

Academic Program: PG
Academic Year 2021-22
Scheme & Syllabus
III & IV Semester MBA
Master of Business Administration
Department of Management Studies



**SHRI DHARMASTHALA MANJUNATHESHWARA COLLEGE OF
ENGINEERING & TECHNOLOGY,**

DHARWAD – 580 002

(An Autonomous Institution approved by AICTE & Affiliated to VTU, Belagavi)

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SDM College of Engineering & Technology, Dharwad

It is certified that the scheme and syllabus for III & IV semester M.B.A is recommended by the Board of Studies of Department of Management studies and approved by the Academic Council, SDM College of Engineering & Technology, Dharwad. This scheme and syllabus will be in force from the academic year 2021-22 till further revision.

Chairman BoS & Director-MBA

Principal

SDM College of Engineering & Technology, Dharwad

Department of Management Studies

College Vision and Mission

Vision:

To develop competent professionals with human values.

Mission:

1. To have contextually relevant Curricula.
2. To promote effective Teaching Learning Practices supported by Modern Educational Tools and Techniques.
3. To enhance Research Culture.
4. To involve Industrial Expertise for connecting classroom content to real life situations.
5. To inculcate Ethics and impart soft-skills leading to overall Personality Development.

SDMCET- Quality Policy

- In its quest to be a role model institution, committed to meet or exceed the utmost interest of all the stake holders.

SDMCET- Core Values

- Competency
- Commitment
- Equity
- Team work and
- Trust

Department Vision and Mission

Vision

To develop competent management professionals with human values.

Mission

- To provide quality education in management with contextually relevant curricula.
- To promote management education, adopting contemporary practices for effective teaching and learning.
- To foster research culture.
- To involve industrial expertise for connecting classroom content to relevant business.
- To inculcate ethics, soft skills and entrepreneurial culture for all-round personality development.

Program Educational Objectives:

- To build managerial competence by providing necessary background and foundations in business management domain so that students are acceptable globally to industry, government, academia, research and entrepreneurial pursuit.
- To develop analytical and critical thinking ability by enhancing research culture to solve business problems.
- To prepare students to be committed citizens with social concern.
- To prepare students to be ethical and value based competent business leaders and good team players.
- To encourage students towards continuous learning.

Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
4. Ability to develop value based leadership.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program specific outcomes:

6. Demonstrate the knowledge of business management to provide effective solutions across finance, human resource and marketing domains in a given organization context.
7. Assess business opportunities and develop effective business solutions to establish new entities.
8. Develop effective oral and written communication especially in business applications, with the use of technology

III Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/ Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
20PMBAC300	Technology & Operational Strategy	2-0-0	2	50	50	2		
20PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
20PMBAL300	Internship	4 Weeks	4	50	-	-		-
20PMBAL301	Seminar	2 Hours / Week	2	50				
Total		20-00-00	26	450	650			

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
20PMBAM301	Consumer Behavior	20PMBAF301	Investment Analysis and Portfolio Management	20PMBAH301	Recruitment and Selection
20PMBAM302	Retailing Management	20PMBAF302	Banking and Financial Services	20PMBAH302	Employee Relations and Legislations
20PMBAM303	Services Marketing	20PMBAF303	Mergers, Acquisitions and Corporate Restructuring	20PMBAH303	Compensation Management
20PMBAF301	Investment Analysis and Portfolio Management	20PMBAH301	Recruitment and Selection	20PMBAM301	Consumer Behavior
20PMBAF302	Banking and Financial Services	20PMBAH302	Employee Relations and Legislations	20PMBAM302	Retailing Management
20PMBAF303	Mergers, Acquisitions and Corporate Restructuring	20PMBAH303	Compensation Management	20PMBAM303	Services Marketing

SDMCET: Syllabus

IV Semester MBA

Course Code	Course Title	Teaching		Examination				
		L-T-P (Hrs/Week)	Credits	CIE	Theory (SEE)		Practical (SEE)	
				Max. Marks	*Max. Marks	Duration in hours	Max. Marks	Duration In hours
20PMBAC400	Global Supply Chain Management	2-0-0	2	50	50	2	-	-
20PMBAXXXX	Elective - I	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - II	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - III	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - IV	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - V	3-0-0	3	50	100	3	-	-
20PMBAXXXX	Elective - VI	3-0-0	3	50	100	3	-	-
20PMBAL400	*Project	6 Weeks	6	50		-	50	-
Total		20-00-00	26	400	650		100	

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

L: Lecture

T: Tutorials

P: Practical

S: Self-study

*Project will be carried out between III Semester and IV Semester

Dual Specializations

Marketing & Finance (Dual) Electives		Finance & HR (Dual) Electives		HR & Marketing (Dual) Electives	
20PMBAM401	Sales Force Management	20PMBAF401	International Financial Management	20PMBAH401	Training and Development
20PMBAM402	International Marketing Management	20PMBAF402	Tax Management	20PMBAH402	Organization Development and Change
20PMBAM403	Integrated Marketing Communications	20PMBAF403	Risk Management & Insurance	20PMBAH403	International Human Resource Management
20PMBAF401	International Financial Management	20PMBAH401	Training and Development	20PMBAM401	Sales Force Management
20PMBAF402	Tax Management	20PMBAH402	Organization Development and Change	20PMBAM402	International Marketing Management
20PMBAF403	Risk Management & Insurance	20PMBAH403	International Human Resource Management	20PMBAM403	Integrated Marketing Communications

Course Learning Objectives (CLOs):

1. To impart exposure towards the various concepts of operations management.
2. To enable the students to obtain an overview of various functions and activities carried out under operations management.
3. To familiar the students with decision making skills and gain the ability to design the activities related to operations management in an organization.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5) and PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the fundamental operations concepts, key principles and relevant analysis approaches.	1	6	3
CO-2	Analyze and evaluate elements of operations and different transformation processes to enhance productivity and competitiveness.	2	6	1
CO-3	Demonstrate the ability to understand a real world unstructured problem, gather necessary information and formulate it into a structured problem.	1,2	4	7
CO-4	Apply qualitative and quantitative analysis techniques to obtain meaningful solutions.	1	5	2
CO-5	Identify the strengths and weaknesses of alternative solutions and take suitable decision.	3	2	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.6	3.3	3	2	1	1	1	1

Contents:**1. Introduction to Operations Management**

Introduction, Concepts, Scope, Production systems, Transformation process, difference between products and services, current issues in operations management, role of operations manager, industry 4.0. **4 Hrs**

2. Facility location & layout planning

Facilities location decisions: factors affecting facility location decisions, Facility location models.

Facility layout planning: Layout and its objectives for manufacturing operations, principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts. **4 Hrs**

3. Production Process:

Types of processes, Choosing the service processes, TPS: introduction, overview of TPS, 5S, JIDOKA, KANBAN, KAIZEN, POKAYOKE, Job shop scheduling, sequencing and applications. **5 Hrs**

4. Lean Manufacturing:

Concept of Lean Manufacturing; meaning of lean manufacturing; History of Lean Operations, Types of Waste, “5S” Technique of Eliminating the Waste, Lean Operations in the service sector, Lean Operations and Just In Time(JIT) **5 Hrs**

5. Materials Requirement Planning

Materials Requirement Planning: Dependent inventory models, MRP structure, benefits of MRP. Maintenance Management: Maintenance concept, preventive maintenance, maintaining system reliability

Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC VED, and FSN analysis, Inventory costs, Inventory models – EOQ, (Problems on Inventory Models) **4 Hrs**

6. Total Quality Management

Concept, Meaning and features of TQM, eight building blocks of TQM, Quality Control Techniques – fishbone, cause and effect relationship, ISO 9000 series as a Platform, benchmarking – Working with Intranet, Total Productive Maintenance (TPM) **4 Hrs**

Reference Books:

- 1) K. Aswanthappa, K. Shridhara Bhat, “Production and Operations Management”, Himalaya Publishing House, 2nd Edition.
- 2) Norman Gaither, Greg Frazier, Operations Management - 9/e, Cengage learning, 2011.
- 3) Richard B. Chase, Operations Management , 11/e, TMH.
- 4) Terry Hill, Operations Management- Second edition, Palgrave Macmilan
- 5) R Paneerselvam, Production and Operations Managemen. PHI, 3/e
- 6) Kaniska Bedi ,McGraw Hill, 2012

Course Learning Objectives:

1. To introduce the students to the concepts of consumer behavior,
2. To make students aware of the external and internal influences to consumer decision making, behavioral variables and its influences on consumer behavior.
3. To comprehend the social and cultural dimensions of consumer behavior.
4. To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel.

Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1-5)/PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO-1	Explain the background highlighting the importance of Consumer Behavior and the concepts relevant to understand consumer behavior.			1
CO-2	Identify and gauge the impact external and internal influences have on behavior and decision making of consumers.	1,2	6	
CO-3	Identify and consider the importance of Social and Cultural variables that influence and determine the behavior and decision making of Consumers.	1,2	6	
CO-4	Identify the psychological and behavioral practices adopted by organizations to influence and induce behaviour and decision making.	1,2	6	
CO-5	Identify the role and techniques of communication used by firms and organizations to influence consumer purchase, usage and evaluation process.	1,8	6	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.6	3				2		3

Contents:**1. Introduction to the study of Consumer Behavior**

Meaning & Definition of CB, the Marketing concept, The Marketing Concept, The Marketing Mix, Socially responsible marketing, Technology, Consumers and Marketers, Customer Value, Satisfaction and Retention. **3 Hrs**

2. Consumer Decision Making:

Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behavior, Four views of consumer decision making.

Situational Influences:

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

Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation **6 Hrs**

3. Individual Influences on Consumer Behavior:**Motivation:**

Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, Marketing Applications of Maslow's hierarchy.

Personality:

Basics of Personality, Theories of Personality and Marketing Strategy(Freudian Theory, Neo- Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity(Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color).

Perception:

Basics of Perception & Marketing implications, Elements of Perception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization ,perceived price, perceived quality, price/quality relationship, Perceived Risk, Types of risk, How consumers' handle risk? **9 Hrs**

4. Individual Influences on Consumer Behavior:**Learning:**

Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning Pavlovian Model, Neo-Pavlovian Model), Instrumental Conditioning.

Attitude:

Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models), Elaboration Likelihood Model, Cognitive dissonance and Resolving conflicting attitudes. **6 Hrs**

5. External Influences on Consumer Behavior:

Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status Consumption, Features of Social Class, Five Social-Class Categories in India.

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.

Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures.

Family:

The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making. The expanding role of children in family decision making. The family life cycle & Marketing strategy, Traditional family life cycle & marketing implications,

Reference Groups:

Understanding the power & benefits of reference groups, a broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Reference group appeals, Celebrities.

9 Hrs**6. Opinion Leadership:**

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

Diffusion of Innovations:

Diffusion Process, Adoption Process: Stages, categories of adopters.

Post Purchase Processes:

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

Case studies in Indian context.**6 Hrs****Self Study:**

- Students need to analyze corporate cases and present their solutions to the class for further deliberation and discussion.
- Students need to conduct a survey on a live topic from the course and try to understand and gauge consumer behavior first hand.
- Students need to complete Hands-on-Assignments on various simple topics related to behavior exhibited by consumers and themselves.

Reference Books:

- 1) Leon Schiff man, Leslie, Consumer Behavior -, 10/e, Pearson, 2010.
- 2) Del I. Hawkins, & Others, Consumer Behavior: Building Marketing Strategy, 11/e TMH,
- 3) Suja Nair , Consumer Behavior in Indian Perspective –, Himalaya Publications
- 4) Satish Batra & Kazmi, Consumer Behaviour Text and Cases, Excel Publications.

Course Learning Objectives (CLOs):

1. To acquaint the students with basic concepts of retailing management.
2. To expose the students to marketing strategies of organized retailers.
3. To enable students to apply and analyze the concepts and strategies through case studies and field assignments.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of retailing management	1	2,3	8
CO-2	Describe, discuss & explain the marketing strategies of organized retailers	1,2,3	5	8
CO-3	Demonstrate & examine the retailing strategies	6,7	4	8

POs/ PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	2.5	2	2	3	3	1

Contents:

1. World of Retailing:

Introduction: Retailing, opportunities in retailing, the retail management decision process, elements in the retail mix. **Types of retailers:** food retailers and non-food retailers. **8 Hrs**

2. New Retailing Strategy:

Multichannel Retailing: Multiple Retail Channels to Interact with Customers, Benefits Provided by Different Channels, Unique Benefits Provided by Store Channel, Benefits Provided by Catalog Channel, Internet Channel, Benefits of Multichannel Retailing **4 Hrs**

3. Retail Mix: Location

Retail Locations: Types of locations, location and retail strategy **Retail site location:** Evaluating specific areas for locations, number of stores in an area, evaluating a site for locating a retail store. **6 Hrs**

4. Retail Mix: Merchandise Management:

Managing the merchandise planning process: Merchandise management overview, merchandise management process, staple merchandise and fashion merchandise,

developing an assortment plan, control system for managing inventory: open-to-buy system. **5 Hrs**

5. Retail Mix: ‘Pricing’ and ‘Communication Mix’:

Retail pricing: Pricing strategies, considerations in setting retail prices, markdowns, pricing techniques for increasing sales and profits. **Retail communication mix:** Using communication programs to develop brand images and build customer loyalty: value of brand image, building brand equity, methods of communicating with customers.

8 Hrs

6. Retail Mix: ‘Store Design & Display’ and ‘Customer Service’:

Store layout, design and visual merchandising: Store design objectives, store design elements: layouts, visual merchandising: fixtures, presentation techniques, creating an appealing store atmosphere. **Customer service:** Services offered by retailers, the GAPS model for improving retail customer service quality.

8 Hrs

Reference Books:

- 1) Levy, Weitz & Pandit, “Retailing Management”, 8/e, Tata McGraw Hill Education, 2012
- 2) Swapna Pradhan, “Retailing Management”, 4/e, Tata McGraw Hill, 2012
- 3) Dravid & Gilbert, “Retail Marketing Management”, 2/e Pearson Education, 2012

20PMBAM303

Services Marketing

(3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. To acquaint the students with the characteristics of services and their marketing implications.
2. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
3. To understand consumer behaviour in services, Characteristics of services, align service design and standards, delivering service and managing services promises.
4. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Develop an understanding about the various concepts and importance of Services Marketing.	1		
CO-2	Develop an understanding services quality, productivity in services and roles of personnel in service marketing.			2

CO-3	Learn to implement service strategies to meet new challenges.		3	
CO-4	Learn to develop align service design and standards to implement.	6		5
CO-5	Enhance knowledge about emerging issues and trends in the service sector.		7	

PO/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	1	2		1	3	2	

Contents:

1. Introduction to services: Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality

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

Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception. **7 Hrs**

2. Market Research for Customer Expectation Key reasons for Gap-1 using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services. **6 Hrs**

3. Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies.

Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing. **7 Hrs**

4. Employee role in service designing and Delivery: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.

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

7 Hrs

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

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

6 Hrs

Mini Project – on measuring SERVQUAL

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

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

6 Hrs

Reference Books:

- 1) Valarie A Zeithmal & Mary Jo Bitner, Services Marketing- 5/e, TMH, 2020
- 2) Christopher Lovelock, Services Marketing- Pearson Education, 20020
- 3) Kenneth E Clow & DavidL. Kurtz, Services Marketing: 2/e, Biztantra, 2020
- 4) Ravi Shankar, Services Marketing - Excel Books, 2020

20PMBAF301 Investment Analysis & Portfolio Management (3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs) :

1. To enable the students to have a thorough understanding of the process of investments.
2. To acquaint the students with the functioning of stock markets.
3. To enable the students to undertake valuation of securities
4. To provide students with insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
5. To orient the students with the analysis tools like fundamental and technical analysis of investment avenues.

6. To acclimatize the students with theories of Portfolio management and also the tools and techniques for efficient portfolio management.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the process and avenues of investments, functioning of stock markets, concepts of risk and return, valuation of securities, fundamental and technical analysis, portfolio management		1	3
CO-2	Analyze the investments with respect to risk and return, equity and preference share valuation.	1	2,6	
CO-3	Analyze & Evaluate securities using fundamental / technical analysis, Portfolio management measures	1	2,6	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.66	2	1			2		

Contents:

1. Introduction to Investments

Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives, Mutual Funds, Ethical issues in Investment Management **7 Hrs**

2. Securities Markets:

Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Stock Markets, Secondary Market- Major Players in the secondary market, Leading Stock Exchanges in India. Stock Market Indicators, Types of stock market Indices, and Indices of Indian Stock Exchanges. **6 Hrs**

3. Risk and Return concept

Concept of Risk, Types of Risk, Systematic risk, Unsystematic risk, Calculation of Risk and returns of individual security, Portfolio Risk and Return **6 Hrs**

4. Valuation of Securities

Bond- Bond features, Types of Bonds, Bond Risk, Bond Valuation, Bond Management Strategies, Equity shares- Concept, Valuation.

Preference Shares- Concept, Valuation

6 Hrs**5. Securities Analysis**

Fundamental analysis-EIC Frame Work, Industry Analysis., Company Analysis:

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

8 Hrs**6. Portfolio Management**

Capital Asset pricing model: Basic Assumptions, Security Market line, Capital market line, SML VS CML.

Portfolio Evaluation: Measures of portfolio performance. Sharpe's, Treynor's and Jensen's measures.

Portfolio Revision: Portfolio Revision Strategies.

6 Hrs**Self Study:**

Students should study the trading in online stock market and functioning of stock exchange.

Students can do:-

- Macro Economic Analysis for the Indian economy.
- Industry Analysis for Specific Sectors.
- Company Analysis for select companies.
- Practice Technical Analysis.

Students can study the mutual funds schemes available in the market and do their Performance evaluation.

Reference books:

- 1) PunithavathyPandian, Security Analysis & Portfolio Management –2/e,Vikas, 2005.
- 2) Prasanna Chandra, Investment Analysis and Portfolio Management- TMH, 3/e
- 3) Ranganatham- Security Analysis and Portfolio Management- Pearson Publications, 2/e

20PMBAF302**Banking and Financial Services****(3-0-0) 3****Contact Hours: 39****Course Learning Objectives (CLOs):**

1. To provide students with a valuable overview of the main concepts of our banks and financial system.
2. To know the application and to provide ample exposure to students with market reforms, new banking policies and regulations.
3. To expose the students to operations and management in Banking and finance industry.
4. To enable learners to know basics of International Banking and foreign exchange.

5. To give an adequate exposure to technologies used in the field of Banking & financial services.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe and demonstrate the broad and coherent knowledge of the theoretical and professional disciplines of banking, and the Financial Services Industry.	1,6	7	
CO-2	Examine and apply the procedural compliances by banks and other financial institutions.	3		
CO-3	Explain the concepts and broad activities of International Banking and Financial services besides studying developments in India in this context		3	
CO-4	Evaluate the technologies used in the field of Banking & financial services.		8	7

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3		2.5			3	1.5	2

Contents:

1. The Indian financial system: Functions of Indian financial system, Reforms in Indian Financial System.

Structure of the Banking System in India: Concept of bank, History of banking in India, Reforms and its Post Liberalization Era, Commercial Banking in India, Functions of Commercial Banks: Primary Functions, Secondary Functions, General Utility Services. Structure of Commercial Banks **08 Hrs**

2. Banker–Customer Relationship, Rights and Obligations of the Banker
Credit creation, Clearing Procedure.

Regulatory and legal environment- RBI & Banking regulation act, Banking Ombudsman committee, Insolvency and Bankruptcy Code. Recent development in banking system. **07 Hrs**

3. International Banking: Concept, Types of accounts, Financial institutions which offer export finance, Types of export finance, FOREX Technology in banking. **05 Hrs**

4. Financial services in India: Concept, types of financial services, regulations of financial services in India
Leasing concept, types, documents required for leasing, Advantages and disadvantages, [problems]
Hire purchase: concept, features **06 Hrs**

5. Securitization: concept, need, features of securitization, process and advantage of securitization.
Factoring: Concept and types of factoring, Mechanics of factoring.
Forfeiting: concept and benefits **06 Hrs**

6. Venture capital: concepts and mechanics venture capital industry in India, The venture investment process, stages in venture capital funding, Regulatory issues with venture capital industry in India, K.B. Chandrasekhar committee on venture capital, advantages of venture capital
Credit rating: Concept and procedure of rating, Credit rating methodology, Rating process, Various rating symbols **07 Hrs**

Reference books:

- 1) Sharma, Mukund, "Banking and Financial services", 1st edition, Himalaya Publishing House, Mumbai.
- 2) Rajesh Khotari, "Financial services in India Concepts and applications" Sage Publications
- 3) Muraleedharan D, "Modern Banking: Theory and Practice", PHI.
- 4) K.C. Shekhar and Lekshmy Shekhar, "Banking Theory and Practice", Vikas Publishing House, 2011.
- 5) S. Natarajan, Dr. R. Parameswaran, "Indian banking", 1st Edition, S. Chand and Company Ltd.
- 6) Khan M Y, "Financial services", McGraw Hill 6/e

20PMBAF303 Mergers, Acquisitions & Corporate Restructuring (3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. To facilitate understanding of corporate merger and acquisition activity and restructuring.
2. To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.

3. To compare and contrast the various forms of corporate restructuring.
4. To provide the student a framework for analyzing transactions including understanding strategic rationale, deal structures, bidding strategies, and the need for a value proposition.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Understanding of corporate merger and acquisition activity and restructurings.	1		
CO-2	The role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.		1	3
CO-3	The students contrast the various forms of corporate restructuring.		2,3	
CO-4	The student a framework for analyzing transactions including understanding strategic rationale.	6		
CO-5	The students need to deal structures, bidding strategies, and value proposition		7	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	2	1.5			3	2	1

Contents:

- 1. Mergers-** types of merger – theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders. **6 Hrs**
- 2. M & A –** A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s five forces model. **5 Hrs**
- 3.** Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out

(MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory). **6 Hrs**

4. Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence – Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A. **7 Hrs**

5. Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy. **Accounting for amalgamation** –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956. **8 Hrs**

6. Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory). **7 Hrs**

Reference Books:

- 1) Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 7/e, 2020.
- 2) Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 7/e, 2020.
- 3) Shukla & Grewal- Advanced Accounts Vol. 6 – S.Chand & Sons, 2020.
- 4) Rajinder S. Aurora, Kavita Shetty and Sharad R Kale, Mergers and Acquisitions,. Oxford University Press, 2020

20PMBAH301**Recruitment and Selection****(3-0-0) 3****Contact Hours: 39**

Course Learning Objectives (CLOs):

1. To provide knowledge of theories and steps involved in recruitment and selection.
2. To develop knowledge of relevance of recruitment and selection in organizations.
3. To classify and compare the methods of recruitment and selection to be adopted in organizations.
4. To gain practical knowledge in developing a framework for recruitment and selection

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe and demonstrate the knowledge of theories and processes, legal and ethical compliances of recruitment and selection	1,6	3	
CO-2	Classify the various methods of recruitment and selection adopted in organizations.	6		
CO-3	Evaluate and identify the suitable recruitment and selection tools for a given situation		2,6	
CO-4	Create a systematic framework for acquiring talent for the organization	6	2,7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2	2			2.75	2	

Contents:

1. Introduction to Workforce Planning and Assessment

What Is “Work”? The Organization of Work and Jobs, The Evolution of Work Structure
Organizing the Work: Jobs and Job Families, The Logistics of Work
Strategic Job Redesign and Its Benefits, The Role of Human Resources in Workforce Planning and Assessment **6 Hrs**

2. Job Analysis and Design

Phase 1: Identify the Job to Examine
Phase 2: Determine Appropriate Information Sources and Collect Job-Related Data
Phase 3: Organize and Analyze Data
Job Description and Competency Model Development
Job Descriptions in a Perfect World, Job Description Structure and Format
Job Specification, Hiring process **8 Hrs**

3. Recruitment Strategy

Factors Affecting Recruitment, Recruitment Strategy: Internal Approach, External Approach, Recruitment Legal and Ethical Considerations **5 Hrs**

4. Selection and Interview Strategy

Use of technology in selection. Role of artificial intelligence for resume screening. Interview Strategy and Process, Developing Effective Interviewers, Common Interviewer Errors, Interview Rating and Evaluation Form, Legal and Ethical Considerations in the Interview Process

6 Hrs**5. Selection: Simulations and Assessment Centers**

Simulations: Types of Simulations, Designing and Implementing, Evaluating Candidate Performance on Simulations
Assessment Centers

Selection: Employment Testing

History of Testing in Occupational Selection, Assessment of Knowledge/ Skills and Abilities, Personality Assessment, Honesty and Integrity Assessment
Administration of Tests and Assessments, Test Score Interpretation for Selection Decision Making, Validity and Reliability of Testing Measures
Legal and Ethical Issues of Employment Testing

9 Hrs**6. Making the Hire—Final Assessment of Candidate—Job Fit**

Biodata and Application Forms, Background Checks, Reference Checks, Preemployment Testing, Making a Job Offer
A Final Word: Transitioning From Job Candidate to Employee

5 Hrs**Reference books:**

- 1) Carrie A. Picardi, "Recruitment and Selection: Strategies for Workforce Planning and Assessment", Sage Texts
- 2) R K Sahu, "Managing recruitment function", Excel Books
- 3) Lilly M. Berry, "Employee selection", Cengage learning
- 4) Sharma, Dheeraj, "How to Recruit, Incentivize and Retain Millennials" Sage Texts
- 5) Douglas H. Reynolds, John A. Weiner, "Online Recruiting and Selection: Innovations in Talent Acquisition" John Wiley and sons Pvt Ltd

20PMBAH302**Employee Relations & Legislations****(3-0-0)3****Contact Hours: 39****Course Learning Objectives:**

1. To enable students to grasp and apply the principles of IR and develop an awareness of the significance of industrial peace.
2. To provide a conceptual basis of Industrial Relations.
3. To introduce the students to the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.

Course Outcomes:

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1-5)/PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Identify the actors and their institutions and recognize their roles in maintenance of industrial relations in India.	1		3
CO-2	Identify the changing characteristics of the Indian workforce and the reason for change.	1		3
CO-3	Recognize the principles and nuances underlying trade Unions and Unionism in India.		1	5
CO-4	Identify reasons for industrial conflict and techniques for resolution of conflicts.	1	3,6	
CO-5	Demonstrate awareness towards various legislations related to Industrial Relations and employee welfare.		1,3	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.6		1.5		1	2		

Contents:

1. Industrial Relations: Evolution and Growth:

The evolution of Industrial relations-Definitions of Industrial relations-Scope of Industrial relations-Objectives of Industrial relations-Essential features of Industrial relations-Participants of Industrial Relations Ecosystems and Dynamics of their Participation-Industrial Relations: Perspective and Approach. The system of Industrial Relations in India-Trends in Industrial Relations Management.

The Changing Characteristics of Industry and Workforce in India- The Changing Characteristics of the Industrial Workforce- The Demand for Labor- The Challenges to Industrial Relations. **5 Hrs**

2. Trade Unionism Industrial Relations in India:

Politics and Trade Unions- Rights of Trade Unions- Roles, Functions and Objectives of Trade Unions- Features of an Effective trade Union- The Classification of Trade Unions- Strategies for Achievement of Trade Union Objectives.

Trade Unions in India-The Problems of trade Unions in India-The Recognition of Unions-the Rights of Recognized Unions- Unfair Labor Practices with regards to Trade Unions.
5 Hrs

3. Industrial Conflict:

Industrial dispute concept- Forms of Industrial action-Types of Dispute-Severity of Effect-Causes for industrial dispute-Measures to improve Industrial Relations-Machinery to deal with Industrial Disputes.

Discipline: The process of holding domestic enquiry in Industries- Issue of Charge sheet, Consideration of explanation, Principles of Natural Justice, Hot Stove rule, Notice of Enquiry, Suspension with or without pay pending enquiry, Conduct of Enquiry, Findings of enquiry, Awarding of Punishment, Communication of Punishment.

Negotiation essential for Employee Relations:

Conflict and Negotiations-Negotiations-Employee Relations and Negotiations-Integrative and Distributive Negotiation Strategies- The Basic Negotiation Process-Essential Skills.
5 Hrs

4. Legislations:

Factories Act, 1948:

Conflict and Negotiations-Negotiations-Employee Relations and Negotiations-Integrative and Distributive Negotiation Strategies- The Basic Negotiation Process-Essential Skills.

The Industrial Disputes Act, 1947:

Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, (Chapter II), Notice of Change in Conditions of Service (Chapter II-A), References of Disputes to Boards, Courts or Tribunals and Voluntary References (Chapter III) Award and Settlements, Strikes and Lockouts (Chapter V), Layoff and Retrenchment (Chapters V-A and V-B), Transfer and Closing Down of Undertakings, Special Provisions Related to Layoff, Retrenchment and Closure (Chapter V-B), Unfair Labor Practices (Chapter V-C), Miscellaneous Provisions of the Act (Chapter VII)
8 Hrs

5. Social Security Acts:

The Employees' State Insurance Act, 1948

Introduction, Objectives, Scope and Important Definitions, Administration of the Act, Finance and Audit, Contribution, Benefits, Obligations of Employers under the Act, Adjudication of Disputes, Claims and Penalties, Exemptions

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952:

Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration of the Act, Calculation of Money Due from Employers, Their Recovery and Employees', Provident Funds Appellate Tribunal, Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act.

The Payment of Gratuity Act, 1972:

Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Determination

and Recovery of Gratuity, Enforcement of the Act, Penalties and Offences.

8Hrs

6. Wages Act:

The Employees' Compensation Act, 1923

Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty

The Payment of Wages Act, 1936

Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences, Miscellaneous, Provisions of the Act

The Payment of Bonus Act, 1965

Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties and Offences.

8 Hrs

Practical Components:

- Students are required to analyze different industries that are established in the vicinity and have a firsthand practical understanding of the working of the industry on a daily basis.
- Students need to understand labor legislations in form of laws enacted and take up teaching assignments to fellow students.

Reference Books:

- 1) P.N.Singh, Neeraj Kumar, Employee Relations Management, Pearson Publications.
- 2) B.D.Singh, Labor Laws for Managers, 1/e, Excel Publications.
- 3) P.R.N.Sinha, Indubala Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson Publications, 3/edition
- 4) P.Subba Rao and Mamoria, Dynamics of Industrial Relations, Himalaya Publications.

20PMBAH303

Compensation Management

(3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. To orient the students with basic concepts of Compensation Management.
2. To expose the students to the relation between business strategy and compensation system
3. To enable the students to learn how to develop an appropriate compensation system to support the business strategy

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define & explain the basic concepts of Compensation Management	1,3	2,6	8
CO-2	Describe & discuss the concepts & processes of corporate compensation systems	5,3	1,2	8
CO-3	Examine the issues & strategies of corporate Compensation	1,2,3,6	4,5	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.7	2.5	3	2	2.5	2.5		1

Contents:

Introduction

1. The Pay Model: Compensation definition, Forms of Pay, A Pay Model
Strategy: The Totality of Decisions: Strategic Choices, Support Business Strategy, The Pay Model Guides Strategic Pay Decisions, Developing a Total Compensation Strategy: Four Steps **10 Hrs**

2. Internal alignment: Determining the structure
Defining Internal Alignment: Compensation Strategy - Internal Alignment, Structures Vary Among Organizations, What Shapes Internal Structures? Strategic Choices in Designing Internal Structures **5 Hrs**

3. External competitiveness: Determining the pay level
Designing Pay Levels, Mix, and Pay Structures: Major Decisions, Specify Competitive Pay Policy, The Purpose of a Survey, Select Relevant, Market Competitors, Design the Survey, Interpret Survey Results and Construct a Market line, Balancing Internal and External Pressures: Adjusting the Pay Structure, Market Pricing **5 Hrs**

4. Employee contributions: Determining individual pay
Pay-for-Performance Plans: What Is a Pay-for-performance Plan? Specific Pay-for-performance Plans: Short Term - Merit Pay, Lump-Sum Bonuses, Individual Spot Awards, Individual Incentive Plans **5 Hrs**

5. Employee benefits

The Benefit Determination Process: Employee Benefits, Benefit planning & design issues, Benefit administration issues, Factors influencing benefit choice from the employer's perspective **4 Hrs**

6. Extending the system

International Pay Systems: Managing Variations: The Global Guide, The Social Contract, Culture, Comparing Costs, General compensation strategies (Strategic Market Mind-Set), Expatriate Pay

Government and Legal Issues in Compensation: Key considerations in public policy concerning wages/salaries in India, The Code on Wages, 2019, Payment of Wages Act 1936, Minimum Wages Act 1948, Wage policy at company level **10 Hrs**

Reference books:

- 1) Milkovich, Newman & Ratnam, Compensation, 9th edition, 2017, Irwin/McGraw-Hill.
- 2) B D Singh Compensation & Reward Management, 2nd edition, Excel books, 2016.
- 3) R. C. Sharma & Sulabh Sharma, Compensation Management, First Edition, Sage Publications 2020

20PMBAL300	Internship	(0-0-25) 4
		Contact Hours: 25/Week

Course Learning Objectives (CLOs) :

1. To enable students to obtain hands-on job experience in an organization in different functional areas.
2. To provide an opportunity for students to apply knowledge and skills acquired in the classroom to the activities of an organization.
3. To enable the student's development of employer-valued skills.
4. To develop critical-thinking and problem solving skills among students.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Understand the industry and corporate functions.	6	3	
CO-2	Exhibit effective oral and written communication skills.	8		
CO-3	Apply the knowledge and skills at workplace	1		
CO-4	Demonstrate critical-thinking and problem solving skills	1,2		

POs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	3	2			3		3

Description:

The internship consists of 4 credits for 4 weeks after semester II.

- The students are required to obtain permission for internship from an organization before the end of semester – II.
- Duration of the internship will be for a period of for 4 weeks after semester – II and before the beginning of semester – III.
- During the internship the students are required to obtain jobs/work assignments in the functional or general areas of management and complete such job/work assignments within the stipulated period and submit a report on the same.
- The student shall seek guidance of the internal guide on continuous basis and the guide should ensure that the student has worked satisfactorily.

Submission of the report:

Student shall submit one hard copy of the report and a soft copy in PDF form to the department.

Report format guidelines: Report shall be prepared in word processor -MS Word, Times new roman, font of main headings 16, fonts of sub headings 14, text font 12, page layout of A4 size, margin of 1 inch on all sides except right margin of 1.5 inch for binding, Line spacing of 1.5.

Suggested Contents of the Report

1. Cover page
2. Certificate from the organization
3. Certificate of internal guide
4. Declaration of the student.
5. Acknowledgement
6. Table of contents
7. List of tables and graphs
8. Executive summary

PART-A

1. About the industry and Porters five force model
2. About the organization: Nature of business, Ownership pattern products/services, financial information (revenue, net profit for latest year), competitors, area of operation, awards/achievements, HR Policies and future plans.
3. Company analysis based on BCG Matrix

4. Mckensy's 7 S framework
5. SWOT analysis

PART-B

1. Details of reporting authority
2. Nature of work assigned/job responsibilities
3. Strategy/method adopted to do the job.
4. Performance/achievements on the job [if any]
5. Learning experience

Annexure:

1. References
2. Internship offer letter (if received)
3. Certificate/Appreciation letter (if any)
4. Details of incentives or stipend received (if any)

Evaluation pattern:

Report evaluation will be done by Internal Guide for 50 Marks

Presentation will be conducted jointly by Internal guide and joint examiner for 50 marks

The above 100 marks will be scaled down to 50 marks.

Report Evaluation scheme:

SI No	Report	Marks
1.	Introduction	5
2.	Understanding of industry, Porters five force model	5
3.	Company profile	5
4.	Application of BCG Matrix, McKensy's 7S framework	5
5.	Financial Statement Analysis	5
6.	Nature of work assigned/job responsibilities	5
7.	Strategy/method adopted to do the job.	5
8.	Performance/achievements on the job [if any]	5
9.	Learning experience	5
10.	Completeness of the report.	5
	TOTAL	50

Presentation Evaluation scheme:

SI No	Details	Marks
1.	Presentation & Communication [Style, Organization, time management]	10
2.	PART -A Content [Depth coverage]	10
3.	PART -B Content	10

4.	Visual Aids [Design and simplicity]	5
5.	Learning experience	5
6.	Question and Answer [Understanding of questions, clear answers]	10
	TOTAL	50

20PMBAL301 Seminar (0-0-3) 2

Contact Hours: 2 Hours/ Week

Course Learning Objectives (CLOs) :

The objective of the seminar is to inculcate students with self-learning, face audience confidently, enhance communication skill, involve in discussion and present and exchange ideas and information about various management related topics.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the knowledge acquired during the study.	6	1, 3	
CO-2	Demonstrate the knowledge gained with audience and panel by presenting and exchanging ideas and information.	8		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2		2			3		3

Description:

The Seminar consists of 2 credits and evaluated during semester III.

Contents:

- The student will take up a study on an industry/ Company/ Article/ Area of interest/ recent trends in industry in detail.
- The students have to prepare the report and present the seminar topic orally through power point slides. Answer the queries and involve in debate/discussion.
- Student should submit one copy of the typed report with a list of references.
- The Internal Assessment marks for the seminar shall be awarded by the committee constituted for the purpose by the Head of the Department. The committee shall consist of two faculties from the department. Report and presentation will be evaluated for 50 marks giving equal weight age to both.

Submission of the report:

Student shall submit one hard copy of the report and a soft copy in PDF form to the college.

Report Formatting guidelines: Report shall be prepared in word processor -MS Word, Times new roman, font of main headings 16, fonts of sub headings 14, text font 12, page layout of A4 size, margin of 1 inch on all sides except right margin of 1.5 inch for binding, Line spacing of 1.5.

Evaluation pattern:

Report evaluation will be jointly by Internal Guide and joint Examiner for 25 Marks

Viva -Voce will be conducted jointly by Internal guide and joint examiner for 25 marks

Report Evaluation scheme:

SI No	Report	Marks
1.	Introduction	5
2.	Adequacy of the information	5
3.	Accuracy of the information	5
4.	Organization of the report.	5
5.	Completeness of the report.	5
	TOTAL	25

Presentation Evaluation scheme:

SI No	Details	Marks
1.	Presentation & Communication [Style, Organization, time management]	10
2.	Content [Depth coverage of the subject]	5
3.	Visual Aids [Design and simplicity]	5
4.	Question and Answer [Understanding of questions, clear answers]	5
	TOTAL	25

Semester-IV

20PMBAC400

Global Supply Chain Management

(2-0-0)2

Contact Hours: 26

Course Learning Objectives (CLOs):

1. To acquaint the students with basic concepts of supply chain management.
2. To expose the students to the process of designing supply chain.
3. To enable students to apply and analyze the concepts and strategies through case studies and field assignments.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of global supply chain management	3,5	1,2	8
CO-2	Describe, discuss & explain the global supply chain strategies of multi-national corporate	1,2	3,4	8
CO-3	Demonstrate & examine the global supply chain strategies	1,2,6	3,5	8

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.7	2.7	2.3	2	2.5	3		1

Contents:

1. Building a strategic framework - Understanding the supply chain Understanding supply chain, objective and importance of supply chain, decision phases, and process views of a supply chain, competitive and supply chain strategies, supply chain responsiveness (responsive supply chain) and supply chain efficiency (efficient supply chain) **5 Hrs**

2. Building a strategic framework - Supply chain drivers and metrics Drivers of supply chain performance, framework for structuring drivers, facilities, inventory, transportation, information, sourcing, pricing **5 Hrs**

3. Designing supply chain network - Designing distribution networks and applications to online sales.

Role of distribution in supply chain, factors influencing distribution network, design options for a distribution network, online sales and distribution network **4 Hrs**

4. Designing supply chain network - Network design in the supply Chain

Role of network design in supply chain, factors influencing network design decisions, framework for network design decisions, models for facility location and capacity allocation **4 Hrs**

5. Planning and coordinating demand and supply in a supply chain

Demand forecasting in a supply chain: Role of forecasting in a supply chain, Characteristics of forecasts, components of forecast, forecasting methods

Sales and operations planning: Planning supply and demand in a supply chain:

Responding to predictable variability in the supply chain, managing supply, managing capacity, managing inventory, managing demand **3 Hrs**

6. Coordination in a supply chain

Lack of supply chain coordination and bull whip effect, effect on performance of lack of coordination, obstacles in coordination, and managerial levers for coordination, continuous replenishment and vendor managed inventories, CPFR **5 Hrs**

Reference Books:

- 1) Sunil Chopra, Peter Meindl, D.V Kalra “Supply Chain Management: Strategy, Planning, and Operation”, 6th edition, Pearson Education India, 2016
- 2) Donald J Bowersox, Dand J Closs, M Bixby Cooper, John C Bowersox, “Supply Chain Logistics Management”, 4e, McGraw Hill Education, 2018
- 3) John J Coyle, C. John Langley Jr., Robert A Novack, Brian J Gibson, “Managing Supply Chains A Logistics Approach”, 9e, CENGAGE Learning

20PMBAM401	Sales Force Management	(3-0-0) 3
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Contact Hours: 39

Course Learning Objectives (CLOs):

1. To acquaint the students with basic concepts of management of a sales force.
2. To expose the students to the process of sales force management.
3. To enable students to examine and analyze the concepts and strategies through case studies and field assignments.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Define the basic concepts of sales force management	1,2,4,6	3,5	8
CO-2	Describe, discuss & explain the sales force management processes & strategies	4,6	1,2,3,5	8

CO-3	Demonstrate & examine the processes & strategies of sales force management	1,2,5	3,4,6	8
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.7	2.7	2	2.7	2.3	2.7	-	1

Contents:

1. Introduction to Sales Force Management

The field of sales force management: The nature of personal selling, the nature of sales management, importance of personal selling and sales management, sales force management challenges

The personal selling process: Prospecting, pre-approach, the approach, need assessment, the presentation, meeting objections, gaining commitment, follow-up.

7 Hrs

2. Staffing a Sales Force

Recruiting sales people: Sales force staffing process, establishing responsibility for recruiting, selection and assimilation, determining the number of people needed, developing a profile of the type of people needed, and sources of recruiting.

Selecting sales people: Application blanks, personal interviews, psychological testing, references, the job offer decision, the hiring phase, socialization and assimilation.

7 Hrs

3. Training and Motivating a sales force

Training sales force: Training assessment, program design, reinforcement, training evaluation

Motivating a sales force: Motivation, importance of motivation, behavioral concepts in motivation, selecting effective combinations of motivational tools, financial and non-financial rewards.

7 Hrs

4. Directing Sales Force Operations

Sales force compensation: Objectives of a compensation plan, designing a sales compensation plan, establishing the level of compensation, developing the method of compensation, indirect monetary compensation

Sales Force Automation: What is Sales Force Automation? Purpose of sales force automation, components of sales force automation, sales force automation Vs CRM,

8 Hrs

5. Sales Planning

Sales territories: Nature and benefits of territories, designing territories, assigning sales people to territories, revising sales territories, territorial coverage plan.

5 Hrs

6. Evaluating Sales Performance

Strategic relationship between planning and evaluation, the evaluation process, analysis of sales volume, bases of analyzing sales volume. **5 Hrs**

Reference Books:

- 1) Spiro, Stanton and Rich, "Management of a Sales Force", 12/e, McGraw Hill Education, 2015
- 2) Panda and Sahadev, "Sales and Distribution Management", 2/e Oxford University Press, 2015
- 3) M. Johnston and Greg Marshall, "SALES FORCE MANAGEMENT" 9/e, TATA McGraw Hill, 2017

20PMBAM402 International Marketing Management (3-0-0)3

Contact Hours: 39

Course Learning Objectives:

1. To introduce the students to the international marketing management process, design and theories.
2. To develop skills relating to the design on international marketing strategy.
3. To familiarize the essential ingredients of developing international marketing strategy.
4. To provide basic knowledge about advertising, channels of distribution and pricing strategies in the international markets.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Identify different international marketing management processes, comprehend theories associated with international marketing	1,2		
CO-2	To understand international marketing research through the global marketing management.	1	3	
CO-3	To identify heterogeneous characteristics of international markets.		6	
CO-4	Demonstrate skills in designing strategies for international marketing	1		3

CO-5	To comprehend different channels of marketing, pricing and promotional strategies applicable to different kinds of markets		2	8
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POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	1.5			2		1

Contents:

1. Introduction to International Marketing:

Definition – scope and challenges, Difference between international marketing and domestic marketing, the dynamic environment of international trade, transition from domestic to International markets, orientation of management and companies.

6 Hrs

2. Global e-marketing

The Death of Distance, communications, Targeting the individual customers. Relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities.

Developing a global vision through market research:

Breadth and scope of International Marketing Research, Problems in availability and use of secondary data, Problems in gathering primary data, Multicultural Research, Research on the internet, A new opportunity, Estimating market demand, Problems in analyzing and interpreting research information, Responsibility for conducting marketing research, Communicating with decision makers, Identifying foreign markets, classification based on demand, based on the stage of development, other, bases for division of world markets.

7 Hrs

3. Global marketing management:

Global Perspective, Global Gateways, Global Marketing Management, An old debate and a new view, Benefits of global Marketing, Planning for global markets, Company objectives and Resources, Alternative market entry strategies, organizing for global competition, Locus of decision, Centralized Vs Decentralized organizations.

6 Hrs

4. Products and services for Consumers:

Global Perspective, Physical or Mandatory requirements and adaptation, Green marketing and product development, Innovative products and adaptation, Diffusion of innovations, Production of innovations. Analyzing product Components for adaptation, Marketing consumer services globally.

6 Hrs

5. International Marketing Channels:

Global perspective, Channels of distribution structures, Distribution patterns, Alternative Middleman choices, Factors affecting choice of channels, Costs, Locating, Selecting and motivating channel members, The Internet.

Integrated Marketing Communications and international Advertising:

Sales promotion in international markets, International Public Relations, Advertising strategy and goals, Global advertising and the communication process. Media planning and Analysis, Campaign execution and advertising agencies, International control and advertising: Broader issues.

7 Hrs**6. Pricing for International Markets:**

The price wars, Pricing policies, Approaches to international pricing, Price escalation, Sample effects of price escalation, Leasing in International Markets, Countertrading as a pricing tool, Transfer Pricing strategy, Price Quotations, Drug pricing in India, Price fixation procedures, Administered pricing, Cartels, Government influenced pricing, Low costs of production.

7 Hrs**Self Study:**

- Students need to develop a comprehensive international Marketing plan in a group. The group needs to pick a company-product combination of their choice, decide on the country where the combination will be marketed, the country selection will involve making a comparison of the international marketing opportunities in at least two countries of the world where the chosen company does not have operations.
- Students need to select country for international expansion and an appropriate method of entry into that country as per permitted laws of that country.
- Students need to analyze international marketing environment to understand opportunities and threats to a company underlying the behavior of international consumers and business associates.

Reference Books:

- 1) Philip Cateora and John Graham, International Marketing, Tata McGraw Hill, New Delhi.7/e 2020
- 2) Varshney and Bhattacharya, International Marketing Management – An Indian perspective, Sultan Chand & Sons, New Delhi 7/e 2020.

20PMBAM403**Integrated Marketing Communications****(3-0-0) 3****Contact Hours: 39****Course Learning Objectives (CLOs):**

1. To make the students to understand the importance of the Integrated Marketing Communication (IMC)
2. To enhance the students' level of understanding of all the components of IMC
3. To make the students to understand the application part of IMC in real world

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs and PSOs (1 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Apply knowledge of various aspects of Managerial decision making related to marketing communication strategy	1, 2	5	3
CO-2	Ability to analyze an integrated marketing communication plan which includes promotional strategies	4	2	8
CO-3	Explain the role of IMC in the overall marketing and Use effectiveness measures to evaluate IMC strategies	3	6	1
CO-4	Create an advertising copy and design other basic IMC tools	7		

POs/ PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2	2.5	2	3	2	2	3	1

Contents:

1. Introduction to IMC- Concepts, Promotional mix, Role of IMC, IMC planning model, Marketing and promotion process model, Steps involved in developing IMC programme, Effectiveness of IMC. **5 Hrs**

2. Advertising - Concept, importance, objectives, types, role of advertising, advertising Copy, Ad agencies, working and services, Advertising budget, methods, Media and media selection, scheduling, types of ad appeals, Evaluation of advertising effectiveness, advertising ethics.

International Advertising: Global environment in advertising, Decision areas in international advertising **10 Hrs**

3. Public relations - Concepts, objectives, importance of public relations, Methods of public relations, issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity. **5 Hrs**

4. Sales promotion - concepts and importance, promotion budget, methods and types, new developments in sales promotion, push and pull strategies, Kiosk marketing, Guerrilla Marketing **5 Hrs**

Direct Marketing - Features, Functions, Growth, Advantages/Disadvantages, Direct Marketing Strategies, direct-response advertising, personnel selling planning, personal selling process, recruitment, selection and training territory management. Sales compensation, Evaluation of sales forces performance. **8 Hrs**

5. Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR **5 Hrs**

Reference Books:

- 1) Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices & Cases- Mc Grow-Hill
- 2) U.C.Mathur- Advertising Management - New Age International Publications.
- 3) Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill. 2012
- 4) Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.
- 5) S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House. 2007
- 6) Kenneth.E.Clow, &Donald Baack – Integrated Advertising, Promotion and marketing Communication- Pearson Education.
- 7) Ruchi Gupta - Advertising Principles and Practices, S. Chand & Company Publisher, 2008

20PMBFA401 International Financial Management (3-0-0)3

Contact Hours: 39

Course Learning Objectives(CLOs) :

1. To orient the students with the international economic and financial environment.
2. To acclimatize students with the financial management aspects of the MNC.
3. Orient students with the functioning of world financial markets and institutions.
4. To provide students a comprehensive understanding of the foreign exchange rate determination, including the foreign exchange and derivatives markets.
5. Enable students to undertake foreign exchange exposure measurement and management.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of International Financial Management viz., international	6	1	3

	economic and financial environment, flow of funds, forex market, international financial instruments, parity relationships, forecasting and forex risk management.			
CO-2	Apply the concepts and Analyze the BOP and forex rate determination	1	6	
CO-3	Apply the concepts and Analyze the forecasting of forex rates and forex risk management situations	1	6	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.66		1			2.33		

Contents:

1. International Financial Environment-

International Business and its modes, Multinational corporations-the key participant in international financial functions, Nature and scope of IFM, Factors leading to fast strides in international financial functions. IFM and domestic financial management. Ethics in International Financial Management **5 Hrs**

2. International flow of funds and International Monetary system:-

International Flow of Funds: Balance of Payments (BoP), Structure of Balance of Payments.
International Monetary System: Specie commodity standard, Gold Standard, Bretton Woods system, modern exchange rate regime, International Monetary Fund . **5 Hrs**

3. Foreign Exchange Market:

Function and Structure of the Forex markets, Foreign exchange market participants, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior Cross Rates. **6 Hrs**

4. International Financial Markets and Instruments: -

Foreign Portfolio Investment, International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets. **6 Hrs**

5. International Parity Relationships & Forecasting Foreign Exchange rate:
Measuring exchange rate movements, Exchange rate equilibrium, Factors affecting foreign exchange rate.

Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage **8 Hrs**

6. Foreign Exchange exposure:

Management of Transaction exposure, Management of Translation exposure, Management of Economic exposure

Foreign exchange risk Management: Hedging against foreign exchange exposure, forward Market, Futures Market, Options Market, Currency Swaps, Interest Rate Swap, Hedging through currency of invoicing, Hedging through mixed currency invoicing.

9Hrs

Self Study:

- Students can study the Balance of Payment statistics of India for the last five years
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

Reference books:

- 1) Vyuptakesh Sharan, International Financial Management, 6/e, PHI, 2011
- 2) Apte P. G , International Financial Management, 6/e, TMH, 2011
- 3) MadhuVij "International Financial Management", Excel BOOKS, 2010.

20PMBAF402

Tax Management

(3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. Provide the students with a comprehensive understanding of taxation in India
2. Acclimatize the students with process of computing tax liability of individuals
3. Acquaint students about deductions and exemptions available in the tax laws
4. Provide an overview of GST in India
5. Provide an understanding of levy and collection of GST

Course Outcomes(COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the concepts of taxation system, direct taxation and indirect taxation in India			3

CO-2	Apply the taxation concepts to arrive at Income of Individuals from all the heads of Income including allowable deductions and exemptions	1	6	
CO-3	Apply the concepts to calculate taxable value of supply and analyze the indirect taxation system of GST in India	1	6	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.66		1			2		

Contents:

1. Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Ethics in Tax Management, Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). **7 Hrs**
2. Explanation under various heads of income. Income from salary (Basic problems) , Income from House Property (Only theory). **8 Hrs**
3. Income under the head Profit and Gains of Business or Profession and its computation, (Problems on computation of income from business/ profession of Individual assessee). **8 Hrs**
4. Income from Capital Gains (Only theory), Income from Other Sources (Theory Only), Permissible deductions under section 80C to 80U. **6 Hrs**
5. Introduction to Goods and Services Tax (GST): Introduction to Goods and Services Tax Act, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST), Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. Registration under GST (Theory). **5 Hrs**
6. Levy and Collection of Tax: Scope of Supply, Composite and Mixed Supplies , Levy and Collection, Composition Levy , Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems). Input Tax Credit: Introduction and Eligibility to avail Input Tax Credit (ITC) **5 Hrs**

Reference Books:

- 1) Vinod Singhania and Kapil Singhania, "Direct Taxes Law and practice" ,Taxman Publications
- 2) Lal & Vashisht , "Direct Tax" — Pearson Ed. 28E.
- 3) Vinod Singhania and Kapil Singhania "Students Guide to Income Tax", – Taxman Publications
- 4) V S Datey – "Indirect Taxes "– Taxman Publications.
- 5) Mehrotra, "Direct Tax" – Sahitya Bhavan
- 6) K.M Bansal, Taxmanns, GST& Customs Law (University Edition)
- 7) B. Viswanathan UBS Publisher, Goods & Services Tax (GST) in India
- 8) V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns Principles of GST& Customs Law

20PMBAH401	Training and Development	(3-0-0)3
		Contact Hours: 39

Course Learning Objectives (CLOs):

1. Enable students to be aware of the field of training and development and its role in optimizing performance
2. Make students to understand the process of analyzing training needs and evaluating training programs
3. Provide the students an overview of the various training and development methods

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1-5)/PSOs(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Explain the different concepts of Training and development.		6	
CO-2	Analyse training needs of individuals and plan and schedule training programs.		1,2	5
CO-3	Demonstrate the implementation of training programs as required.	6	5	
CO-4	Apply the acquired knowledge to provide relevant training using the requisite methods.	1		8

PO/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2.5	1			1.5	2.5		1

Contents:

1. Introduction to Training and Development: Meaning and significance, theories of adult learning, pedagogy and andragogy, classification of learning capabilities, Bloom's taxonomy, Learning enhancement factors, facilitation theory, nine events of instruction, different approaches to adult learning

Training Needs Analysis:

Introduction, Sources for Identifying Training Needs: Job Profile Analysis, Analysis through Professional Training Consultants, Analysis through Pre-training Survey. Benefits of Needs Assessment, TNA at Different Levels: Organizational-level TNA, Individual-level TNA, Operational-level TNA. Process of TNA, Purpose of TNA, Steps in a TNA process, Types of Needs Analyses Techniques for Determining Specific Training Needs: Observation, Interviews, Job Descriptions, Job Difficulty Analysis, Performance Review Meeting, Study of Employees Motivation and Drive, Reckoning the Organizational Policy. Importance of Focus Groups in TNA, Developing the Training Plan, Framework for Training Needs Identification, TNA Survey. **7 Hrs**

2. Designing a Training Program:

Introduction How to Design Training, Steps in Training Design, Advantages of Training Design, Models of Training or Instructional Design, ADDIE Model of Training Design Dick and Carey Model, Kemp's Training Design Model, Training Design and Work Environment, Work Environment Factors for Training Design Training Design Template, Sample Training Programmes, Experiential Training, The Experiential Training Design Process.

Training Methodology:

Introduction, Different Methods of Training, Steps of a Case Study for the Learners, Role-play, Exercises for Performance Management, Remove Blocking and Block Busting, Sources of Blocking. Induction, Objectives of Induction Programmes, Components of an Induction Programme, Steps in an Induction Programme. Employee Socialization Process, Models of Employee Socialization. Placement, Importance of Induction and Placement. Training Aids, Advantages and Disadvantages of Training Methods. Training Alternatives: Mentoring and coaching, Job Rotation, Assistants to Position, Projects and Boards. Employee Counselling, Objectives/functions of Counselling, Types of Counselling. Training through team Building, Team-building Exercises, T-group, Role Analysis, Membership for Team Effectiveness, How to improve Teamwork, Training through Adventure Tours. **7 Hrs**

3. Training Evaluation:

Introduction Sample Evaluation Matrix, Important Considerations for Designing Training-evaluation Models, Problems of Training Evaluation, Overcoming the Problems of Training Evaluation, Requirements for Effective Training evaluation, Types of Training Evaluation,

Training Benchmark Metrics, Calculation of Cost-benefits of Training, Steps for Calculating the Cost and Benefits Training Evaluation Models Kirkpatrick Four-level Approach for Training Impact Evaluation, Hasset's Training Investment Analysis Approach, CIPP Approach to Evaluation, Kaufman's Five-level Evaluation of Training, Impact CIRO Model of Training Evaluation, Phillips' Five-level ROI Model, IPO Model, Training Valuation System Model, Financial Utility Model. **4 Hrs**

4. Training Policy, Plans and Resources:

Introduction, Training Policy, Need for a Training Policy, Structure of a Training Policy, Checklist for an Effective Training Policy, General Information, Template of a Training Policy, Benefits of Training Policies, Training Plan, Benefits of a Training Plan, Steps for Designing a Training Plan, Template of a Training Plan, Budgeting for Training, Template of a Training Budget, Training Process, Framework of a Training Process, Model Role of a Training Manager, Training Transfer. **3 Hrs.**

5. Personality development through training:

Introduction, Definition and Concepts, Characteristics of Personality Determinants of Personality, Theories and Structure of Personality, Personality Types, the Leader-Type A Personality, the Socializer-Type B Personality, the Type C Personality, the Type D Personality. Personality Opposites, Jungian Types, Myers-Briggs and the Four Temperaments, Personality Constructs Based on Our Physical Type, Personality Inventories, Personality Development, Measurement of Personality Traits, Personality and Recruitment, Personality and Employment, Testing Validity and Reliability of the Selection Tests, Test of Intelligence as Employability Test, Performance Intelligence Test, Emotional Intelligence, Two Aspects of Emotional Intelligence, The Five Domains of Emotional Quotient, Ethical Guidelines for Psychological Testing, Personality and Career Choice, Johari Window and Personality, Training on Personality, Personality Assessment, Transactional Analysis and Personality.

Competency-based Training and Development:

Introduction, Definitions and Concepts, Skills and Competencies, Competencies and knowledge Management, Type of Competencies, Competency Characteristics, Competency Mapping, Competency Mapping Process, Process of Competency Mapping, Steps of a Competency Identification Process, Steps to introduce a Competency-based System, Advantages of a Competency-based Approach. Developing a Competency Model, Approaches to Competency Development Models, Examples of HR Competencies: Business Partner's Role, Change Agent, Leadership. Competency based Performance Management Systems, Essential Elements of Competency-based Performance Management Systems, Monitor Performance and Feedback, Complete Employee Profile and Development Plan. Begin Succession Planning/Talent Management, Competency Dictionary, Competency-based Training and Development. **10 Hrs**

6. On the job methods: Meaning and significance of on the job training(OJT), Allen's four step model, Kane's seven step model, five needs of supervisors, advantages and limitations of OJT, skills of OJT trainers, OJT process, OJT methods and OJT effectiveness.

Other methods: Classroom methods:

Meaning and significance of classroom training, advantages and limitations, bringing life to classroom, fundamentals of classroom effectiveness, types of classrooms, methods of classroom learning, technology based classrooms, interaction techniques.

Outward bound methods:

Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues.

E-training or E-learning Methods of Training:

Introduction, Types of E-training Designing E-training Programmes, Computer-based Training, Training with Multimedia, Learning Management Systems, E-training Transferability **8 Hrs**

Reference Books:

- 1) Dipak Bhattacharya, training and Development, Theories and Applications, Sage Publications.
- 2) Pandu Naik G, Training and Development, Excel Books, 2007.
- 3) Rolf Lynton & Udai Pareek, Training for development, Sage Publications, 2011.
- 4) Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005

20PMBAH402 Organization Development and Change (3-0-0) 3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. To Gain conceptual insight of change models, OD process and interventions.
2. To Explain and apply the Organization development aspects in organizations.
3. Describe and explain in his/ her own words the relevance and importance of OD interventions to be adopted in organizations.
4. Analyze the tools and techniques available to implement changes in the organizations.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5)/PSOs(6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Describe and identify the various concepts of organization development and change.	1		
CO-2	Apply OD interventions to improve the workplace effectiveness.	1, 6	2	
CO-3	Classify and categorize different interventions adopted in organizations.	7	6	

CO-4	Create and reconstruct OD interventions and process required to manage the organizations.	2		5
CO-5	Appraise and judge the practical applicability of various OD interventions, process and practices to be followed in organizations.	6	7	

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5			1	2.7	2.5	

Contents:

1. Organizational Change: An Overview, Aim of Organizational Change, meaning of organization development and history and evolution of OD, importance of Managing Change, The Present Business Environment, Change Levers: Forces Pressurizing for Change, Types of Changes. **06 Hrs**

2. Models of Change: Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, Action Research Model, Managing Change with ADKAR Model, Integrated Model of Change, Comparison and Critical Analysis of Change Models

Resistance to Change: What Is Resistance to Change?, Why Employees Resist Change?, Reason for Resistance at Individual Level , Reason for Resistance at Organizational Level, Resistance Due to Emotional Reasons , Ways of Managing Resistance to Change, Role of Communication in Managing Change.

Core Values and Ethics of Organization Development.

OD Practitioner: Definition and competencies, Defining Values Why Are Values Important to the OD Practitioner? **08 Hrs**

3. Process of Organizational Development –

Entering and contracting- entering into an OD relationship, developing a contract
Diagnosing - organization level, group level, individual level.

Collecting, analyzing and feeding back diagnostic information

Designing interventions- Overview of interventions, effective interventions.

Evaluating and institutionalizing OD interventions

Leading and Managing of Change **08 Hrs**

4. Human process interventions: Process consultation, third party intervention, team building, confrontation meeting.

Human resource management intervention: performance management, reward systems, talent management, workforce diversity, employee stress and wellness **05 Hrs**

5. Technostructural intervention: Redesigning Organizational Structure, Boundaryless Organization, Learning Organizations, Change Through Quality Management Techniques

Strategic intervention: Organizational Growth Through Merger and Acquisition, Organizational Culture, Knowledge Management **07 Hrs**

6. Latest trends in organizational development

Role of Organizational Development in Future Business Environment **05 Hrs**

Reference books:

- 1) Thomas G Cummings & Christopher G. Worley, "Theory of Organization Development and Change", 10th edition, Cengage Learning.
- 2) Ratan Raina, "Change management and organizational development" Sage Texts
- 3) Richard L Draft, "Understanding the theory and design of organization", Cengage Learning.
- 4) S. Ramnarayan & T. V. Rao, "Organization Development: Accelerating Learning and Transformation" Sage Texts
- 5) Wendell French, Cecil H. Bell, Veena, Jr, "Organization Development, behavioral science interventions for Organization Improvement", Pearson, PHI.

20PMBAH403 International Human Resource Management (3-0-0)3

Contact Hours: 39

Course Learning Objectives (CLOs):

1. Explain students about the impact of contemporary issues and global imperatives on Human Resource concepts.
2. Explain students about the policies and practices in multinational organizations.
3. Compare, contrast and explain to students on variety of strategic approaches to the management of human resources in multinational organizations.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs(1-5)/PSO's(6-8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level (1)
CO-1	Comprehend the key concepts of IHRM and global HRM practices followed by companies.		1	
CO-2	Analyse the impact of culture, global immigration, policies and practices of countries on global HR Management.		1,6	
CO-3	Comprehend the process of knowledge management in the Multinational firms.		1	

CO-4	Comprehend the change in regulations of different countries to govern the functioning of the Multinational companies in today's scenario.	2	6	
CO-5	Identify Work life balance, diversity management and equal opportunity practices of companies in managing global HR.	6	2	

POs/ PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	2	2.5				1.3		

Contents:

1. Introduction to IHRM: Meaning and Definition of IHRM, Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches Emergence of Global HR Manager.

Culture and Cross-Cultural Management:

Introduction, Studies on culture in management Positivist views: 'Culture and values' Interpretive views: 'Culture and meanings' Critical views: 'Culture and power'; Comparative Human Resource Management - Globalisation and HRM, The importance of context, Differences in HRM practice;

Approaches to International Human Resource Management:

Review of IHRM approaches, the concept of HRM, Are IHRM models applicable to other contexts? What factors affect HRM approaches internationally? What are the implications of change for IHRM approaches? **7 Hrs.**

2. International Staffing Management:

International Staffing the Trends, Globalization, De-Globalization, Demographics, Rise of Global Immigration, Expanding Cities, Global Outsourcing Digitization and Automation Direct Trends, International Staffing: The Practice and Process Map, International Human Resource Planning, Benchmarking International Human Resource Planning Flow, International Recruitment and Selection.

International Compensation Management:

International Compensation: Macro Trends, International Compensation Management: Strategy and Approaches, International Compensation Practices and Policies. **7 Hrs.**

3. International Training Management:

Training and Development: Domestic Versus International Organizations International

Training Management: Basic Concepts and Models Leadership Training and Development in International Organizations Technology in International Training Management

Managing Knowledge in Multinational Firms:

Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention, from the management of knowledge to innovation, Summary and conclusions. **6 Hrs.**

4. Global Performance Management:

Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates, Summary and conclusions.

Total Rewards in the International Context

Differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers.

International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programmes Approaches to international compensation Repatriation issues, International trends in global total rewards Summary and conclusions. **7 Hrs.**

5. Multinational Companies and the Host Country Environment:

Introduction, Varieties of host country environments, Sustainability of divergent employment arrangements, Understanding how MNCs act in diverse host country environments, Host country effects on IHRM practices of MNC subsidiaries, Summary and conclusions.

Regulation and Multinational Corporations: The Changing Context of Global Employment Relations:

Introduction, what is regulation and why is the political context important? Why are there political agendas to de-regulate? What are the political and institutional drivers of de-regulation?

Human Resource Management in Cross-Border Mergers and Acquisitions

Introduction, Cultural differences and cross-border M&A performance. What does integration mean? Managing cross-border integration: the HRM implications Summary and conclusions. **7 Hrs.**

6. Equal Opportunity and Diversity Management in the Global Context

Introduction, Equal opportunities, Diversity management, Work–life balance: practices and discourses, Summary and conclusions.

Corporate Social Responsibility and Sustainability through Ethical HRM practices:

Introduction, Ethics and corporate social responsibility International labour standards and decent work, Sustainability through the integration of CSR and HR policy, Summary and conclusions. **5 Hrs.**

Reference Books:

- 1) Anne-Wil Harzing, Ashly H. Pinnington, International Human Resource Management. Sage Publications India Pvt Ltd, 4th edition,2015.
- 2) Srinivas Kandula, International Human Resource Management. Sage Publications India Pvt Ltd, 2018.
- 3) Peter Dowling, Festing,Engl, International Human Resource Management, Cengage Learning.
- 4) Monir Tayeb, International Human Resource Management, Oxford University Press

20PMBAL400	Project	6 Credits
		Contact Hours: 6 weeks

Course Learning Objectives (CLOs) :

1. To expose the students to understand the working of the organization / company/ industry and take un an in-depth study of an issue / problem in their respective area of specialization and suggest possible solutions.

Course Outcomes (COs):

Description of the Course Outcome: At the end of the course the student will be able to:		Mapping to POs (1 to 5) / PSO (6 to 8)		
		Substantial Level (3)	Moderate Level (2)	Slight Level(1)
CO-1	Gain exposure to the industry and company	3		
CO-2	Analyze relevant data and Information in order to identify problems.	1	2,6	
CO-3	Demonstrate possible solutions to the identified problems using qualitative and quantitative analytical tools.	2,7	6	
CO-4	Prepare a report and deliver an effective presentation	8		

POs/PSOs	PO-1	PO-2	PO-3	PO-4	PO-5	PSO-6	PSO-7	PSO-8
Mapping Level	3	2.5	3			2	3	3

General Guidelines:

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The permission from the company has to be taken from the company during the semester III and synopsis has to be finalized before a student goes for the 6 week project.

- The Course code of the project report shall be 20PMBAL400 and shall be compulsory for all the students opting for all specializations.
- The college shall receive 2 copies of project reports with Royal Blue cover prior to the commencement of the 4th semester examination.
- By keeping the business trend in the present scenario, college/university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval and decision of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 16 font for main headings, 14 font for sub headings and 12 font size for regular text. All the reports shall be printed in the A4 size 1" margin on all the sides except right margin with 1.5" for binding with justified alignment.
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- A declaration by the student to the effect that the work is independently carried out by him/her has to be attached.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and Internal guide can issue a certificate for successful completion).

Schedule to be followed before the commencement of Project during Semester -III:

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

Schedule to be followed during Project work:

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

Contents of the Project Report:

1. Cover page
2. Certificate from the Organization (scanned copy if applicable)
3. Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
4. Declaration by the student (scanned copy)
5. Acknowledgement
6. Table of contents
7. List of tables and graphs
8. Executive summary
9. Chapter 1: Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement
10. Chapter 2: Conceptual background and Literature review Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).
11. Chapter 3: Research Design Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.
12. Chapter 4: Analysis and Interpretation Analysis and interpretation of the data-collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.
13. Chapter 5: Findings, Conclusion and Suggestions Summary of findings, Conclusion and Suggestions / Recommendations
14. Bibliography: Books, Articles names, etc. to be mentioned as per APA style.
15. Annexures: Relevant to the project such as figures, graphs, photographs etc.,
16. Plagiarism Report

Submission of Report:

1. Project reports have to be submitted by students before the commencement of semester IV semester end examinations.
2. Students should submit 2 copies of hard copy of the Project Report with Royal blue color hard bound to the Institute.
3. Students should also submit the Project Report in electronic data form, in PDF file (Un-editable Format) to the Institute written in a CD.
4. Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against Institute/University academic discipline. The University considers plagiarism to be a major offence, and subject to corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and the report should consist 75% of original content/work.
5. Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Project Evaluation Scheme:

- Internal evaluation will be done by the internal guide for 50 marks.
- External valuation shall be done by a faculty member of other institute drawn from university affiliated institutes.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor/ Internal guide of the department and an expert drawn from the university affiliated institutes .
- Project work carries 100 marks consisting of 50 marks for internal marks by the internal guide, average of 25 marks from both internal and external examiner for report evaluation and average of 25 marks from both internal and external examiner for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.

Evaluation Scheme of Project:

SI No.	Aspects	Marks Allotted
A	Internal Assessment by the Guide- Based on Presentation by Students	50
B	Report Evaluation by the Guide & External Examiner. The average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	25
C	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
	Total	100

A. Internal Assessment by the Guide- Based on Presentation by Students:

SI No.	Aspects	Marks Allotted
1.	Introduction, Literature review, Research Design	10
2.	Industry and Company Profile	05
3.	The theoretical background of study	10
4.	Data analysis & Interpretation	10
5.	Summary of findings, suggestions and conclusion	10
6.	Presentation and communication skills	05
	TOTAL MARKS	50

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

SI No.	Aspects	Marks Allotted
1.	Introduction, Relevance of the project, Conceptual background and literature review	5
2.	Research design	5
3.	Analysis and interpretation	5
4.	Summary of findings, suggestions and conclusion	5
5.	Accuracy and completeness of the report	5
	TOTAL MARKS	25

C. Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute(Joint Evaluation)

SI No.	Aspects	Marks Allotted
1.	Presentation and Communication skills	5
2.	Subject knowledge	5
3.	Objectives of the study and Methodology	5
4.	Analysis using statistical tools	5
5.	Findings and appropriate Suggestions/ Recommendations	5
	TOTAL MARKS	25

