9 hrs**

Ownership of an Enterprise Built to Last- creating value with unique family business models Next Generation - Transfer of Power-Harmony in family- Selecting the right successor- Grooming Successors- Who to choose? – What if no one fits the bill? – Preparing the next generation managers and leaders- In-house training and development – the next generation's perspective – succession on older family business – second to third generation , third to fourth and beyond -New generation – new system – new culture

Unit IV: Conflict Resolution **9 hrs**

Complexity in sibling partnership – Cousin collaboration- Gender diversity- Family Council – Family Assembly- Constitution, Stage, Size, Activities, Membership -Family shareholder agreements - Rules of communication- Communicating through emotional boundaries

Unit V: Leadership and Governance **9 hrs**

Leadership Styles – Dual Role of Chairman and CEO -leadership role - duties and responsibilities -Board of Directors - Structure, role and composition of the board of directors in a family business - Advisory Board - Independent Directors - Boards Vs Independent advisors /consultants – Estate planning-Framework for governance - Policy Making for Governance - Governance as a tool for conflict prevention and resolution- - Governance Challenges – Steps to overcome resistance to governance

TOTAL : 45 hrs

Reference Books:

1. Family Business, 3rd Edition, Ernesto J. Poza, ISBN # 0-324-59769-x, Thomson South-Western, 2010. (Bookstore)

2. Carlock, R.S., & Ward, J.L. (2001). Strategic planning for the family business: Parallel planning to unify the family and business. London: Palgrave.
3. Family Business as Paradox, Amy Schuman, Stacy Stutz and John L Ward, Palgrave Macmillan, 2010.
4. Hisrich D.Robert & Peters P.Micheal (2007), "Entrepreneurship", Irwin Mc Graw – Hill Inc , Boston 6th Edition

**18GD23
NEGOTIATION – THEORY AND PRACTICE**

3 0 0 3

UNIT I: Introduction to Negotiation

8 hrs

The Five Elements of Negotiation: Parties and their interests – Interdependency - Common goals – flexibility- Decision-making ability- Negotiation model - Needs and Motivation in different phases of negotiation model.

UNIT II: Communication in Negotiation:

8 hrs

Basic models and distortion of communication - Improving communication during negotiation - Essentials of listening skills and body language in negotiation - Special communication considerations at the close of negotiations – Perception - Framing cognitive biases in negotiation - Managing misperceptions and cognitive biases – Mood - Emotion and negotiation

UNIT III: Styles of Negotiation

12 hrs

Distributive bargaining situation - Tactical tasks - Positions taken during negotiation - Commitment and closing the deal - An overview of integrative negotiation - Key steps in integrative negotiation process - Factors that facilitate successful integrative negotiation - Understanding people behavioral styles - Five musts for building powerful team - Team dynamics - Signs of team trouble - Managing negotiating team

UNIT IV: Major influencing factors in Negotiation:

12 hrs

Leveraging power from BATNA - Sources of power - Power and persuasion - Dealing with people who have more power - Ethics in negotiation - Four approaches to ethical reasoning - Understanding cultural differences - Conceptualizing culture and negotiation - Negotiation issues sensitive to culture - Gender issues in negotiation

UNIT V: Sales Negotiation:

5 hrs

Communication challenges faced by sales persons - Pre-sales communication modes - Problems in facilitating sales interaction - Seller and buyer tactics during negotiation

TOTAL : 45 hrs

Reference Books:

1. Roy, J. Lewicki, David, M. Saunders and Bruce Barry (2015), "Negotiation", Tata Mcgraw Hill Education, 6th edi.
2. Corvette (2015), "Conflict Management: A Practical Guide to Developing Negotiation Strategies", Pearson Education, 1st edi.
3. George Siedel (2014), "Negotiating for Success: Essential Strategies and Skills", Van Rye Publishing.
4. Michael Wheeler (2013), "The Art of Negotiation: How to Improvise Agreement in a Chaotic World", Simon and Schuster.
5. Michael, L. Spangle and Myra Warren Isenhardt (2008), "Negotiation-Communication for Diverse Settings", Sage Publications India Pvt., Ltd.

ONLINE COURSES

ONLINE COURSES

18GL01 EFFECTIVE PROBLEM SOLVING AND DECISION MAKING

UNIVERSITY OF CALIFORNIA

<https://www.coursera.org/learn/problem-solving>

INTRODUCTION TO PROBLEM SOLVING: Decision Making and Problem Solving in Organizations -Types of Problems-Categories of Problem Solving

CHARTS AND DIAGRAMS: Pareto Chart - Cause and Effect Diagram-Histograms

DECISION MAKING METHODS: Group Decision Making-Decision Methods- Consensus and Ethical Decisions

IMPLEMENTING DECISIONS: Basing Decisions on Information - Control Charts- Implementing Decision Results

18GL02 SUCCESSFUL NEGOTIATIONS

UNIVERSITY OF MICHIGAN

<https://www.coursera.org/learn/negotiation-skills>

INTRODUCTION AND OVERVIEW: Course Goal-Game Plan-Course Focus

PREPARE: PLAN YOUR NEGOTIATION STRATEGY: Position-based or interest-based Negotiation-Dispute or Deal Making

Negotiation-Analyzing the Negotiation-BATNA- Cross-Culture negotiations-Ethical Issues and Standards-Agents

NEGOTIATE: USE KEY TACTICS FOR SUCCESS: Getting to know the other side and using power in negotiation-Psychological tools

CLOSE: CREATE A CONTRACT: Contract Laws-Creating a contract-Business vs.legal objectives in contracting

PERFORM AND EVALUATE: THE END GAME: Dispute prevention-ADR concepts and tools-Arbitration- Mediation-Contract Performance and Review-Contract performance Review and evaluation

**18GL03
GAME THEORY**

YALE UNIVERSITY

<http://oyc.yale.edu/economics/econ-159>

INTRODUCTION: Five First Lessons-Putting Yourself into Other People's Shoes-Iterative Deletion and the Median-Voter Theorem-Best Responses in Soccer and Business Partnerships

NASH EQUILIBRIUM: Bad Fashion and Bank Runs-Dating and Cournot- Shopping, Standing and Voting on a Line-Location, Segregation and Randomization

MIXED STRATEGIES IN THEORY AND TENNIS: Mixed Strategies in Baseball, Dating- Paying Your Taxes

EVOLUTIONARY STABILITY: Cooperation, Mutation, and Equilibrium- Social Convention, Aggression, and Cycles

SEQUENTIAL GAMES: Moral Hazard, Incentives, and Hungry Lions

BACKWARD INDUCTION: Commitment, Spies, and First-Mover Advantages-Chess, Strategies, and Credible Threats-Reputation and Duels-Ultimatums and Bargaining

IMPERFECT INFORMATION: Information Sets and Sub-Game Perfection

SUBGAME: Perfect Equilibrium: Matchmaking and Strategic Investments-Wars of Attrition-Cooperation vs. the End Game

REPEATED GAMES: Cheating, Punishment, and Outsourcing

ASYMMETRIC INFORMATION: Silence, Signaling and Suffering Education-Auctions and the Winner's Curse

**18GL04
SERVICES MARKETING - THE NEXT LEVEL**

OPEN LEARNING

<https://www.openlearning.com/courses/BUS832911> and 876597

WHAT IS SERVICES MARKETING: Key differences – IHIP-Expanded Marketing Mix-High v/s Low Contact Services

SERVICESCAPE: Managing physical evidence – The Servicescape-Specific Tactics – colors ambience, space etc.-Design considerations

SERVICE PRODUCT STRATEGY AND SERVICE DELIVERY:
Service Product-Service Branding-Blueprinting

DEVELOPING SERVICES IMC: Positioning-Special Challenges in Services Marketing- General Guidelines for Services Marketing

CUSTOMER EXPERIENCE MANAGEMENT: People Issues – Managing Employees-HR Management – How to Get it Right-Designing an Effective Customer Service Organization

MANAGING CUSTOMERS: Customer Participation-Customer Waits and Queue Management-Introduction into CRM

**18GL05
MEETING CONVENTIONS AND
EVENT PLAN MANAGEMENT**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : Strategic planning

Strategy planning-Purpose of planning- key steps in strategic planning

UNIT II : Project Management

Project charter- project management plan- project scope- WBS- project lifecycle - Models and techniques for effective project management and budgeting

UNIT III : Risk Management

Analyze risk- Develop risk plan relationship between liability and risk management

UNIT IV : Event and food management

Nature, scope, complexity and fiscal requirements of the event- Develop site selection criteria, conduct site inspections, and evaluate potential sites- Food and Beverage Requirements- current trends in food and beverage

UNIT V : Marketing and promotions

Marketing- event stakeholders- marketing strategies- types of promotions

**18GL06
SPORTS LAW**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : U.S. Legal System and Quiz

UNIT II : Risk Management, Agency law, contract law , employment law, constitutional law

UNIT III : Gender Equity, International Property

UNIT IV : Antitrust law

UNIT V : Labor law

**18GL07
SPORT FACILITY DESIGN MANAGEMENT**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : Facility Management

UNIT II : Management theory and HR

UNIT III : Facility planning, design and construction

UNIT IV : Facility systems, operations and maintenance

UNIT V : Facility Preparation and Event Management

**18GD08
SPORT FINANCE**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : Financial issues in sport and financial systems

UNIT II : Time value of money, Bonds and their valuations

UNIT III : Stocks and their valuations and concepts of risk

UNIT IV : Capital budgeting techniques

UNIT V : Financial planning and forecasting

**18GL09
SPORT MARKETING**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : Sport and Marketing Environment

UNIT II : Marketing segmentation and sports branding

UNIT III : Sports product and experiential marketing

UNIT IV : Sponsorships

UNIT V : Future marketers

**18GL10
SPORT ECONOMICS**

**Gardner Webb University,
Godbold School of Business, N Carolina**

UNIT I : Sport Entertainment Consumption and Economics Environment

UNIT II : Labor Market for Sports and Sports Broadcasting rights

UNIT III : The Sports Ethics and sports leagues

UNIT IV : Image and Integrity in Sports

UNIT V : Facilities and franchise and sports public policies

**18GL11
BUSINESS ANALYTICS**

**Wharton School Of Business,
University of Pennsylvania**

<https://www.coursera.org/specializations/business-analytics>

Course 1: Customer Analytics

Course 2: Operations Analytics

Course 3: People Analytics

Course 4: Accounting Analytics

Course 5: Business Analytics Capstone

18GL12
EXCEL SKILLS FOR BUSINESS SPECIALISATION

Macquarie University

<https://www.coursera.org/specializations/excel>

Course 1: Excel skills for business-Essentials

Course 2: Excel skills for business-intermediate I

Course 3: Excel skills for business-intermediate II

Course 4: Excel skills for business Advanced

18GL13
DATA VISUALISATION WITH TABLEAU

University of California Davis

<https://www.coursera.org/specializations/data-visualization>

Course 1: Fundamentals of visualisation with Tableau

Course 2: Essential design principles for Tableau

Course 3: Visual Analytics with Tableau

Course 4: Creating Dashboards and storytelling with tableau

Course 5: Data visualisation with tableau-project

18GL14
BIG DATA SPECIALISATION

University of San Diego, California

<https://www.coursera.org/specializations/big-data>

Course 1: Introduction to big data

Course 2: Big data modelling and management systems

Course 3: Big data integration and processing

Course 4: Machine learning with big data

Course 5: Graph analytics for big data

Course 6: Big data-capstone project

18GL15
**DATA ANALYSIS AND PRESENTATION SKILLS:
THE PWC APPROACH**

<https://www.coursera.org/specializations/pwc-analytics>

Course 1: Data driven decision making

Course 2: Problem solving with excel

Course 3: Data visualisation with advanced excel

Course 4: Effective business presentations with powerpoint

Course 5: Data analysis and presentation skills: the PwC approach final project

18GL16
NCFM BANKING SECTOR MODULE

Introduction to Banking

Fundamental role and evolution - Banking structure in India -Licensing of banks in India - Branch licensing -Foreign Banks -Private Banks – Capital and Voting rights -Dividend -Corporate Governance

Banking and the Economy

Cash Reserve Ratio (CRR) - Statutory Liquidity Ratio (SLR) - Repo and Reverse Repo- Open Market Operations - Security Valuation-Capital Account Convertibility

Bank Deposits, Nomination and Deposit Insurance

Kinds of deposits - Joint accounts -Nomination - Closure of deposit accounts -Deposit insurance

Other Banking services

Fund-based services - Non-Fund based services -Money Remittance Services -Banking Channels

Bank – Customer Relationship

Roles of Banks -Bankers' obligation of secrecy

Security Creation

Pledge - Hypothecation -Mortgage - Assignment

NPA and Securitisation

Non-Performing Assets -NPA categories -NPA Provisioning Norms - SARFAESI Act

Understanding a Bank's Financials

Balance Sheet - Profit and Loss account -CAMELS framework

BASEL Framework -Regulatory Framework

18GL17

NCFM EQUITY RESEARCH ADVANCED MODULE

Introduction:

Overview - Market Participants- Types of Research: Buy side research and Sell side research - Role of an Analyst - Concept of Alpha

Reading Financial Statements:

Annual Report Overview -Profit & Loss Statement, Balance Sheet, Cash Flow Statement.

Stages of the qualitative analysis process - EIC framework - Economic Cycles - Key Economic Factors - Stock Indices - Specific Industry Analysis - Analysing the business, Revenue drivers, competitors, Management team.

Ratios:

Ratio Analysis – profitability ratios – Return Ratios – Liquidity ratios – Activity Ratios – Solvency ratios – Valuation ratios

Valuation:

Valuation – definition and Need – DCF – Relative valuation.

18GL18

NCFM INSURANCE MODULE

Introduction to Insurance -Definition of Insurance - Concept of Insurance / How insurance works - Insurance Act, 1938 - Insurance Regulatory and Development Authority (IRDA)- Insurance Advertisements and Disclosure Regulations, 2000 - Protection of Policy Holders Interest Regulations, 2002- Third Party Administrators (TPA)

Fundamentals of Risk Management - Definition of Risk - Classification of Risks - Definition of Risk Management - Stages of Risk Management

Insurance Contract, Terminology, Elements and Principles - Contract

Terminology -Elements of a Valid Contract – Offer and Acceptance, Consideration, Capacity, Legal Purpose - Distinguishing Characteristics of Insurance Contracts - Common clauses and sections in an insurance contract

General Insurance-Classification – Life Insurance & Non-Life Insurance - Types of Property Insurance - Fire Insurance, Marine Insurance, and Various types of Engineering Insurance.- Contractor's All Risks (CAR) Insurance - Marine cargo insurance - Features of motor insurance - Burglary insurance - Money insurance

Personal and Liability Insurance - Personal Insurance - Medclaim Policies Group Medclaim policy - Personal Accident Insurance (PA) - Liability Insurance - Employers Liability Insurance - Public Liability Insurance - Professional Indemnity Insurance - Product Liability Insurance

Financial Planning and Life Insurance- Financial Planning - Ratios as a tool for financial analysis - Definition of Life Insurance - Law of large numbers - Principles of Insurance and Life Insurance

Types of Life Insurance Policies - Term Insurance - Types of Term Life Insurance - Whole Life Insurance - Endowment policy - Children's policies - Annuities - Group Insurance - Industrial Life Assurance - Life insurance premium and tax benefits

18GL19

INVESTMENT STRATEGY

Indian School of Business

<https://www.coursera.org/learn/investment-philosophy>

Alternate Assets

Alternate Assets and Hedge funds – types of alternate assets and types of hedge funds

Index Investing

Index Investing – value of passive index- introduction to beta and Alpha

Asset Allocation

Asset Allocation – institute allocation – risk by turtle creek – A modern approach to asset allocation and portfolio construction

Managing Risk

Risk – permanent loss of capital – Fund performance evolution – distributional approach to investing in assets

**18GL20
BEHAVIOURAL FINANCE**

Duke University

Introduction

Introduction to classical economics – utility of money – Omission bias – Expected Utility vs Prospect Theory

Probability

Problems with probability – Probability weighting – relative probabilities – The availability heuristic – Framing – Loss aversion

Money Management

Money Management – Introduction to financial decision making – Market bubbles and Crashes

**18GL21
PERSONAL AND
FAMILY FINANCIAL PLANNING**

University of Florida

<https://www.coursera.org/learn/family-planning>

Understanding personal finance – financial security – time value of Money

Personal financial statement and Budgets – Managing the flows – reviewing and analysing the statements

Managing income taxes – credit basics – debt management – credit reports and scores

Managing Risk – Insurance decision making – Introduction to risk management

Investment fundamentals – saving and investing – rules of investing – investing through mutual funds

**18GL22
NSE CERTIFIED CAPITAL MARKET
PROFESSIONAL COURSE**

Macro Economic Analysis

Introduction – inflation and Interest rates – National Income Accounting – Government and fiscal policy – Money and Monetary policy – Financial Markets – regulatory institutions

Fundamental Analysis

Introduction - Fundamental Analysis - Value Investing - Valuation of Stocks - Portfolio Management

Technical Analysis

Introduction to Technical Analysis - Pattern Study – Indicators - Trading Strategies - Trading Psychology & Risk Management

Derivatives

Introduction to Derivatives – Futures – Options – Swaps – Applications of Futures and options – Trading – Clearing and Settlement

**18GL23
NCFM MUTUAL FUND ADVANCED MODULE**

Introduction to Mutual Funds

Mutual Funds – Portfolio Management Schemes – Hedge funds – Venture capital funds

Valuation of Investment by Mutual Fund Schemes

Equity – debt – Real estate – Gold

Mutual Fund Accounting

Accounting for Income and gains – Accounting for expenses – Determining NAV – Accounting for Load

Novel portfolio structures

Index funds – ETD – Arbitrage Funds – Monthly income plans – Fixed Maturity Plans