

4th Semester MBA HR Electives

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	22MBAHR403	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
1. To understand the nature of various dimensions of conflict. 2. To learn various strategies and techniques to manage conflicts. 3. To understand the importance and role of negotiation in conflict resolution. 4. To understand the importance of cross-cultural and gender dimensions of negotiation.			
Module-1		6 Hours	
Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.			
Module-2		7 Hours	
Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking			
Module-3		7 Hours	
Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation			
Module-4		6 Hours	
Negotiation: Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for			

distributive bargaining
Module-5 7 Hours
Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.
Module-6 7 Hours
Managing Impasse and difficult negotiations Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.
Assessment Details (both CIE and SEE) The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together. Continuous Internal Evaluation: There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. CIE Marks shall be based on: a) Tests (for 25Marks) and b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same. Semester End Examination: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub questions. • Each full question will have sub question covering all the topics. • The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

COMPENSATION AND REWARD MANAGEMENT			
Course Code	22MBAHR306	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • The student will be able to describe and identify the application of Compensation Management in the Organisation • The student will be able to describe and explain in her/his own words, the relevance and importance of Compensation Management in the Organisation • The student will be able to apply and solve the workplace problems through application of Compensation Management • The student will be able to classify and categories different models and approaches of Compensation Management adopted in the Organisation • The student will be able to formulate and prepare Compensation Management to be adopted in the Organisation • 6. The student will be able to design and develop an original framework and model in dealing with compensation problems in the organisation. 			
Module-1 (7 Hours)			
Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.			
Module-2 (7 Hours)			
Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/W&S Admin, Divergent Systems and Institutions for Wage Fixation in India.			
Module -3 (9 Hours)			
Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities			
Module-4 (9 Hours)			

Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay- Framework, Model and Challenges; Pay for Performance : Steps involved in the design for pay for performance - Intent ; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact & Administration; Evaluation.

Module-5 (9 Hours)

Administration & Controlling Salary Costs and Salary Review: Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guidelines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation.

Module-6 (9 Hours)

Operating, Non-financial Benefits(Intrinsic and Relational Rewards: Role of Non-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Non-financial Benefits/Rewards, A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and Development, Achievement, Value Addition in Personality Others.

HUMAN RESOURCE MANAGEMENT			
Course Code	22MBA21	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives: The student will be able to</p> <ul style="list-style-type: none"> • Recite the theories and various functions of Human Resources Management • Describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace • Apply and solve the workplace problems through Human Resources Management intervention • Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace • Design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 (7 Hours)			
<p>Introduction HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.</p>			
Module-2 (9 Hours)			
<p>HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation.</p> <p>Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections.</p>			
Module-3 (9 Hours)			
<p>Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.</p> <p>Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p>Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.</p>			
Module-4 (9 Hours)			

<p>Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs,</p> <p>Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.</p>
<p>Module-5 (9 Hours)</p>
<p>Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management.</p>
<p>Module-6 (7 Hours)</p>
<p>Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools.</p>
<p>Assessment Details (both CIE and SEE)</p> <p>The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.</p> <p>Continuous Internal Evaluation:</p> <p>There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.</p> <p>CIE Marks shall be based on:</p> <p>a) Tests (for 25Marks) and</p> <p>b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.</p> <p>Semester End Examination:</p> <p>The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</p> <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub questions. • Each full question will have sub question covering all the topics. • The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Industrial Relations And legislations			
Course Code	22MBAHR304	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To describe and Identify the application of Labour Laws regulating Industrial Relations in Organisation • To describe and explain in her/his own words, the relevance and importance of Labour Laws and Industrial Relations in Organisation • To apply and solve the workplace problems through Labour Laws • To classify and categorise different Laws and Codes • To create and reconstruct Industrial Relations System to be adopted in the Organisation • To appraise and judge the practical applicability of Labour Laws regulating Industrial Relations in Organisation 			
Module-1 (9 Hours)			
<p>Introduction – Industrial Relation: Definitions, Scope, Objectives, Types, Characteristics, Importance, approaches of Industrial Relations, Model of Industrial relations, Recent Trends in Industrial Relations, Managing IR Changes. The Participants of Industrial Relation Activities.</p>			
Module-2 (9 Hours)			
<p>Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects of the grievance redressal procedure in India, Model of Grievance redressal Procedure.</p>			
Module-3 (9 Hours)			
<p>Collective bargaining: Concept – function and Importance – principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers’ Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management.</p>			
Module-4 (9 Hours)			
<p>Introduction to Employee Relation, meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.</p>			
Module-5 (9 Hours)			
<p>Factory Act 1948, Contract labour Act (Regulation and Abolition)Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948.</p>			

<p>Module-6 (7 Hours)</p> <p>Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952 , Gratuity Act 1972, Bonus Act 1965.</p>
<p>Assessment Details (both CIE and SEE)</p> <p>The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.</p> <p>Continuous Internal Evaluation:</p> <p>There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.</p> <p>CIE Marks shall be based on:</p> <p>a) Tests (for 25Marks) and</p> <p>b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.</p> <p>Semester End Examination:</p> <p>The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</p> <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub questions. • Each full question will have sub question covering all the topics. • The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
<p>Suggested Learning Resources:</p> <p>Books</p> <ol style="list-style-type: none"> 1. Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publicatio, 2017 (2nd edition). 2. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition). 3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition). 4. Industrial Relations and Labour Laws-Emerging Paradigms, B.D.Singh, Excel Book, 2008.
<p>Web links and Video Lectures (e-Resources):</p>

Principles of Management and Organisational Behaviour			
Course Code	22MBA11	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To understand theories and models of Management and OB. • To classify and differentiate between various methods of problem solving. • To compile an adept framework for solving the problems at the workplace. • To acquaint the students with industry relevant skill sets. 			
Module-1 (8 Hours)			
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management.			
Module-2 (9 Hours)			
<p>Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. Controlling: Meaning, Importance, Steps in the control process, Types of Control.</p>			
Module-3 (9 Hours)			
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations.			
Module-4 (9 Hours)			
<p>Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the work place, Types of values, Perception, Meaning, Model of Perceptual process. Emotions in work place, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. Motivation, Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation.</p>			
Module-5 (9 Hours)			
Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. Power , Meaning, Sources, and Contingencies of Power, Consequences of Power.			
Module-6 (7 Hours)			

Culture: Meaning, Elements of Organisational Culture, Importance of Organisational Culture. Organisational Change , Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:

Books

1. MGMT ,Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior,Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour , Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management , Koontz, McGraw Hill, 8/e, 2014.
5. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.

3rd Semester MBA HR Electives

RECRUITMENT AND SELECTION			
Course Code	22MBAHR303	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning Objectives: This course will enable the students</p> <ul style="list-style-type: none"> • To recite the theories and various steps involved in Recruitment and Selection • To describe and explain in her/his own words, the relevance and importance of Recruitment and Selection in the Organization • To apply and solve the workplace problems through Recruitment and Selection intervention • To classify and categorize in differentiating between the best method to be adopted by organization related to Recruitment and Selection • To compare and contrast different approaches of Recruitment and Selection framework for solving the complex issues and problems • To design and develop an original framework and framework in dealing with the problems in the organization. 			
Module-1 (8 Hours)			
<p>Workforce Planning and Recruitment Analytics: Concept of Work, Organisation's Work and Jobs; Millennials at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices.</p>			
Module-2 (9 Hours)			
<p>Job Analysis, Job Description and Job Design: Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.</p>			
Module-3 (9 Hours)			
<p>Job Evaluation: The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation; Online Salary Survey.</p>			
Module-4 (9 Hours)			

<p>Selection and Interview Strategy: Interview Strategy and Process; Millennials shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.</p>
<p>Module-5 (9 Hours)</p>
<p>Testing and Assessment: Testing in Occupational Selection; Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.</p>
<p>Module-6 (7 Hours)</p>
<p>Making the Hire; Assessment of Candidate and Job Fit: Unique Recruitment strategies; Biodata and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.</p>
<p>Assessment Details (both CIE and SEE) The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.</p> <p>Continuous Internal Evaluation: There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.</p> <p>CIE Marks shall be based on:</p> <ol style="list-style-type: none"> Tests (for 25Marks) and Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same. <p>Semester End Examination: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.</p> <ul style="list-style-type: none"> The question paper will have 8 full questions carrying equal marks. Each full question is for 20 marks with 3 sub questions. Each full question will have sub question covering all the topics. The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

3rd Semester MBA Marketing Electives

CONSUMER BEHAVIOUR			
Course Code	22MBAMM303	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To develop an understanding of consumer behaviour theories and apply this understanding in a marketing decision making context. • To identify the multitude of factors influencing consumers so that each of us will be able to apply this knowledge to improve market strategy. • To Create better marketing programs and strategies basing on the knowledge of consumer behaviour. 			
Module-1 (7 Hours)			
Introduction to consumer behaviour: Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism.			
Module-2 (9 Hours)			
Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Class Exercise: Conducting consumer experiments.			
Module-3 (9 Hours)			
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, McGuire's Psychological Motives.			
Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, NeoFreudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.			
Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on consumer behavior, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers'			

handle risk.

Module-4(9 Hours)

Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Instrumental Conditioning.

Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tricomponent Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model).

Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

Module-5 (9 Hours)

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. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problem

Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and roles in decision making, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications,

Reference Groups: Understanding the power & benefits of reference groups, Types of reference group, Reference Group Appeals.

Module-6 (7 Hours)

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.

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing,

DIGITAL AND SOCIAL MEDIA MARKETING			
Course Code	22MBAMM405	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning Objectives:			
This course will enable the students			
<ul style="list-style-type: none"> • Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy. • Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media. • Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan. • Learn how to measure digital marketing efforts and calculate ROI. • Explore the latest digital ad technologies. 			
Module-1 (5 Hours)			
Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.			
Module-2 (6 Hours)			
Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework.			
Module-3 (7 Hours)			
Digital Advertising (PPC, Digital Display and YouTube campaign): Google Ad Words Overview; Understanding AdWords Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking			
Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ads and its features, Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on e-portals.			
Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads Using Tools			
Module-4 (8 Hours)			

Emerging trends in Digital Marketing: Affiliate Marketing- Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.

Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;

Social Media Marketing-Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing **and** VIDEO & AUDIO (PODCASTING) marketing; **and**

Content Marketing-Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content, optimizing content for search engines, opt-in email list with content marketing examples.

Module-5 (7 Hours)

Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.

Module-6 (7 Hours)

E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process of SEO for an ecommerce website.

MARKETING MANAGEMENT			
Course Code	22MBA15	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To make students understand the fundamental concepts of marketing and environment in which marketing system operates. • To gain knowledge on consumer buying behaviour and influencing factors • To describe major bases for segment marketing, target marketing, and market positioning. • To develop a Conceptual framework, covering basic elements of the marketing mix. • To understand fundamental premise underlying market driven strategies and hands on practical approach. 			
Module-1 (7 Hours)			
Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.			
Module-2 (9 Hours)			
Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological factors consumer.			
Module-3 (9 Hours)			
Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.			
Module-4 (9 Hours)			
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.			
Module-5 (9 Hours)			

12.01.2023

Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.

Module-6 (7 Hours)

Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

4th Semester MBA Marketing Electives

STRATEGIC BRAND MANAGEMENT			
Course Code	22MBAMM403	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To appreciate the relationship between corporate strategy and Brand Management. • To explore the various issues related to Brand Management, brand association, brand identity, brand architecture, leveraging brand assets, brand portfolio management. • To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors. 			
Module-1 (7 Hours)			
<p>Introduction: Meaning of Brand, Concepts, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders. Brand Management- Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Strong Indian Brands.</p>			
Module-2 (5 Hours)			
<p>Meaning, Model of CBBE: Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism. Brand positioning: Meaning, Point of parity & Point of difference, positioning guidelines, Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.</p>			
Module-3 (7 Hours)			
<p>Meaning of Brand Knowledge: Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge.</p>			
Module-4 (7 Hours)			
<p>Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry,</p>			

First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module-5 (7 Hours)

Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages.

Module-6 (7 Hours)

Global branding: Organization for a global brand, pathways to globalization. **Luxury Brand Management:** Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international luxury markets: historical leaders and emerging countries.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Course Code	22MBAFM304	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
<p>Course Learning objectives:</p> <ul style="list-style-type: none"> • To acquaint students with fundamental concepts of capital market and its instruments. • To understand techniques to evaluate and analyze risk and return characteristics of securities such as individual stocks, mutual funds etc. • To provide basic knowledge of the theories and practices of modern portfolio choice and investment decision 			
Module-1 (6 Hours)			
<p>Introduction to Investment: Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Trading & Settlement Procedure, Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).</p>			
Module-2 (9 Hours)			
<p>Return and Risk Concepts: Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security & Portfolio (Theory & Problems).</p>			
Module-3 (9 Hours)			
<p>Valuation of Securities: Bond – Meaning, features, types, determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).</p>			
Module-4 (8 Hours)			
<p>Fundamental & Technical Analysis: Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).</p>			
Module-5 (9 Hours)			
<p>Modern Portfolio Theory: Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe’s Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe’s Optimum Portfolio Construction. (Theory & Problems).</p>			

Module-6 (9 Hours)

Portfolio Management Strategies and Performance Evaluation: Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Accounting for Managers			
Course Code	22MBA13	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives:			
<ul style="list-style-type: none"> • To enable the students to understand the conceptual framework of accounting, reporting and financial statements. • To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off. • To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making. 			
Module-1 (7 Hours)			
Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System, Basics of Generally Accepted accounting Principles (GAAP) , IFRS, Indian Accounting Standards. Concepts and Conventions of Accounting. (Theory only)			
Module-2 (9 Hours)			
Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, Users of Accounting information, subsidiary books including cash book with two and three column cashbook only. (Theory and Problems).			
Module-3 (9 Hours)			
Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).			
Module-4 (9 Hours)			
Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Preparation of Cash flow Statement (indirect method). Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).			
Module-5 (6 Hours)			
Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement with Tally. (Theory and Problems).			
Module-6 (10 Hours)			
Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).			
Direct Taxation: Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Tax Planning, Tax Evasion and Tax Management, (Theory Only).			
Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting. (Theory only).			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full question from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Suggested Learning Resources:**Books**

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari , 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.
4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
7. Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publications.

Web links and Video Lectures (e-Resources):

Banking & Services Operations			
Course Code	22MBAFM306	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> ● To understand the Structure and functions of Public sector Banks and Commercial Banking in India. ● To learn the functions of various Financial Services in India. ● To understand role of Banking and Financial Services in Business organizations ● To know the functioning of NBFC 's in India 			
Module-1 (8 Hours)			
1Banking System and Structure in India: Types of banks –Public Sector, Regional Banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Bank Performance analysis and Future of Banking. (Theory)			
Module-2 (8 Hours)			
Commercial Banking: Structure, Functions - Primary & Secondary functions, Services rendered. Concept of Universal Banking, Analysis of Banks' Financial statements, Financial statement of Banks, Comparison of bank ratios of Public sector banks, Private sector and Foreign banks operating in India. (Theory)			
Module-3 (8 Hours)			
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, Preparation of Prospectus, Underwriting, Private Placement, Book Building Vs. Fixed price issues. (Theory)			
Module-4 (10 Hours)			
NBFCs; Micro-finance; Leasing & Hire Purchase Banking: NBFCs: An Overview -Types of NBFCs in India- Growth, Functions and Regulatory framework. (Theory) Micro-finance: The paradigm-NGOs and SHGs-Microfinance delivery mechanisms, Models Services, Challenges. -Future of Micro finance(Theory) Leasing & Hire Purchase: Nature and scope of leasing, Types of leasing, Problems in Evaluation of Leasing. Nature and forms of Hire purchase agreements, Problems in Evaluation of Hire Purchase. (Theory and Problems)			
Module-5 (8 Hours)			

Credit Rating; Venture Capital; Depository System, Securitization of Debt:

Credit Rating: Meaning, Process, Methodology, Agencies And Symbol

Venture Capital: Concept, features, Process ,Stages. Private equity- Investment banking perspectives in private equity. Performance of Venture Capital Funded Companies In India.(Theory)

Depository System: Objectives of Depository System, Activities, NSDL& CDSL. Process of Clearing and Settlement.

Securitization of Debt: Meaning, process, Types, Benefits. (Theory)

Module-6 (8 Hours)

Mutual Funds -Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India, Marketing of mutual funds. (Theory)

FINANCIAL MANAGEMENT			
Course Code	22MBA22	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	4:0:0	SEE Marks	50
Total Hours of Pedagogy	50	Total Marks	100
Credits	04	Exam Hours	03
Course Learning Objectives:			
<ul style="list-style-type: none"> • To familiarise the students with basic concepts of financial management and financial system. • To understand the concept of time value of money and its implication. • To evaluate investment proposals. • To understand the management of working capital in an organization. • To analyse the capital structure and dividend decision of an organisation 			
Module-1 (7 Hours)			
Introduction: Financial Management: Definition and scope- objectives of Financial Management- role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies(NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).			
Module-2 (9 Hours)			
Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & equated annual instalments. (Theory & Problem).			
Module-3 (9 Hours)			
Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit-Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem).			
Module-4 (7 Hours)			
Capital structure and Dividend Decisions: Capital structure– Planning the capital structure- optimum capital structure- determination of capital structure- Governance of Equity and Debt- Leverages- EBIT and EPS analysis-Return of Investment (ROI) &Return on Earnings (ROE) analysis.(Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy- forms of dividend-bonus issue-stock split (Theory only)			
Module-5 (9 Hours)			
Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – [Payback period, time adjusted payback period, accounting rate of return , Net present value, Internal rate of return, Modified internal rate of return, Profitability index method,). Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).			
Module-6 (9 Hours)			
Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm. (Theory Only). Case study on Working Capital Determination and the impact of negative working capital.			

Assessment Details (both CIE and SEE)

The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

a) Tests (for 25Marks) and

b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.
- 40 percent theory and 60 percent problem in SEE.

Suggested Learning Resources:**Books**

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, TMH,7/e, 2017
2. Financial Management: Theory and Practice, Prasanna Chandra, TMH, 10/e, 2019
3. Financial Management Dr. G. Nagarajan & Dr. Binoy Mathew, Jayvee Digital Publishing, 2/e, 2022
4. Financial Management, Prahlad Rathod, Babitha Thimmaiah and Harish Babu, HPH, 1/e, 2015.
5. Financial Management, I.M. Pandey, Vikas Publishing, 11/e.

Web links and Video Lectures (e-Resources):