

MBA III SEMESTER

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit	
1	Strategic Management	3001	20	80	100	04	04	
2	Total Quality Management	3002	20	80	100	04	04	
3	Employability Skills	3003	10	40	50	02	02	
4	Specialization Subjects	A student has to choose papers which accumulates to 16 credits of specialization subject						16
5	Open Elective Course						04	
	Total						30	

STRATEGIC MANAGEMENT

Subject Code: 3001

Credits: 4

Teaching Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the basic concepts of strategic management as they apply to business.
2. To provide a critical overview business implications and opportunities arising from social and environmental issues

Expected Outcome:

1. To introduce recent development in the field of strategic management

Module 1	12 hours
Introduction to Strategic Management	
Definition, Meaning and Nature of Strategy, Strategy v/s Policies & Tactics, Strategy v/s Programmes. Procedure & Rules. Levels of strategy. Importance of Strategy. Mintzberg's 5Ps for strategy (Plan, Pattern, Ploy, Position & Perspective) The basic model of Strategic Management Process. Strategic decision making (Mintzberg's Modes of strategic decision making – Entrepreneurial mode, adaptive mode, planning mode, logical instrumentalism) Benefits of strategic Management.	
Strategy formulation – strategic intent, vision, core values & purpose, mission, business definition, objectives and goals, policies	
Profile & contributions (C.K.Pralhad, Sumantra Ghoshal, Vijay Govindrajan, Tom Peters)	

Module 2	16 hours
Strategic Analysis	
<p>Environmental Analysis – Broad dimensions of external Environment. Defining an Industry (Industry & Sector, Industry & Market Segments, changing Industry boundaries). The New BCG Matrix (2X2 – Fragmented, Specialists, Stalemate & Volume Industry). Porter’s Five Forces Model. Industry Life Cycle Analysis. PESTEL framework.</p> <p>Internal Analysis – Types of resources, Critical success factor (CSF), Porter’s value chain framework, VRIO framework, SWOT analysis, Benchmarking.</p> <p>Business Portfolio Analysis –BCG Matrix, GE nine Cell Matrix, ADL Matrix, Concept of Stretch, Leverage and fit. Concept of synergy (Leveraging core competencies)</p>	
Module 3	12 hours
Business Strategies	
<p>Generic Competitive Strategies – Low cost, Differentiation, Focused Strategies.</p> <p>Strategic alternatives - Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures, Outsourcing</p> <p>Grand Strategies – Stability, Growth, Retrenchment and combination Strategy</p> <p>Long term Objectives - Qualities of Long term objectives. Grand Strategies – Concentrated growth, Market development & Product development. Innovation, Integration (Horizontal & vertical), Diversification (Concentric & Conglomerate), Restructuring and turnaround.</p>	
Module 4	10 hours
Implementation and Evaluation of Strategy	
<p>Mckinsey’s 7S framework. Traditional organizational structure & their strategy related pros & cons (simple, functional, divisional, Matrix & Product team), creating agile & virtual organizations (Outsourcing, towards boundary less structures, learning organizations)</p> <p>Organization culture for implementing strategy- shaping organization culture, role of a leader in organizational culture, Manage strategy – culture relationship, Challenges in strategy implementation</p> <p>Performance standards, establishing strategic controls, Strategic control Process,</p>	

Module 5	10 hours
Strategies for 21st Century	
Blue Ocean Strategy –Meaning, Red ocean v/s blue ocean, Introduction to six principles of Blue ocean strategy, Four actions Framework (Reduce, Eliminate, Create, & Raise)	
Co-Creation – Meaning, changing the role of the customer, consumer- company interaction Traditional frame of reference for value creation v/s The new frame of reference for value creation. Introduction to building blocks of co-creation experience (D- dialogue, A- access, R- risk assessment, & T- transparency).	

Activities

1. Presentation on legendary CEO's (Jack Welch, Akio Morita, S.R. Rao, Ratan Tata, Kumarmangalam Birla, Sunil Bharati Mittal, Laxmi Niwas Mittal, Sachin Bansal etc)
2. Identify a firm of your choice and assess the role of leadership in influencing the success of the firm.

Recommended Reading

Essential Reading:

1. Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones
2. Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger
3. Blue Ocean Strategy – Harvard Business Review – W. Chan Kim & Renee Mauborgne
4. Future of competition –Co-creating Unique Value with Customers – HBS Press – C.K. Prahalad & Venkat Ramaswamy

Suggested Reading:

1. Strategic Management – biztantra – John Parnell
2. Strategic Management – South Western Cengage Learning – Robert A. Pitts
David Lei

3. Strategic Management – 6e – Robert M. Grant
4. Strategic Management – Thomson – Hitt, Ireland & Hoskisson
5. Strategic Management (formulation, implementation & control) – 12e – McGraw Hill Education – John A. Pearce, Richard B. Robinson, Amita Mital
6. Reverse Innovation – Brilliance Corp - Vijay Govindrajan
7. Reimagine - DK ADULT – Tom Peters
8. Managing the Radical Change – Penguin India – Sumnatra Ghoshal, Gita Piramal, Christopher Bartlett

TOTAL QUALITY MANAGEMENT

Subject Code: 3002

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the students to the basic concepts of total quality management
2. To understand the focus of TQM for all Business sectors.

Expected Outcome:

1. To gain a deeper understanding of the use of TQM tools and techniques in improving quality in organization.

Module 1 Introduction	15 hours
Quality concepts, Importance of quality, Paradigms of quality, Dimensions for product and service quality, Cost of quality (numerical problems), TQMEX model, Strategic quality management, Quality gurus - Deming, Juran, Crosby, Taguchi, Masaaki Imai, Kaoru Ishikawa.	
Module 2 TQM tools and Techniques	15 hours
Seven quality tools, Kaizen, 5 S, Quality circles, quality function deployment, House of quality, Six-sigma (numerical problems). Introduction to lean Management Principles.	
Module 3 Quality Standards and TQM Awards	10 hours
Quality standards - BIS, Deming award, European quality award, Malcolm Baldrige National quality award.	
Module 4 Benchmarking and BPR	8 hours
Essence of benchmarking, Process of benchmarking, types of benchmarking, advantages and limitations of benchmarking, Introduction to BPR.	
Module 5 Quality Management System	12 hours
Introduction, Need for Quality Management System, Requirements of ISO 9001, Documentation, Benefits of ISO certification, Certification bodies, Quality audit, standard for managing quality audit.	

Activity:

1. **Cost of Quality:** Divide the class into small groups. Visit a local enterprise and find out the costs associated with the poor quality. Prepare a brief report not exceeding four pages (A4 size) and submit.
2. List the Indian companies, who are the recipient of Deming award.
3. **Kaizen Project:** In a small teams, identify a problem affecting your organization and develop cause-and effect diagrams for area chosen for improvement. Present interclass competition and reward the winners. For example: (a) Improving exam grades. (b) Absenteeism in the class. (c) Improving placement records (d) Improving parking facility on the campus (e) Work place improvement
4. Select a firm and list three or four key success factors for that industry. Which firm (s) in your opinion, would be appropriate to benchmark? And why?
5. Prepare a list providing the names and addresses of QMS certification bodies operating in India.

Recommended Reading**Essential Reading:**

1. Charantimath Poornima, Total Quality Management-2/e, Pearson Education, 2011.
2. James R Evans, William M Lindsay, The Management and Control of Quality, Thomson Learning, 2005

Suggested Reading:

1. Janakiraman B and Gopal R K, "Total Quality Management – Text and Cases", Prentice Hall (India)Pvt. Ltd., 2006
2. J M Juran and F M Gryna, Quality Planning and analysis New Delhi: TMH 1993.

EMPLOYABILITY SKILLS

Subject Code: 3003

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objectives:

1. To introduce the concept of career planning, & appraising the students about recruitment & selection process.
2. To prepare students to face and qualify for entrepreneurship & employment

Expected Outcome:

1. The students will be equipped to take decisions relating to employment or entrepreneurship.

Module 1 Career Planning & Aptitude Test	10 hours
Interest profiling, career options (entrepreneurship & employment) and progression, recruitment process. Data interpretation, quantitative aptitude, general awareness, Test of reasoning, fundamental concepts of management and strategy.	
Module 2 Resume Writing	10 hours
Types of resume, objective, defending resume, common errors, Networking and reference seeking from corporate world, Social Networking profile (Big data analysis)	
Module 3 Group Discussion & Personal Interview	10 hours
Meaning, objectives, taking initiative, making a point, making impact, coordinating with the group, opinion formation, summarizing. Personal Interview - Meaning, types and objectives, dress code, basic mannerism and etiquettes, understanding self and job profile. MCQs (HR, Marketing, finance & strategic management etc)	

Activities:

1. List out the industries and sectors where you would like to work along with the positions currently available.
2. Build a bank of job openings in the sector of your choice.
3. Write your Resume in at least 2 different formats and choose the best suited for you.
4. Form groups of 8 students each and conduct Group Discussions on given Topics
5. Prepare the profiles of your role models and identify their characteristics that you relate with.
6. Interview your peers for a given company and record the observations.
7. Conduct Aptitude tests.
8. Write a class newsletter detailing the activities, achievements and learning from each.
9. Visit industries to understand what they look at in a potential candidate or invite guests for lectures.

Evaluation:

- 1) Internal Assessment: (10 Marks)
Resume, Mock Interview, GD and Aptitude test
- 2) External Assessment: (40 Marks)
 - i. Aptitude Tests – 20 Marks
 - ii. Group Discussion - 20 Marks.

**ADVANCE BUSINESS
MANAGEMENT
SPECIALIZATION**

ADVANCE BUSINESS MANAGEMENT SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Family Business Management	3004	20	80	100	04	04
2	Nurturing Business Venture	3005	20	80	100	04	04
3	Productivity Management	3006	20	80	100	04	04
Two Credit Papers							
4	Advanced Hospitality Management	3007	10	40	50	02	02
5	Agri-Business Management	3008	10	40	50	02	02
6	Health-Care Management	3009	10	40	50	02	02
7	NGO Management	3010	10	40	50	02	02
8	Social Entrepreneurship	3011	10	40	50	02	02

FAMILY BUSINESS MANAGEMENT

Subject Code: 3004

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objective:

1. This course is designed for students who intend to manage their business and who aspire to work in family business.

Expected Outcome:

1. Students especially coming from the business family will be getting full fledged knowledge and confidence in continuing and growing their family business,

Module 1	15 hours
Introduction to Family Business: Contribution of family business to economy. Understanding family business, various types of family business, Performance of family businesses, what makes family business more effective? Family Business Evolution: Generation to generation. Stages of development of a family business.	
Module 2	10 hours
Challenges of Family Business: Multiple roles in Family Business, Founder and other Roles, Responsibilities and rights of family members in family business, Entry of family members, Dynamics of family business, 3-circle model in family business, lifecycle in family business, Risks in family business.	
Module 3	15 hours
Professionalization of Family Business: Building lasting family business- Synergy in vision, values and strategy, family values, tradition and heritage, Improving the performance of a family business, Aligning family envisioning to business planning.	

Module 4	10 hours
Governance Structures in Family Business: Need for governance system in family business, Structure of family governance, family council, and family constitution, Excellence in family business.	
Module 5	10 hours
Succession in Family Business: Succession process in family business, Value transition through succession, multi-generational ownership, types of owners in family business, challenges in succession, preparing for succession, Transition from family business to business family, Perpetuity in family business.	

Activities:

1. Visit family managed enterprises and interact with them find out the challenges and opportunities in family managed business
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. HBR Cases from January 2015 edition.

Recommended Readings:

Essential Reading:

1. Family business: The essentials, by Peter Leach, Profile books Ltd. Ernesto J Poza
2. The Little Red Book of Family Business, By David Bork, Paperback – October 24, 2008

Suggested Reading:

1. Generation to Generation: Life Cycles of the Family Business Hardcover – January 1, 1997 by Kelin E. Gersick , John A. Davis , Marion McCollom Hampton , Ivan Lansberg, Harvard Business School Press.
2. Strategic Planning for the Family Business: Parallel Planning to Unite the Family and Business (A Family Business Publication) Hardcover – April 21, 2001 by Randel S. Carlock, Craig E Aronoff, Palgrave

NURTURING BUSINESS VENTURE

Subject Code: 3005

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To empower student with nuances of stages of venture with the understanding of resources and external sources
2. To prepare student for exit strategies in business

Expected Outcome:

1. Students are equipped with the skills for nurturing business venture.

Module 1	15 hours
Managing Early Growth: Managing Operations, Managing finance, Managing Human Resources, Entrepreneurial marketing	
Module 2	10 hours
Managing Growth: Introduction, Implications of firm growth to the entrepreneur, strategies to support growth, organizational changes during growth, Stages of Growth, Organic and Inorganic growth, Growth Strategies: Diversification, Joint venture, Acquisitions, Mergers, Franchising	
Module 3	10 hours
Accessing Resources for Growth from External Sources: Using external parties to help grow a business, Franchising-Advantages and disadvantages of franchising. Investing in a franchise, Joint ventures- types of joint ventures, Leveraged buyouts, overcoming constraints by negotiating for more resources	

Module 4	15 hours
Going Public: Advantages and Disadvantages of going public. The alternatives to going public, Timing to go public and underwriter selection, Registration statement and time table, Legal issues, After going public – After-market support, relationship with financial community, Reporting requirements, IPO, Myths concerning going public	
Module 5	10 hours
Exiting the Venture: Bankruptcy, Reasons for exiting, Long-term and short-term preparation, Liquidation, Business turnarounds, Succession of Business, Transfer to family and Non-family members, Harvesting strategy, Telling your employees, Seller financing, The sale, Employee stock option plan, Management Buyout.	

Activities:

1. Make a list of all recent IPOs by entrepreneurial firms. How are the stocks performing the market?
2. Compare listing norms of all major exchanges in the world. Access the listing norms through their websites.

Recommended Readings:

Essential Reading:

1. Robert Hisrich, Michel Peters, Dean Shepherd, TMGH, 6th Edition

Suggested Reading:

1. Rajeev Roy-2/e, Entrepreneurship, Oxford Higher Education
2. Entrepreneurship by Robert D Hisrich, Mathew J Manimala, Michael Peters & Dean Shepherad, McGraw Hill Education Pvt Ltd., Edition 2013.
3. Morris M H and Kuratko, D, Corporate Entrepreneurship, Ft. Worth, TX: Harcourt, 2002.
4. Entrepreneurship by Robert D Hisrich, Mathew J Manimala, Michael Peters & Dean Shepherad, McGraw Hill Education Pvt Ltd., Edition 2013.

PRODUCTIVITY MANAGEMENT

Subject Code: 3006

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To expose students to the basic aspects of Productivity Management. The course discusses the planning, organizing and controlling functions which are used on production shop floor of any manufacturing organization.
2. To expose students to the concept of productivity and various techniques of method study and work measurement, and help them to develop abilities and skills required in a work study job.

Expected Outcome:

1. A student should be able to relate the concept of the productivity and its importance in manufacturing sector.

Module 1	10 hours
Introduction: Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles.	
Module 2	12 hours
Value Analysis and Value Engineering: Concept – Procedure – Application and role in Productivity.	
Module 3	10 hours
Productivity Models: Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector.	
Module 4	10 hours
Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement	

Module 5**18 hours**

Method Study – Definition, factors considered for selection of job, Process Chart Symbols, Recording Techniques, Critical examination, Principles of motion economy, micro motion study, Therbligs, Simochart.

Work Measurement- Definition, Techniques, of Work Measurement, Work Sampling, Time Study – Procedure, Rating, allowances, concept to normal time and standard time. Predetermined motion time system

Activities:

1. Operations workout on work study.

Recommended Reading**Essential Reading:**

1. Production and Operations Management – Chary - Tata McGraw- Hill Publications
2. ILO, Introduction to Work Study, Oxford & IBH

Suggested Reading:

1. Ralph M. Barnes, Motion and Time Study- Design and Measurement of Work, John Wiley & Sons.
2. Chase, Jacobs, Aqualino, Agarwal, Operations Management, TATA McGraw Hill, New Delhi
3. Adams Everett E. , Ebert Jr. Ronald J., Productions and Operations Management, Prentice Hall of India, New Delhi
4. BediKanishka, Production and Operations Management, Oxford

ADVANCED HOSPITALITY MANAGEMENT

Subject Code: 3007

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objectives:

1. At the end of the subject, the student will have the ability to deal with management problems using the management processes in the specific context of hospitality.

Expected Outcome:

1. Preparing students for the hospitality industry

Module 1	08 hours
The Hotel Business: Development and Classification, Rooms Division Operation, Food and Beverage Division.	
Module 2	12 hours
Culinary Arts and Restaurant Business, Restaurant Operations, Beverages, Recreation and Leisure, Entertainment Industry, Meetings, Conventions, and Expositions.	
Module 3	10 hours
Marketing, Human Resources, Leadership, Planning, Organizing, Communication and Decision Making, Motivation, Control, Hospitality Industry Technology and Emerging Areas in Hospitality Management.	

Activities:

1. Undertake an internship project in some Hotel/Hospital.
2. Visit a Hotel and study the environment.
3. Hotelier to visit the campus and conduct a Guest Lecture.

Recommended Readings:

Essential Reading:

1. Walker, John R., 'Introduction to Hospitality Management', Prentice Hall, 2003 or later editions.

AGRI BUSINESS MANAGEMENT

Subject Code: 3008

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objective:

1. To familiarize the students with the management aspects of Agri Business.

Expected Outcome:

1. Students are prepared to take up careers in Agri Business.

Module 1	10 hours
Introduction: Agriculture- Meaning, Nature, Scope, importance, present scenario and Agriculture in India as a Business. Agri Business- Meaning, Concept, Nature, Environment and various factors influencing Agri Business. Agri Inputs and Outputs.	
Module 2	08 hours
Agri-Input Business: Agri-Input- meaning, nature, types and classification. Various Agri Inputs- Seeds, Fertilizers, Agro-Chemicals (Pesticides and Fungicides). Scope for Agri-input Business. Production and marketing of Agri-inputs, Legal aspects in marketing of Agri-inputs.	
Module 3	12 hours
Agri-Output Business: Meaning, Scope and Nature. Production and Post-Harvest Management, Food Technology & Processing Management, Production and marketing of Agri-outputs, Legal aspects in marketing of Agri-outputs. Food processing industry; international trade-problems and prospects, government policy, incentives- domestic and global trade. Recent trends in Agri-Output Business- Contract Farming, Organic Farming, HOPCOMS, etc.	

Activities:

1. Discussing of cases as a part of pedagogy.
2. Visit an Agro based industry and understand the process of working(ITC)
3. Visit an Organic Farm and interview the farmers and discuss in the class.
4. Visit to Agriculture Universities in India

Recommended Readings**Essential Reading:**

1. Agri Business Management - Diwase Smita - Everest Publishing House

Suggested Reading:

1. Agri Business Management - Amarnath, J.S. and Samvel, Dr. A.P. - Satish Serial Publishing House, 2008
2. Agribusiness Management - Gangadhar Bhatia - Edition-01 - Mittal Publications
3. Principles of Agribusiness Management - Beierlein, Schneeberger, and Osburn - 5th Edition - Waveland Press (2014),
4. Principles of Agribusiness Management - James G. Beierlein, Kenneth C. Schneeberger, Donald D. Osburn
5. Agribusiness Fundamentals and Applications Hardcover – Cliff Ricketts and Kristina G. Ricketts - February 28, 2008

HEALTH CARE MANAGEMENT

Subject Code: 3009

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 2

External Marks: 40

Internal Marks: 10

Objectives:

1. To understand perspectives and values of Health Care Management
2. To gain knowledge about the Health Care Management to meet the growing demand of Hospital Administrators at the middle level management.

Expected Outcome:

1. This course has been designed to acquaint the students with the basic knowledge of Health Care Management and by the end of the course Students should be able to manage a health care unit.

Module 1	12 hours
An Overview of Health Care Management: Introduction to Health Care Services, Hospital- Concept, Types, Functions-Clinical and Support system, Organization and Management structure. Medical professionals and their duties to society. Introduction to Medical ethics, Professional Misconduct, Professional Negligence. Medical Tourism-Meaning, importance, scope and various government schemes to promote.	
Hospital Operational Management: Management of Quality Assured services of professional service units of hospital. Function, location, flow chart of operation, design based on flow chart, organization, physical facilities and space requirements, statutory requirements, special features, problem situation. Staff requirement, Auxiliary requirements, Work load estimation, Documentation, Equipment & supplies, Emergency services	

Module 2	08 hours
<p>Hospital Waste Management: Biomedical Waste Management and Handling Rule – 1998, Meaning, Classification of Bio-medical waste, Treatment and disposal, Color Coding and type of Container for Disposal of Bio-medical wastes.</p> <p>Disaster Management: Classification of disasters, Principle of disaster management plan. Plan for disaster management, Specific problems of disaster management.</p>	
Module 3	10 hours
<p>Medical Record Management: Introduction, Purpose, Utility & Functions of Medical Records in Health care delivery System. Organizations & management of Medical Records Department. Role of Hospital managers & MRD personnel in Medical record keeping. Reports & returns in Medical Record System. Basic knowledge of Medico legal aspect of medical Records.</p> <p>Legal Aspect and Consumers Protection Act: Introduction, Medico-Legal Aspect on Clinical practice. Duties and Responsibilities of Doctors, Professional Secrets and Privileged Communication. Consent, Implied Consent and Expressed Consent. Consumer Protection Act – Its applicability to medical profession.</p>	

Activities:

1. Visit a Hospital or a Nursing Home and understand the managing of the same.

Recommended Readings:

Essential Reading:

1. Healthcare System & Management – S.L. Goel – Deep & Deep Publications.

Suggested Reading:

1. Hospital Administration – C.M. Francis & MariocDesouza – Jaypee Brothers, New Delhi.
2. Principles of Hospital Administration & Planning — B.M.Sakharkar, Jaypee Brothers, New Delhi.
3. Hospital Services Management – S.K. Parthsarthy – K.J. Hospital, Madras.

NGO MANAGEMENT

Subject Code: 3010

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. To familiarize the students with the management aspects of Non-Government Organization by exposing them to the important functional areas of management of NGOs.
2. To enable students for managing and leading successfully an NGO and other civil society organizations.

Expected Outcome:

1. Students are prepared to take up career in NGO sector.

Module 1	10 hours
Introduction: Concept and background, role of NGOs, types of NGOs, history of NGOs, Concept of civil society, role of civil society in social change, civil society movement, Agencies supporting NGOs, Globalization and liberalization and its impact on the role of NGOs, Legal Framework for NGOs- Trust, Society, and Section-8 Company under Companies Act 2013.	
Module 2	08 hours
Operations and Scope of NGOs: Effective Fundraising, Project Proposals, Project Cycle Management, Community Participation in Development Projects, Working Successfully in a Team, Building and Leading Effective Teams, Training of Trainers.	
Module 3	12 hours
Functional Management of NGOs: Strategic Marketing Planning, Segmentation and positioning, Designing Marketing Mix, Promotion Strategy, Finance function in an NGO, Financial Statement for NGOs, Budgetary Control in Growth and development of NGO	

marketing, Staffing Function in NGO, Human Relation Management in NGOs. **Public Private Partnership in Indian context**

Activities:

1. Visit a NGO and Study its working nature.
2. Enlist different NGOs in India and identify their various areas of operations.

Recommended Readings

Essential Reading:

1. Peter F. Drucker Managing the Non-Profit Organization: Principles and Practices, Harper Collin Publishers, New York, 1990.
2. Padki and Vaz Management Development in non-profit Organisations, Sage Publ, 2006.

Suggested Reading:

1. Thomas Wolf, Managing a Nonprofit Organization in the Twenty-First Century, Prentice Hall Press, New York 1999.
2. J.H.Ovasdi, NGO Management(MacMillan India Ltd, 2004)
3. Waymer,et.al Nonprofit Marketing, Sage Publ, 2007.
4. Anderson & Kotler Strategic Marketing for Non-Profit Organisation, Pearson Education, New Delhi.

SOCIAL ENTREPRENEURSHIP

Subject Code: 3011

Credits: 2

Contact Hours: 30 hrs

Weekly hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. Build appreciation of the nature of the poverty, the needs of the poor and the obstacles to development in emerging markets and develop business model.
2. Enhance capacity to analyze the challenges opportunities and potential of social entrepreneurs and social organization that are addressing global problems.

Expected Outcome:

1. Students are introduced and made acquainted with the world of social entrepreneurship.

Module 1	10 hours
Social Entrepreneurship & Social Enterprises: Definition of social entrepreneurship, Challenges, recognition opportunities, the idea of social innovation, social enterprises as hybrid organization, characteristics of social enterprises, market influence on the development of social enterprise, future & sustainability of social enterprise.	
Module 2	08 hours
Challenges & Management of Risk of Innovation in Social Entrepreneurship: Skills for Social Entrepreneurship, Challenges. Conceptualizing innovation and its ethics, analyzing innovation system skills, implementing innovation- mind set shifts. Distinctive leadership and management tasks in social enterprises.	
Module 3	12 hours

Newer Business Models at the Bottom of the Pyramid Markets: Definition, examples, the impact of cultural, the poor as Consumers, business models at the BoP, designing product that will create value for the BoP. Providing access to credit, providing access to information & financial services through technology, providing access to health care, education. Creating a successful business model and finding funding, generating income, scaling & replicating to increase impact, social entrepreneurs' point of view, and new opportunity for collaborative venture at the BoP. Evaluating the social impact of BoP ventures.

Activities:

1. Visit a social enterprise and interview the social entrepreneur.
2. Identify a pressing social problem and prepare a business model to start the social venture.

Recommended Readings:

Essential Reading:

1. Social entrepreneurship; skills approaches, by Robert Gunn, Chris Durkin.

Suggested Reading:

1. Bornstein, David, How to change the world; Social Entrepreneurs & the power of new ideas, 2007, Oxford University Press.

FINANCE

SPECIALISATION

FINANCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours	Credit
1	Banking Management	3012	20	80	100	04	04
2	Derivatives Markets	3013	20	80	100	04	04
3	Financial Markets & Institutions	3014	20	80	100	04	04
4	Foreign Exchange Market	3015	20	80	100	04	04
5	Investment Analysis & Portfolio Management	3016	20	80	100	04	04
6	Investment Risk Management & Financial Ethics	3017	20	80	100	04	04
7	Tax Planning & Management-I	3018	20	80	100	04	04

BANKING MANAGEMENT

Subject Code: 3012

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 04

External Marks: 80

Internal Marks: 20

This course has been designed for students aspiring for a career in banking. The course is also aimed at acquainting the students with knowledge of banking sector.

Objectives:

1. To give complete exposure to products and services offered by banks.
2. To equip the students with the knowledge of management of lending, risk, treasury and expenses by banks
3. To help students to understand working of banks in the competitive environment.

Expected Outcome:

1. Students are expected to imbibe basic banking concepts necessary for entry level bank jobs thereby making them well placed to perform effectively in the market.
The paper offer career opportunities in the niche areas of Banking.

Module 1	20 hours
Introduction to Banking Sector	
Regulatory & Legal Framework :Overview; Banking Companies Act 1970; RBI Act 1934; Banking Regulation Act 1949; <i>Banking Laws (Amendment)Act</i> 2012; Narsimhan Committee Report; Tandon Committee Report; BASEL Committee Report; Regulatory Authorities in India; LPG and Banking Sector Deregulations; Changes in Banking Environment	

<p>RBI and Its Functions; Types of Banks - Commercial, Rural, Developmental, Public, Private, Cooperative Etc.; Role of Commercial Banks; Competition in Banking Industry; Performance of Commercial Banks in India; Factors Influencing Performance; Foreign Banks Entry in India</p> <p>Retail and Wholesale Banking : Banking Products and Services; Banker-Customer Relationship; Types of Customers; KYC Norms; Retail Assets; Retail Liability Products & Ancillary Services; Cross Selling Products; Retail Banking Operations; Negotiable Instruments; Bankers Duties and Responsibilities; Anti-Money Laundering and PMLA Rules; Operations Risk Management; Banking Ombudsman.</p>	
Module 2	10 hours
<p>Credit and Credit Risk Management</p> <p>Lending – Products; Lending Criteria; Lending Principles; Lending Policy & Regulations; Types of Borrowers; Types of Advances; Types of Securities; Different Methods of Creating Charges; Pledge, Hypothecation; Mortgage; Documentation; Stamping of Documents; Limitation Act; Credit Appraisal Techniques; Credit Monitoring; Credit Risk And Basel Rules; CIBIL; NPA Management; IRAC Rules; DRT And SARFAESI – Concept; Tools; Loan Processing & Administration; Loan Calculator</p> <p>Credit Risks – Concept; Types; Credit Assessment; Credit Rating System – Tools; Designing and Monitoring; Credit Risk Management – Concept; Tools; Credit Risk Disclosure</p>	
Module 3	12 hours
<p>Liquidity and Treasury Management</p> <p>Liquidity Risk – Concept; Types;, Policy; Guidelines for Liquidity; Liquidity Sources – Optimal Level of Liquidity; Measurement Tools; Improving Liquidity</p> <p>Treasury Management - Treasury functions; TM Tools – Balance Sheet Mgt.; Asset and Liability Mgt.; Treasury Mgt. Regulations</p>	
Module 4	10 hours
<p>Technology in Banks</p> <p>Distribution Channels- ATM; Online Banking; Tele-Banking; Cash Dispensers; Debit Card; Credit Cards; Smart Cards; E-Commerce; Payment and Settlement Systems – NEFT; RTGS;</p>	

CHIPS/CHAPS; SWIFT; EFT-POS; Cheque Truncation / E- Cheques; New Age Clearing & Payment Gateways; Global Developments in Banking Technology; Protecting the Confidentiality and Secrecy of Data; Computer Audit; Information System Audit; Information Technology and Disaster Management in Banks.	
Module 5	8 hours
Capital Management and Profit Planning	
Prudential Norms; Capital Adequacy; Basel- II; Asset Classification; Provisioning; Profit and Profitability; Approach to Profitability; Effects of NPA on Profitability; Profitability Model; SVM & EVA; Profit Planning; Measures to improve Profitability.	

Recommended Readings:

Essential Reading:

1. Principles and Practice of Banking, IIBF, Macmillan Publications
2. Treasury Management, IIBF, Macmillan
3. General bank Management, IIBF, Macmillan
4. Risk Management, IIBF, Macmillan

Suggested Reading:

1. Guide to JAIBB- Principles and Practice of Banking by N S Toor, Skylark Publications
2. Introduction to Banking by VijayaragavanIyengar, Excel books
3. Basics of Banking & Finance by O P Agrawal& K M Bhattacharya, Himalaya Publishing House.
4. Banking Theory & Practice, K. C. Shekhar&LekshmyShekhar, Vikas Publishing House
5. Banking Theory and Practice by Dr. P. K. Srivastava, Himalaya Publishing House
6. Banking Law and Practice by Varshney P N, Sultan Chand & Sons
7. Tannan's Banking Law and Practice in India.
8. Banking Principles and Operations by M N Gopinath, Snowwhite Publications Pvt Ltd.
9. Advanced Bank Management, IIBf, Macmillan
10. Bank Financial Management, IIBF, Macmillan.
11. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson
12. Modern Banking: Theory and Practice by Muraleedharan, PHI publishing

Website:

1. www.rbi.org.in

BANKING BEING A FAST CHANGING AND DYNAMIC INDUSTRY, STUDENTS ARE REQUESTED TO UPDATE THEIR KNOWLEDGE CONTINUOUSLY AND KEEP THEMSELVES ABREAST OF THE LATEST CHANGES AND DEVELOPMENTS IN THE RESPECTIVE TOPICS/AREAS OF RELEVANCE VIS-À-VIS THE SYLLABUS.

Derivatives Market

Subject Code: 3013

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course is designed for students who wish to either begin a career in the Derivatives Market in India or simply learn the fundamentals of Futures, Options and Commodities. The course content is structured to help students to understand the future, options & commodities trading mechanism and their usage

Objectives:

1. Enable a better understanding of various derivatives products available in equity derivatives markets
2. Understand the various trading strategies that can be built using futures and options on both stocks and stock indices.
3. To provide exposure to managing investment risk
4. To provide an understanding of pricing Financial Derivatives

Expected Outcome:

1. The course will help students to equip themselves with better understanding of various derivatives products available in equity derivatives markets, regulations and risks associated with the products and the exchange mechanisms of clearing and settlement.

Module 1	5 hours
Introduction to Derivatives Concept; Types; Market Players; Derivative Market in India; Reform and Development	
Module 2	15 hours
Forward and Futures Contracts Forward Contracts – Concept; Types; Forward Rates; Forward Rate Agreements (FRA); Exercises; Forward Markets;	

Future Contract –Concept; Types; Participants, Marking to Market; Exercises; Market Quotes; Futures Pricing; Pricing by Arbitrage; Futures & Spot Price (cost of carry and reverse cost of carry); Exercises; Trading, Clearing and Settlement; Future Trading & Hedging Strategies; Index Futures; Exercises; Constructing an Index; Methodology of Construction; Trading an Index Future; SEBI Guidelines	
Module 3	20 hours
Option Contract Concept; Types & Classification; Time Value & Risk Exposure; Participants; Marking to Market, Exercises; Market Quotes; Option Pricing: Black-Scholes Model & Binomial Model, Exercises; Risk Analysis and Management: Option Greeks, Delta, Gamma, Vega, Theta, Rho, Exercises; Option Trading Strategies - Hedging & Trading Strategies, Exercises; Trading, Clearing & Settlement; Index Options: Concept & Exercises; Market Indicators : Put-Call Ratio, Open Interest, Roll-over, Exercises; Volatility : Estimated vs. Implied, Historical Volatility, Exercises; SEBI Guidelines	
Module 4	14 hours
Commodity Markets Agricultural Commodities Markets & Non-Agricultural Commodities Markets; Spot Commodity Market v/s Commodity Future Market; Indian Commodity Future Market; Reform and development; Commodity Forward Contracts - Hedging risk; Exercises; Commodity Futures Contracts : Participants, Marking to Market, Exercises; Market Quotes, Future Pricing : Pricing by Arbitrage, Exercises; Futures & Spot Price (cost of carry and reverse cost of carry); Trading, Clearing and Settlement; Future Trading & Hedging Strategies; Commodity Exchanges Exercises;	
Module 5	6 hours
Swaps Concepts; Types - Interest & Currency; SWAP Designing; Exercises; Basics of CDS & ABS	

Recommended Readings:

Essential Reading:

1 Option and Futures by John C Hull, 6th Edition

Suggested Reading:

1. Futures and Options by Vohra and Bagri.
2. Gardener Series on Options, Futures and Swaps
3. Downloaded study material for NCFM Cash and Derivatives Market
4. Derivatives by Strong
5. Derivatives by David and Thomas
6. Financial Derivatives by S.L Gupta, PHI Learning
7. Derivatives- Valuation & Risk Management by Dubofsky& Miller, Oxford University Press
8. Financial Derivatives by Bishnupriya Mishra and SathyaSwaroopDebashish, Excel Books
9. Derivatives and Risk Management by Rajiv Srivastava, Oxford University Press.
10. Futures, Options and Swaps by Robert W. Kolb, Wiley India Pvt. Ltd.
11. Options & Futures by Edwards & Ma, McGraw Hill
12. NISM-Series-VIII: Equity Derivatives Certification Examination
13. NCFM Equity Derivatives: A Beginner's Module
14. NCFM Interest Rate Derivatives: A Beginner's Module
15. NCFM Derivatives Market (Dealers) Module (DMDM)
16. NCFM Options Trading Strategies Module

FINANCIAL MARKETS AND INSTITUTIONS

Subject Code: 3014

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course is designed for students who wish to either begin a career in the Financial Markets in India or simply learn the fundamentals of Financial Markets. The course is structured to help the students understand the basic concepts relating to the Primary and the Secondary Market

Objectives:

1. To help students to get a basic understanding of the players and functioning of financial markets, particularly the primary and the secondary market.
2. To know about the eligibility criteria for seeking membership at BSE & NSE.
3. To understand the terms and jargons used in the financial newspapers and periodicals.

Expected Outcome:

1. Students shall be aware of the functioning of Financial Market & Institutions.

Module 1	10 hours
Financial Markets	
Concepts; Indian Financial System; Types of Financial Markets; Role and Need of Financial Markets; Capital Market and Economics Development; Financial Engineering; Regulatory Bodies - SEBI, Registrar of Companies; Legal Framework (Key Provisions only) - Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, SEBI (Intermediaries) Regulations, 2008, The Depositories Act 1996, Companies Act; Dealer and Brokers - Code of conduct, Dealing through Brokers, Model Market Practices	

Module 2	15 hours
Primary Market	
Concepts; Methods of raising money from Indian Primary Market; Market Players - Merchant Bankers, Depository, Brokers, Bankers, Underwriter; SEBI guidelines; IPOs – Concept, Issue Process - Book Building; FPO; Private Placement; QIB Placement; Rights Issue (Detailed Process)	
Module 3	15 hours
Secondary Market	
Concepts; Membership of Stock Exchanges; Dematerialization; Rematerialisation; Rolling Settlement; Market Players; Trading, Clearing and Settlement Mechanism; Stock Exchanges in India- BSE, NSE, OTCEI, RSEs; Market Capitalization; Investor Protection Fund (IPF); Insider Trading; Unfair Trade Practices; Stock Indices- Concept, Types –BSE and NSE - Construction	
Module 4	10 hours
Indian Debt and Money Markets	
Concept; Instruments (all instruments traded in Indian Debt Market) – Concept, Types, Issuer, Market Participants; Wholesale Debt Market - Market Participants; Pricing of Issue; Face Value; Coupon Rate; Trading and Settlement System in BSE and NSE; Product and Services offered by NSE and BSE; Yield Curve; Corporate Debt; Market Reporting Platform; Retail Debt Market - Market Participants; Money Market - Concept, Instruments, Issuer, Market Participants, Pricing, Primary & Secondary Market	
Module 5	10 hours
Specialized Financial Institutions	
SIDBI, IIFCI Ltd , IIBI , BIFR, <i>IIFC</i> Ltd., IRFC, PFC Ltd, EXIM Bank, NSFDC, NSTFDC, NMDFC, NHB, HDFC, KSFC.	

Note: Students should be encouraged and oriented towards writing NCFM and NISM Certification Examinations

Recommended Readings:**Essential Reading:**

Financial Institutions and Markets by Bhole, L. M., Tata McGraw Hills, New Delhi.

Suggested Reading:

1. Indian Financial System by Pathak, Pearson Education.
2. Financial Markets & Services by Gordon & Natarajan, HPH
3. Indian Financial System Khan, M.Y by Tata McGraw Hill, New Delhi.
4. Indian Financial System by Machiraju, H.R, Vikas Publishing House.
5. Working of Stock Exchange in India by Machiraju H.R., New Age Publication.
6. Finance India
- 7 Indian Journal of Finance
8. The Economic Times
9. Business Line
10. Business Standard

Websites:

1. www.bseindia.com
2. www.nseindia.com

FOREIGN EXCHANGE MARKET

Subject Code: 3015

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

The present subject aims at familiarizing the students with various aspects of foreign exchange markets. This will help them in gaining a deeper understanding of the role of foreign exchange market at macro & micro level in India

Objectives:

1. To present conceptual framework & operational mechanism of Forex Market in India
2. To describe foreign exchange exposure measurement and management.
3. To provide an understanding of forex risk management aspects of the MNC

Expected Outcome:

1. Student should understand the concept of forex markets, quotes and its influence on business organizations.

Module 1	10 hours
Foreign Exchange Market Overview; Function and Structure of the Forex Markets; Foreign Exchange Market Participants; Types of Transactions & Settlements Dates; International Monetary System; Gold Standard; Bretton Woods System; Exchange Rate Regimes – Fixed, Floating, Dirty Float, Swift Mechanism.	
Module 2	15 hours
Indian Foreign Exchange Markets Structure of Market; Transactions in the Interbank Market; Merchant Transactions; Settlement of Transactions; Foreign Exchange Rates and Quotations – Direct, Indirect, American, European, Conversion of Indirect into Direct quote; Bid-Ask Spread; Forward Quote; Premium/Discount on Forward; Conversion of Points into Outright Rates; Exchange Rate behavior-Cross Rates- - Arbitrage profit in Foreign Exchange Markets; Triangular and locational Arbitrage	

Module 3	15 hours
Determination and Forecasting of Forex Rates	
Absolute & Relative Interest Rate Parity; International Fisher Effect; Law of One Price; Covered Interest Arbitrage; International Parity Conditions; Prices and Exchange Rates; Interest Rates and Exchange Rates	
Module 4	10 hours
Exchange Rate Arithmetic	
Ready Exchange Rates; Ready Rates based on Cross Rates; Forward Exchange Rates; Execution of Forward Contracts; Interbank Dealings; Exchange Management by Banks	
Module 5	10 hours
Risk Management	
Currency Derivatives; Forwards Contracts; Futures and Options on Currency; Exchange Risk Mgt.	

Recommended Readings:

Essential Reading:

1. Foreign Exchange Practice Concepts & Control, Jeevanandam C, Sultan Chand &
2. The Psychology of the Foreign Exchange Market, Thomas O, John Wiley and Sons

Suggested Reading:

1. Introduction to Forex Trading, Mark McRae
2. International Financial Management – Apte P. G, 6/e, TMH
3. A Foreign Exchange Primer, Shani Shamah, John Wiley & Sons
4. International Financial Management – Madhu Vij, Excel Books
5. Multinational Business Finance, David K. E, Arthur I. S & Michael H. M, Pearson Education

Journals:

1. Asian Economic Bulletin
2. International Business & Research Journal
3. Journal Of International Business
4. International Trade Journal

Website:

1. RBI

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code: 3016

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course has been designed to acquaint the students with the conceptual framework of the key decision areas in Investment Analysis.

Objectives:

1. To create awareness about various investment avenues
2. To provide students with a conceptual and analytical framework of evaluating a investment avenues especially stock market investment
3. To equip the students with the knowledge of basic and advanced tools to be used for the purpose of investment analysis and portfolio construction

Expected Outcome:

1. Students are expected to master the art of investment decision

Module 1	6 hours
Investment Avenues Investment – Concept; Investment Avenues; Marketable Securities & Non Marketable Financial Assets - Concept, Features, Benefits, Limitations; Investment Objectives; Investment Process; Do's and Don'ts for Investors; Speculation v/s Investment; Investment Planning	
Module 2	12 hours
Measurement of Risk and Return Risk: Concept; Types – Systematic & Unsystematic; Measurement of Risk; Tools of Measuring Risk of Equity, Bond, Money Market Instruments, Debenture, Real Estate, Gold investment; Exercises. Return: Concept; Investment Avenues & Return; Measurement of Return; Tools of Measuring Return of Equity, Money Market Instruments, Debenture, Mutual Fund, Real Estate, Gold Investment, Bond Valuations. Bond Yields, Yield Curve; Exercises.	

Module 3	12 hours
Security Analysis	
Fundamental Analysis: Concept; Components of Fundamental Analysis; Process of Fundamental Analysis - Economic Analysis, Industry and Company Analysis (Financial and Non-Financial Analysis), Exercises.	
Equity Valuation: Dividend Discount Models (Single Period, Multi Period and Constant Growth Model); Valuation through P/E ratio; P/B Ratio; Required Rate of Return on Equity; Free Cash Flow; Enterprise Value; Exercises.	
Module 4	15 hours
Technical Analysis	
Concept; Theories - Dow Theory, Eliot Wave Theory, Random Walk Hypothesis; Basic Technical Analysis Tools; Advanced Technical Analysis Tools - Market Breadth, Simple Moving Average, Exponential Moving Average, MACD, Oscillators, Resistance and Support Level, ROC, RSI, etc; Exercises; Charts Analysis – Basic and Advanced Charts; Exercises.	
Module 5	15 hours
Portfolio Management	
Portfolio Selection and Construction: Markowitz Model, Portfolio Selection; Opportunity Set; Efficient Frontier; Sharpe Single Index Model; Capital Asset Pricing Model; Arbitrage Pricing Theory.	
Portfolio Performance Evaluation : Sharpe Index Ratio; Treynor’s Model; Jenson’s Index Model; Fama’s Net Selectivity	
Portfolio Management Strategies: Investment objectives and Constraints; Selection of Asset Mix; Active and Passive Portfolio Management Strategy.	
Portfolio Revision	

Recommended Readings:

Essential Reading:

1. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas Publication.

Suggested Reading:

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH.
2. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson
3. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011
4. Security Analysis & Portfolio Management – Avadhani V. A, HPH
5. Investment Analysis & Portfolio Management– Reilly, Cengage Learning
6. Fundamentals of Investment – Alexander, Sharpe, Bailey, PHI, 2001.
7. Investments – Zvi Bodie, Kane, Marcus & Mohanty, TMH, 2010
8. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
9. NCFM Investment Analysis and Portfolio Management Module
10. NCFM Fundamental Analysis Module
11. NCFM Technical Analysis Module
12. NISM-Series-X A Investment Adviser module

INVESTMENT RISK MANAGEMENT AND FINANCIAL ETHICS

Subject Code: 3017

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course has been designed to enable students to understand investment risk and tools of measurement of investment risk

Objectives:

1. To give complete exposure to investment risks
2. To equip students with the knowledge of measurement of investment risk

Expected Outcome:

1. The students are expected to master the art of Risk Analysis

Module 1	08 hours
Introduction to Investment Risk Concept; Financial Risk; Types of Financial Risk : Equity Risk, Interest Rate Risk, FX Risk, Credit Risk, Option Risk, Future Risk, Commodity Risk, Real Estate Risk, Mutual Fund Risk, Market- Credit-Liquidity and Operational Risk; Lessons from some Financial Disasters; Modeling Risk Factors	
Module 2	20 hours
Measurement of Volatility Concept; Types (Historical & Implied); Measurement Tools: Average True Range , Standard Deviation, Histogram, Beta, Parkinson's Historical Volatility, Simple Moving Average, Exponentially Weighted Moving Average, Black-Scholes Model, Logarithmic Garman Klass (LGK), ARCH & GARCH, Geometric Brownian Motion, Stochastic Volatility, Heston Model; Exercises	

Module 3	12 hours
Value-at-Risk	
Concept; Measurement Tools : Variance, Covariance Approach, Historical Simulation Method, Monte Carlo Method, Tail-Index ; Multifactor VAR; Marginal & Relative VAR; Stress Testing & Back-Testing; Exercises	
Module 4	10 hours
An Introduction to Financial Ethics	
Concept of Ethics; Ethics and Financial Practice; Ethical Accounting Practices : <i>GAAP</i> , Window Dressing, Hiding Data, Misleading Data, Confidentiality, Ethical Profit, Stakeholder Interest V/S Shareholder Interest, Social Investment, Green Investment, Responsible Investment, Unethical Financial Products, Misleading information about Financial Product/Services; Ethics in Financial Market - Stock Market Scandals, Global Market Scandals, Real Estate Bubbles, Global Financial Meltdown, Short Selling, Insider Trading, <i>Money Laundering (Hawala Transaction)</i> , Terrorism Finance, <i>Tax Evasion</i>	
Module 5	10 hours
Curbing Unethical Financial Practices	
Brokers Code of Conduct; Fair Investment Reports & Tips; Fair and Transparent Ratings; <u>Whistle</u> blower Policy; Improvised Standards; Comprehensive Laws; Strict Vigilance & Surveillance System; Hefty Penalty and Punishment; Role of Institutional Investors & Auditor; Financial Literacy; RTI; Regulatory Bodies; Disclosure Forms & Practices; Compliance Report; Ethical Challenges	

Recommended Readings:

Essential Reading:

1. Investment Risk Management by Yen Yee Chong, Wiley
2. Finance Ethics: Critical Issues in Theory and Practice by [John R. Boatright](#), Wiley Blackwell

Suggested Reading:

1. Global Investment Risk Management by Ezra Zask, McGraw-Hill
2. Measuring Market Risk by Kevin Dowd, Wiley

3. Practical Risk Mgt.: An Executive Guide to Avoiding Surprises & Losses by Erik B & Richard D, Wiley
4. An Introduction to Market Risk Measurement by Kevin Dowd, Wiley
5. Investment Risk & Uncertainty: Advanced Risk Awareness Techniques for the Intelligent Investor by Steven P. Greiner, Wiley
6. Ethics in Finance by [John R. Boatright](#), Wiley Blackwell
7. Ethics and Finance- An Introduction by [John Hendry](#), Cambridge
8. Finance Ethics: The Rationality of Virtue by John Dobson, Rowman & Littlefield

TAX PLANNING AND MANAGEMENT – I
(DIRECT TAXES)

Subject Code: 3018

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

This course has been designed to acquaint the students with the knowledge of Tax Planning and Management

Objective:

1. To gain knowledge about the direct tax planning and to provide an insight into procedural aspects for assessment of tax liability for various assessee.

Expected Outcome:

1. Students shall be able to be able to practice tax planning and management and to compute the taxable income of various assesses.

Module 1	6 hours
Introduction to Income Tax	
Concept; Income Tax; Person; Assessee; Assessing Officer; Pervious Year; Assessment Year; Income; Gross Total Income; Total Income; Basis of Charge; Rates of Taxes; Residential Status & Scope of Total Income; Income which do not form part of Total Income; Exercises	
Module 2	16 hours
Computations, Deductions and Tax Planning under various Heads of Income	
Income from Salary; Income from House Property; Income from Business and Profession - Computation, Deductions, Rebate, Tax Planning; Capital Gains; Income from Other Sources; Exercises	
Module 3	10 hours
Direct Tax Planning and Tax Management –Part I	
Set off and Carry Forward of Losses; Deductions from Gross Total Income; Exercises; Clubbing of Income; TDS, TCS, Recovery and Refund of Tax, Advance Tax; Procedure for Assessment; Return of Income; E-Filing; Search and Seizure; Appeals and Revision;	

Settlement Commission; Penalties and Offences	
Module 4	20 hours
Direct Tax Planning and Tax Management –Part II	
Assessment of Individuals; Assessment of Partnership Firm; Assessment of Companies; Minimum Alternate Tax; Tax Evasion and Tax Avoidance; Special Tax Provisions - Special Economic Zone (Sec 10AA & Sec 80-IAB)- Infrastructure Development (Sec 80-IA) - Specified Industrial Undertaking (Sec 80-IB) - Undertaking in Backward Areas and State (Sec 80-IE) - Employment of New Workmen (Sec 80-JJAA)	
Tax Planning for New Business – Location; Sector; Investment & Forms of Organization; Tax Holidays & Tax Incentives; Tax Planning and Financial Mgt Decisions : Capital Structure, Dividend Policy & Bonus Issues; Tax Planning and Managerial Decisions : Mergers & Takeovers, Own or Lease, Make or Buy, Repair or Replace, Renovation, Shutdown or Continue, Export or Sale, Expand or Contract; Employee’s Remuneration and Payments.	
Module 5	8 hours
International Taxation and Wealth Tax	
Concepts; DTAA; Transfer Pricing; Advance Ruling; GAAR-2	
Wealth Tax Act, 1956	
Background; Concept and Charge; Assets; Deemed Assets and Assets Exempt from Tax; Valuation of Assets; Computation of Net Wealth; Return of Wealth Tax and Assessment	

Note: The semester’s previous “Finance Act” shall be applicable to the examination.

For ex: If 3rd semester begins in July 2015, then “Finance Act, 2014” will be applicable for the examination.

Recommended Readings:

Essential Reading:

1. Professional Approach to Direct Taxes – Dr. Girish A and Dr. Ravi Gupta, Bharat Law House

Suggested Reading::

1. Direct Taxes – Law and Practice – Dr. Vinod Singhania, Taxmann Publications
2. Direct Tax Laws – T N Manoharan, Snow White Publication
3. Income Tax Act, 1961
4. Income Tax Rules, 1962
5. Latest cases of Supreme Court and High Court

HUMAN RESOURCE SPECIALIZATION

HUMAN RESOURCE SPECIALIZATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	Employee Engagement & Inter personal Effectiveness	3019	20	80	100	04	04
2	Global Human Resources Management	3020	20	80	100	04	04
3	Industrial & Employee Relations	3021	20	80	100	04	04
4	Knowledge Management & Human Resources and Information System	3022	20	80	100	04	04
5	Organization design & Development	3023	20	80	100	04	04
6	Performance Management System	3024	20	80	100	04	04

EMPLOYEE ENGAGEMENT & INTERPERSONAL EFFECTIVENESS

Subject Code: 3019

Credits: 4

Contact Hours: 60 hrs

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To make students have a clear understanding about the concepts, methods and techniques and issues involved in employee engagement.
2. To identify the student strengths and weaknesses as individual, as a member of a group/ organization using personality traits.
3. To build interpersonal skills among the students.

Expected Outcome:

1. Equip him/her with the skill and competence to apply positive psychology principles in a range of environment to increase individual and collective wellbeing for maintaining good relationship.

Module 1	12 hours
Employee Engagement and Commitment , Employee Engagement: introduction, Importance, Advantages, Key Ingredients, The Link Between Employer Practices and Employee Engagement, A Closer Look at Workforce Surveys, Designing Engagement Initiatives: Guidelines to Consider.	
Module 2	08 hours
Quality of Working Life (QWL) , What is QWL? Evolution and Development of the Concept of QWL, Constituents of QWL, QWL in the Indian Context, Employee engagement through QWL.	
Part II Interpersonal Effectiveness	
Module 3	12 hours
Nurturing Relationships: Meaning of relationship, Changing concepts and roles in relationships, Relationship with self – Self-concept, Self-acceptance, self-esteem, self-confidence, Power of self-talk. Relationship with others –Cultivating open communication, Adjustments, compromises, give and take, empathy& Prioritization.	

Module 4	16 hours
Personal effectiveness: Understanding our Thinking Process, Managing our Internal Dialogue, Perceptual Positions for Assertiveness, Managing Conflicts, Creating Rapport, Powerful Persuasion Strategies. Personality theories, Personality Traits using Enneagram , Carl Jung\'s theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peugeot, Seven Habits of Highly Effective People , Effective Life and Time Management , Spiritual Foundations of Personal Effectiveness	
Module 5	12 hours
Interpersonal relations and personal growth: Interpersonal needs, motivation and behavior for interpersonal relations and growth- FIRO-B and Johari Window concepts, <i>Neuro-linguistic programming (NLP)</i> , Defense Mechanism in groups, T-Group, human process labs.	

Activities

1. NLP Workshop for students.
2. MBTI Workshop for students and can test their inner personality.
3. Presentation by students on Resilience and can also test their resilience level.
4. FIRO-B (interpersonal relationship orientation) assessment on students.
5. Activity on JOHARI window and assessment of students individually and then in groups.
6. A short trip to spiritual foundation for a talk about personal effectiveness.

Recommended Readings:

Essential Reading:

- 1) Employee Engagement and Commitment by Robert J. Vance, Ph.D. SHRM Foundation.
- 2) Development of Management Skills - Whetten & Cameron, 7/e, PHI.
- 3) Human Relations in Organizations - Robert N. Lussier, 6/e, McGraw Hill Education.

Suggested Reading:

- 1) Understanding OB - UdaiPareek, Oxford University Press.
- 2) Competency Mapping Assessment and Growth - Naik G. P, IIHRM, 2010.
- 3) Emotions and the Workplace by Sanjeev Kumar Singh, IUP publications.
- 4) Employee Engagement: William H. Macey, Benjamin Schneider, Karen M. Barbara, and Scott A. Young
- 5) Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
- 6) Seven habits of highly effective people - Stephen R Covey, Pocket BOOKS.

GLOBAL HUMAN RESOURCE MANAGEMENT

Subject Code: 3020

Credits: 04

Contact Hours: 60 hrs

Weekly hours: 04

External Marks: 80

Internal Marks: 20

Objectives:

1. To familiarize the students with the knowledge of the global practices in GHRM
2. To assist students understand the challenges posed by rapid globalization of business, analyze human resource issues for making effective decisions in the contemporary international business environment of managing HR in the global economy.

Expected Outcome:

1. Understand the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines.

Module 1	10 hours
INTRODUCTION TO GHRM Definition, reasons for going global, Approaches to GHRM, Difference between GHRM and Domestic HRM, Reasons for emergence of GHRM, Models of GHRM-Matching model, Harvard Model-Brewster-Bournois Model, Contextual Model, 5P Model. European Model, Hofstede model, Trompennar model. Andre Laurent studies. Corporate culture models.	
Module 2	20 hours
INTERNATIONAL STAFFING AND APPRAISAL Recruitment, Selection and staffing in International context: International Managers parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, Recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.	

<p>Performance Management: A conceptual background, Constraints in goal attainment, factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country nationals, performance management cycle, models, performance and appraisal in GHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country- specific performance management practices.</p>
<p>Module 3 10 hours</p>
<p>TRAINING AND DEVELOPMENT IN INTERNATIONAL CONTEXT: Current scenario in international training and development, training & development of international staff, Pre-departure training programmes; Cultural awareness programmes; Preliminary visits; Mendenhall, Dunbar and Oddou cross-cultural training model; cultural integrator- Cultural assimilator Language training; TCN and HCN expatriate training. Re-entry (repatriation) issues; re-adjustment; Designing a repatriation programme. Developing staff through international assignments; developing international teams through international assignments. Other Management Development Techniques. Motivation and retention of executives in global context.</p>
<p>Module 4 10 hours</p>
<p>INTERNATIONAL COMPENSATION: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.</p>
<p>Module 5 10 hours</p>
<p>INTERNATIONAL LABOUR RELATIONS & PRACTICES: Key issues-Strategic issues Before MNCs/Employers/Employees/Governments. <i>Special issues in GHRM</i>-Women Expatriates, hiring Repatriate & Expatriate Managers: choices & dilemmas for MNCs.HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.</p>

Pedagogy: Lectures, Assignments, Projects, Case Studies, Management games and Seminars.

Activities:

1. Contact companies who have expatriate employees and find out what are the various measures/approaches to manage them.
2. Look up SHRM website and become student members of the society.
3. Develop cross cultural training modules.

Recommended Readings:

Essential Readings:

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
3. International Human Resource Management-Peter J Dowling, Denice E Welch,Cengage Learning
3. International Human Resource Management- Dr. Nilanjan Sengupta, Dr. Mousami S Bhattacharya, Excel Books

Suggested Reading:

1. International Human Resource Management, K Aswathappa, Sadhna Das, Mc Graw Hill Companies
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
3. International Human resource Management – PL Rao, Excel Books
4. International Human Resource Management (Global HRM) by Randall S.Schuler, Dennis Briscoe and Lisbeth Claus

INDUSTRIAL AND EMPLOYEE RELATIONS

Subject Code: 3021

Credits: 04

Contact Hours: 60 hrs

Weekly hours: 04

External Marks: 80

Internal Marks: 20

Objectives:

1. To develop an understanding of the interaction pattern among labour, management and the State.
2. To build awareness of certain important and critical issues in Industrial Relations.
3. To understand the legal aspects related to managing industrial and employee relations

Expected Outcome:

1. By the end of this course the student would learn basic knowledge of the Indian Industrial Relation System and its distinctive features in comparison to other countries, and also develop the basic legal knowledge required by a HR manager.

Module 1	8 hours
INTRODUCTION TO INDUSTRIAL RELATIONS:- Definition – nature – Evolution of IR in India – Context and environment of IR. – Three actors and their roles in IR – Approaches to IR- HR Relations approach – Gandhian approach – Marxian approach and Dunlop’s System approach. Emerging trends in Industrial Relations. Labour reforms in India.	
Module 2	12 hours
IR POLICIES The state and IR policies – Evolution of IR policies – National Commission on Labour & IR policy (1969) – Grievance procedure – discipline – Labour courts – Collective bargaining: concept and	

<p>development – Future of IR in India- Industrial Disputes Act 1947 – objects of the Act – Important definitions : Authorities under the Act – causes of industrial disputes – types of industrial disputes – prevention of industrial disputes – reference of disputes settlement – strikes –lockouts – Lay off – retrenchment – unfair labour practices- standing orders – service rules – misconduct – principles of natural justice – domestic enquiry – remedial counselling.</p>	
Module 3	12 hours
<p>TRADE UNIONS</p> <p>Reasons and types of trade unions- need for a trade union – Trade union movement in India – Problems and challenges of trade unions – Functions of trade unions – Strengthening trade unions, Indian Trade Unions Act, 1926 – Registration, need for recognition and rights, Central trade unions in India – Participative management – Forms and levels of participation – Process of negotiation – Prerequisites of collective bargaining – Tripartite and bipartite bodies – Joint Management council – Conciliation machinery : Mediation , arbitrations – adjudication.</p>	
Module 4	14 hours
<p>LABOUR LEGISLATION</p> <p>Indian Constitution .Fundamental Rights .Articles of the Constitution on which labour legislation has been framed. Labour legislation in India – Social security and welfare legislations – Concept of social security – ILO and social security measures in India .Meaning of Provident Fund, Gratuity, Bonus and Workmen’s Compensation (Introduction to the concept and application and not the act). Maternity Benefit Act 1961, (full act)</p>	
Module 5	14 hours
<p>WELFARE LEGISLATIONS</p> <p>Labour Welfare – Meaning and types, The Factories Act 1948-Plantation Labour Act 1951- Contract Labour (Regulation and Abolitions Act – 1970, Shops and Commercial establishments Act, Latest rules regarding Industrial relations in IT and ITEs industries. Functions of Labour department in Karnataka, officers under the Department and their duties and responsibilities. Labour legislation pertaining to employees working on night</p>	

shifts; specific provisions for female employees, ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life.

Activities:-

1. Students can collect information about two industrial unrests (strikes) – (MarutiUdyog Case, Toyota KirslokarCase, Baja Case, Hero Honda Case) and give a presentation of cause and consequences. Facilitate the students to attend the labour courts or interact with labour officer and submit a write up on their observations.
2. Practical Exercises – individual and Group (Assignment to visit industries/ interaction with executives)

Recommended Readings:

Essential Reading:

1. Industrial Relations and Labour Laws - S.C. Srivastava, Vikas Publishing Pvt. Ltd.

Suggested Reading:

1. C B Marmoria, Dynamics of Industrial Relations in India, Vikas Publishing, New Delhi.
2. P C Tripathi, Personnel management and Industrial Relations, S Chand, New Delhi.
3. ArunMonappa, RanjeetNambudiri, Industrial relations and labour laws, Tata McGraw Hill 2nd edition.
4. C.S VenkataRatnam, Industrial relations: Oxford University Press
5. B.D. Singh, Industrial relations. Excel books
6. B.D Singh, Labour laws for managers. Excel Books

Knowledge Management and HRIS (Human Resource Information System)

Subject Code: 3022

Credits: 04

Contact Hours: 60 hrs

Weekly hours: 04

External Marks: 80

Internal Marks: 20

Objectives:

1. To help the students understand the importance of KM in creating and collaborating knowledge sharing and delivering value based knowledge.
2. To acquire knowledge of the fundamental principles of HRIS.
3. Developing specific HRIS skills competencies into practical implementation.

Expected Outcome:

1. Students know how Global corporations are implementing KM Systems
2. Awareness about various HRIS applications and how it is being followed in companies.

Module: 1	15 hours
INTRODUCTION OF KNOWLEDGE MANAGEMENT	
Knowledge Management Concept, Definition, Understanding Knowledge, Types of Knowledge ,Roadmap of Knowledge Management, Implementation of Knowledge Management, Knowledge management- Strategies, KM in 21 st century, emerging and future trends and challenges for KM.	
Module: 2	15 hours
KNOWLEDGE CAPTURE, CODIFICATION AND TRANSFER	
Knowledge capture and codifications, tacit knowledge capture at individual and group levels- interviewing experts, structured interviewing, learning by observation and being told- strategic and practical implications. Knowledge sharing and communities of practice. Knowledge Application, at individual level and group level.	
Knowledge Transfer in the E-world Intranet, Extranets, Groupware, E-Business and K M Data Mining – Knowing the unknown, who owns knowledge, Ethical and legal issues.	

Module 3	8 hours
FUNDAMENTALS OF HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)	
HRIS Basics, Human resource policies and practices enabled by HRIS, Internet recruiting and applicant tracking, E-learning and other forms of technology-based training, Telecommuting and the virtual workplace, Stages of the SDLC (Software development life cycle), Introduction of SAP (HRM Module).	
Module 4	12 hours
HRIS APPLICATIONS:	
HR Management Process and HRIS: Job Analysis, Modules on Human Resource Planning, Recruitment, Selection, Placement; Systems for leave accounting, Payroll, ICT, Incentives, Performance Appraisals, Training & Development, Module on Pay & related dimensions, Tally Pay Roll system. Planning and Control; Integration of different HR modules.	
Module 5	10 hours
IMPLEMENTING HRIS AND SECURITY ISSUES	
Common problems during IT adoption efforts and processes to overcome such problems. Security, Limitations of Internal Controls, IT Controls, Maintenance of HRIS. Future of HRIS, Emerging trends in HRM and IT.	

Pedagogy: Lectures, Assignments, Projects, Case Studies, Management games and Seminars, Guest Lecture for Introduction of SAP who have worked on SAP(HRM Module).

Activities:

1. Study K M Systems at different Global corporations and submit project report and present.
2. Collect information about the HRIS applications followed from any company and submit project report and present.

Recommended Readings:**Essential Reading:****Knowledge Management**

1. Knowledge Management in theory and Practice- Kimiz Dalkir , Elsevier
2. Knowledge Management- Elias M Awad, Hassan M Ghaziri, Pearson
3. Knowledge Management – Dr. V. Rathan Reddy (Himalaya)

HRIS

1. Human Resource Information System by P.K.Gupta and Sushil Chaabra
2. Efraim Turban, Dorothy Leidner, Ephraim McLean, and James Wetherbe (2008). Information Technology for Management - Transforming Organizations in the Digital Economy, 6th Ed. New Delhi: Wiley India.
3. Michael J. Kavanagh and Mohan Thite, (2008). Human Resource Information Systems: Basics, Applications, and Future Direction, Sage, UK.
4. Teresa Torres-Coronas and Mario Arias, (2008). Encyclopedia of Human Resources Information Systems: Challenges in E-HRM, Olivia idea Group Inc (IGI), UK.

Websites (HRIS):

1. <http://mirror.tallysolutions.com/Downloads/TallyPDFs/BAP/Implementation%20of%20Payroll%20in%20TallyERP%209.pdf>
2. <http://smallbusiness.chron.com/advantages-disadvantages-human-resource-information-system-2107.html>

Suggested Reading:

1. International Journal of Knowledge Management & E-Learning
2. Human Capital, Business India, Business Today
3. International Journal of HRM.

ORGANISATON DESIGN AND DEVELOPMENT

Subject Code: 3023

Credits: 4

Contact hours: 60

Weekly hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the concept of Organization Design and Organization Development
2. To critically understand the strategic importance of Organization Design and Organization Development

Expected Outcomes:

1. The students will understand the theory of Organization Design and Organization Development Process (Knowledge)
2. The students will be able to discuss and relate Organization Design and Organization Development efforts, with changing business environment (Skill & Ability)

Module 1	10 hours
Introduction to Organization Design: Organization theory in action. Perspectives on organizations: open systems and organizational configuration. Dimensions of organization design: Structural and Conceptual. The evolution of organization theory and design. Fundamentals of Organization Structure: Information processing perspective in organization structure. Organization design alternatives. Functional, divisional, and geographical designs. Matrix structure. Modular Structure and Hybrid Structure.	
Module 2	15 hours
Organizational Design Elements: <i>Internal Design Elements:</i> Type of organization (Manufacturing, Service, IT etc.), Information Technology, Organization Size and Life Cycle; Organizational Culture, Power & Politics; Organizational Decision Making <i>Open System Design Elements:</i> External Environment; Inter-organizational Relationship; Design based on International Environment	

Module 3	10 hours
Introduction to Organization Development:	
Definition, Short history, foundation, evolution and relevance of Organization Development; The process of Organization Development- Entering, Contracting, Diagnosing, Designing Interventions & Evaluating the OD process; Competencies of successful OD Practitioners and Ethics in OD Field	
Module 4	15 hours
Organization Development Interventions:	
An Overview of OD Interventions. Team Interventions, Intergroup and Third-Party Peacemaking Interventions, Comprehensive OD Interventions, Structural Interventions and Training Experiences.	
Module 5	10 hours
Applications and Future of Organization Development:	
OD practices in different types of organizations; OD as Consulting Field for Organization Transformation, Organization Learning and managing change through people	

Activities: Student Presentations & Discussions, Article Reviews, Class Project

Recommended Readings

Essential Readings

1. Organization Theory and Design by Richard Daft, Cengage Learning Publication
2. *Organization Development: Behavioral Science Interventions for Organization Improvement* by Wendell L. French, Cecil Bell. Prentice Hall Publication
3. Organization Development and Change by Cummings & Worley, Cengage Learning Publication

Suggested Reading:

1. Organization Development: Accelerating Learning and Transformation by S. Ramnarayan & T. V Rao, SAGE Publications India Private Limited
2. HR Magazines-Human Capital, People Matters,
3. HR Journals
4. News Paper Articles/Videos related to Organization Development
5. www.shrm.org

PERFORMANCE MANAGEMENT SYSTEM

Subject Code: 3024

Credits: 4

Contact Hours: 60

Weekly Hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the concept of Performance Management System
2. To critically understand the elements of and challenges to Performance Management
3. To understand the Performance Management Practices of different organizations

Expected Outcomes:

1. The students will understand the theory of Performance Management (Knowledge)
2. The students will be able to discuss & develop the Performance Appraisal practices on their own (Skill & Ability)

Module 1	10 hours
Foundations of Performance Management System: Definition, Objectives, Functions, Characteristics, Prerequisites and benefits of Performance Management System. Performance Management Process: Performance Planning-Goal Setting, Setting Performance Criteria, Setting Performance Standards, Concepts of Key Performance/Result Area	
Module 2	20 hours
Performance Appraisal: Performance Appraisal-Trait based methods (Graphic Rating Scale, Mixed Rating Scale, Forced Choice Method, and Essay Method), Behavioural based methods (Critical Incident Method, Behavioural Checklist, Behavioural Anchored Rating Scale {BARS}, Behaviour Observation Scale) and Result based methods (Management by Objectives {MBO}, Productivity Measures, Balance Scorecard). Designing Appraisal Form. Common Errors and bias in	

Performance Appraisal.360°Feedback, Appraisal Interviews, Performance Monitoring	
Module 3	15 hours
Implementing Performance Management:	
Strategies for effective implementation of Performance Management. Issues in implementing Performance Management {Managerial Issues & Legal Issues}. Role of Organizational Culture in developing effective Performance Management system. Electronic Performance Management System-Advantages & Disadvantages	
Module 4	10 hours
Performance Counseling and Role of HR Professionals in Performance Management System:	
Concept of Performance Counseling and Performance Counseling Skills. Role of HR Professionals in improving organizational Performance, Competencies required by HR Professionals for effective contribution in Performance Management	
Module 5	5 hours
Ethics in Performance Management:	
Principles of Ethical Performance Management, Implications of Ethical/Unethical conduct on Performance Management	

Activities:

1. Student Presentations/Article Reviews on PMS
2. Discussions on contemporary performance issues across various sectors (Education, Business, Government etc.,)
3. The students have to visit any organization to understand the Performance Appraisal Process and the students have develop the Performance Appraisal Forms using various appraisal methods.

Recommended Readings

Essential Readings:

1. Performance Management by A. S Kohli& T. Deb, Oxford University Press

2. 360 Degree Feedback & Performance Management System by T. V Rao- Excel Books

Suggested Reading:

1. Performance Management by Prem Chadha, Macmillan India Ltd
2. Performance Management by Srinivas R. Kandula, Prentice-Hall of India
3. Performance Management- HBS Press
4. Assessment Centers by Nitin Sawardekar-Response Books
5. HR Magazines-Human Capital, People Matters,
6. HR Journals
7. News Paper Articles/Videos related to Performance Management System
8. www.shrm.org

MARKETING MANAGEMENT

MARKETING SPECIALISATION

Sl. No.	Name of the Subject	Course Code	Internal Marks	Semester End Exam Marks	Total Marks	Teaching Hours per week	Credit
1	Advertising Management	3025	20	80	100	04	04
2	International Marketing Management	3026	20	80	100	04	04
3	Retailing Management	3027	20	80	100	04	04
4	Strategic Brand Management	3028	20	80	100	04	04
Two Credit Papers							
5	Cause Related Marketing	3029	10	40	50	02	02
6	Distribution & Logistics Management	3030	10	40	50	02	02
7	Legal Aspects of Marketing	3031	10	40	50	02	02
8	Strategic Marketing Management	3032	10	40	50	02	02

ADVERTISING MANAGEMENT

Subject Code: 3025

Credits: 4

Contact Hours: 60

Weekly Hours: 4

External Marks: 80

Internal Marks: 20

Objectives:

1. To help students learn the basics of advertising
2. To introduce the students to the working of advertising agency along with the knowledge to make good advertising decisions.

Expected Outcome:

1. The students get ready for a career in the field of advertising.

Module 1	8 hours
Introduction; nature of advertising ; definition , evolution of advertising in India, its role in the economic development of India, Legal aspects of Surrogate advertising, Advertising Agencies Association of India(Introduction) , the decision process, external environment , types of purchase decisions, models of buyer behaviors. Howard and Sheth model. DAGMAR, AIDA.	
Module 2	8 hours
Types of advertising, product, service, institutional, public service, financial and industrial. The agency- its departments and functions.	
Module 3	16 hours
Types of media, electronic, print, outdoors and transit media, cable & internet. Messages design and development, message positioning, presentation, visualization, different creative styles, ad copy types of copy and appeals copy writing and layout	
Module 4	18 hours
The media plan development; selecting the plan counting exposures. Segmentation, effect, repetition media the copy discussion. Ad effectiveness, Positioning, Advertisement copy, Testing, PACT-types of evaluations. Pretesting and post testing of ads	

Module 5**10 hours**

Advertising budget, plans, process, different methods (sales objectives and task, all you can afford, comparative parity and incremental concept), budgeting decisions rules, ethical and social dimension of advertising. Role of computers in advertising.

Activity:

The students are required to submit a set of three advertising copies of some products.

Recommended Readings**Essential Readings:**

1. Foundations of advertising - Theory and Practice S A Chunawala and K C Shetia.
Himalaya publishing house, Mumbai
2. Advertising management - Aaker, and Myers. Prentice Hall India

Suggested Reading:

1. Advertising & Promotions – Belch & Belch, TMH
2. Advertising Procedure - Kleppner's, 18/e, Prenticehall

INTERNATIONAL MARKETING MANAGEMENT

Subject Code: 3026

Contact Hours: 60

External Marks: 80

Credits: 4

Weekly Hours: 4

Internal Marks: 20

Objectives:

1. To develop understanding of International Marketing concepts.
2. To understand the strategies and issues involved in International Marketing.
3. To be aware of the developments in the field of International Marketing and practical issues in export and import of goods and services

Expected Outcome:

1. To prepare the students for a career in International marketing

Module 1	12 hours
The Concept of International Marketing	
a) Theories of International Trade	
b) Theory of Mercantilism	
c) Theory of Absolute Advantage	
d) Theory of Comparative Advantage	
e) Factor Endowment Theory	
f) Theory of IPLC	
g) Theory of Competitive Advantage	
h) Internationalization of Indian Firms	
i) Process of International Marketing (towards GLOCAL marketing)	
j) WTO & RIA's (Regional Integration Agreements/ Trade Blocks: EU, NAFTA, ASEAN, SAFTA, SAARC)	
k) Adaptation to International Markets (w.r.t product, culture, etc)	
l) EPRG Framework	

Module 2	14 hours
Decision Making Process for entering International Markets:	
Market Entry Modes, International Distribution	
Types of Channels	
Selecting Channels	
Market Intermediaries	
Structure of Distribution Channel in International Markets	
Research in International Marketing: Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System.	
Module 3	12 hours
Product and Brand Building Strategy for International Marketing:	
Standardization v/s Adaptation in International markets, Voluntary factors influencing product adaptation in international markets, Product quality decisions, packaging and labelling for International markets, PLC and product strategies in International markets, Selecting brand name for international markets, brand name, brand equity, brand identity, brand essence, brand positioning, brand revitalization, Strategy for building global brands, Life cycle concept and brand, international branding strategy.	
Module 4	10 hours
Pricing Decisions in International Marketing:	
Pricing approaches and factors influencing pricing decisions in International Markets, Terms of payment and delivery, Types of credit, Dumping, Counter trade, Transfer pricing and Grey marketing	

Module 5	12 hours
Supporting Framework for International Marketing	
India's EXIM Policy	
EOU, STP, Export / Trading / Star Trading Houses / Superstar Trading Houses	
ECGC	
Export Procedure and Documentation	

Activities:

1. Students to visit a company and discuss with the concerned person the export orientation of the company and study their export import procedure, documentation etc. for different countries. Students should prepare a report and make a presentation to the class
2. To prepare the country profile for exporting a chosen product

Recommended readings:

Essential Reading:

1. International Marketing by Rakesh Mohan Joshi, Oxford Publication
2. International Marketing – by Philip Cateora & John Graham 12th edition, TMH

Suggested Reading:

1. Global Marketing Management 7th Edition by Keegan Pearson Education/PHI
2. International Marketing: Analysis & strategy By Onkvisit & Shaw Briztantra-2007

(First Indian Adoption)

3. International Marketing by Francis Cherunilam, Himalaya publication
4. International Marketing by - Terpstra & Sarathy Thompson 8 Edition
5. Global Business Management – Morab Adhikary, Macmillian Publication
6. International Marketing by- Roger Bennet & Jim Blythe, Kogan Page Publication
7. International Marketing, 2nd Edition, R. Srinivasan, PHI
8. International Marketing by Sak Onkvisit & John Shaw, PHI

RETAILING MANAGEMENT

Subject Code: 3027

Credits: 04

Contact Hours: 60

Weekly Hours: 04

External Marks: 80

Internal Marks: 20

Objectives:

1. To introduce the basic concepts of retailing management and the latest developments in retailing in the Indian context
2. To introduce to the framework of Retail mix and Retail Strategy.

Expected Outcome:

The students get ready for a career in the field of Retailing

Module 1 Introduction to retailing – Retailing in India	10 hours
<p>The Role of Retailer- Retailing, Role of Retailer in distribution channel, functions performed by Retailer</p> <p>Reasons for studying retailing – Proximity to customer, The rise of consumerism, Introduction to private label, Technology in retailing (Introduction)</p> <p>The global Retail Market Scenario, challenges faced by Retailers worldwide</p> <p>Indian Retail Market – Market share of organized Vs unorganized, Retail Market forecast by MGI, ATKerney, key sectors in Indian Retail Industry (Food, Apparel, Consumer Durable, Footwear, Jewellery, Fashion accessories, Pharmaceutical) Drivers of Retail change in India.</p> <p>Career in Retail–Buying & Merchandising, Marketing, Store Operations, Sales, Finance, HRM, Technology & Ecommerce, Visual Merchandising, Logistics Management</p>	
Module 2 Retail Formats and Theories	10 hours
<p>Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan shops</p> <p>Understanding organized retail formats – Store based Retail formats. Non store (Catalogue store,direct selling, Mail order, Tele Shopping, Electronic shopping, Automated Vending, Kiosks),service retail</p> <p>Theories of Retail development – Environmental Theory (cyclical theory, conflict theory), concept of life cycle in Retail</p>	

Module 3 Consumer Behavior and Planning Retailing	08 hours
Type of buying decisions (Extended problem solving, Limited problem solving, Habitual decision making). Factors influencing retail shoppers. Strategic Retail Planning Process	
Module 4 Retail Location	16 hours
Types of Retail Locations (Freestanding/Isolated Stores, Part of Business Districts, Part of shopping centers – Neighborhood shopping center, Community shopping center, Regional, Fashion or specialty, Power, Theme, Outlet center)	
Steps involved in choosing a retail location, Trade Areas(primary, secondary, tertiary) and their evaluation (Index of retail saturation, Reilly’s law of gravitation, The Herfindahl – Herschman Index(HHI), Huff Model of trade area analysis)	
Basics of Retail Merchandising - concept of merchandising, seven rights of merchandising Process of Merchandising planning - Developing the sales forecast (review of past sales, changes in economic conditions, changes in sales potential, changes in marketing strategy of organization, creating sales forecast), Determining merchandise requirements (order point, order quality, planned sales, gross margin, BOM & EOM planned inventory), The open to buy	
Merchandise Procurement Process - Identifying the sources of supply, Private label, contacting and evaluating sources of supply, negotiating with vendors, placing the purchase order, establishing vendor relations, analyzing vendor performance	
Evaluating Retail Store Performance - GMROI, Inventory turnover, sales per employee, basket size/ticket size, conversion ratio, sales per square foot, advertising as percentage of sales	
Module 5 Retail Mix & Store Design	16 hours
Retail Marketing Mix and Retail communication Mix	
HRM function in Retail - Identifying role in organization, recruitment & selection, training, motivating the employees, evaluation of employee performance. Organization structure of a retailer store	
Legal aspects of retail - Licenses needed for opening a retail store (introduction only). Employment laws - ESIC, Payment of Bonus, Payment of Gratuity, EPFO, minimum wages act, trade union act, payment of wages act(introduction only)	
Store design - Principles of store design, exterior store design, interior store design (aesthetics, space planning, atmospherics). Store Layouts - Grid, Race track, Free form	

Visual merchandising - Definition, role of VM, tools used (Colors & textures, Props & fixtures, Store windows, lighting, Mannequins, planogram)

Role of Technology in Retail - Electronic Data Interchange (EDI), RFID, Internet Retailing, Mobile Commerce

Activities:

1. To study the structure of a organized retail store
2. To study the promotional activities adopted by organized retail stores

Recommended Reading

Essential Readings

1. Retailing Management – 4e – TMH – Swapna Pradhan
2. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit

Suggested Reading:

1. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
2. Retail Management –Oxford University Press – Chetan Bajaj, Nidhi Srivastava, RajnishTuli
3. Retail Marketing Management – Pearson Education – David Gilberth
4. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith

STRATEGIC BRAND MANAGEMENT

Subject Code: 3028

Credits: 04

Contact Hours: 60

Weekly Hours: 04

External Marks: 80

Internal Marks: 20

Objectives:

1. To explore the various issues related to Brand Management
2. To understand and appreciate the important intangible strategic assets.

Expected Outcome:

1. The student will develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands.

Module 1	10 hours
Brand & Brand Management	
<p>What is Brand? Brand Vs. Product, Why do brands matter? (Consumers, Firms), Can anything be branded? (Goods, Services, Retailers, distributors, Online services, People, Organizations, Sports, Arts, Entertainment, Locations, properties, Ideas & Cause)</p> <p>Branding Challenges and Opportunities (Savvy customers, Brand Proliferation, Media Fragmentation, Increased competition, Increased Cost, Greater Accountability), The Brand equity concept</p> <p>Strategic brand management process (Identifying & Establishing brand positioning, Planning & Implementing Brand Marketing programmes, Measuring & Interpreting Brand Performance, Growing & Sustaining Brand Equity)</p>	
Module 2	10 hours
Identifying and establishing brand positioning and value	
<p>Brand equity as a bridge, Brand knowledge (Making a brand strong), Sources of Brand equity (Brand Awareness, Brand Image), Steps in brand building (4 steps CBBE model), Dimensions of Brand Building blocks (Salience, Performance, Imagery, Judgment, Feelings, Resonance)</p>	

Creating customer value (CRM, Customer Equity, Relationship of Customer Equity & Brand Equity)

Identifying and establishing brand positioning (basic concepts, target market, nature of competitions, POP & POD), Positioning Guidelines (defining & communicating frame of reference, choosing POD, establishing POP & POD, updating positioning over time, Core brand associations, Internal branding, Brand Audits)

Module 3 **15 hours**

Brand Marketing Programme

Criteria for choosing brand elements (Memorability, Meaningfulness, Likability, Transferability, Adaptability, Protectability), Options and tactics for brand elements (Brand names (Naming decisions, Lendor’s Brand Name Texonomy, naming procedure, naming mistakes), Brand Awareness, Brand Associations (URLs Logos & symbols, Characters, Slogans, Jingles, Packaging)

Product Strategy (Perceived quality & Value - Brand intangibles, Value chain, Relationship Marketing – Mass Marketing, After marketing, loyalty programs)

Pricing Strategy (Consumer price perceptions, setting prices to build brand equity, product design & delivery, product costs)

Channel Strategy (Channel Design, Direct Channels, Indirect Channels, web strategies)

IMC for branding (Challenges in designing brand building communication, information processing model of communication, Advertising, promotion, event management, PR, personal selling), Criteria for IMC Programs (Coverage, contribution, commonality, complementarily, versatility, cost), below the line marketing campaigns.

Secondary brand associations (creation of new brand associations, Co-branding, ingredient branding, celebrity brand endorsement)

Module 4 **10 hours**

Measuring brand performance

Designing brand tracking studies – what to track, how to conduct tracking studies, how to interpret tracking studies

Measuring sources of brand equity – Qualitative techniques (free association, projective techniques, brand personality and values), Quantitative techniques (Brand awareness, Brand Image, Brand Response, Brand Relationship)

Designing & Implementing Brand Strategies

Brand Architecture – the brand product matrix, Breadth of a branding strategy, depth of branding strategy

Brand Hierarchy – building equity at different hierarchy levels, corporate image dimensions

Designing a branding strategy – No of levels of the brand hierarchy, desired awareness & image at hierarchy level, linking brand elements to multiple products,

Using cause marketing to build brand equity – meaning & advantages of cause marketing, green marketing.

Brand Extensions – advantages & disadvantages of brand extensions

Revitalizing brands – expanding brand awareness, improving brand image, entering new markets

Activities:

1. Select a brand of your choice and assess the various brand elements in terms of its effectiveness and benefits to brand.
2. Identify few white goods and study the brand positioning for the same.

Recommended Reading**Essential Reading**

1. Strategic Brand Management – 13e – Pearson –Kevin Keller, M.G. Parameshwaran, Issac Jacob

Suggested Reading:

1. Product Management - McGraw Hill - Donald R Lehmann and Russel S Winner
2. Brand management The Indian Context – Vikas Publication - Y L R Moorthi
3. Brand Failure –3e – Kegan – Matt Haig

CAUSE RELATED MARKETING

Subject Code: 3029

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. To understand the process of the cause related marketing plan
2. To understand the strategies involved
3. To give a student the overall understanding of the subject
4. To orient the student with applications models involved

Expected Outcome:

1. To understand the different aspects involved in cause related marketing and to apply them in NGO's or educational advertising for mass marketing.

Module 1	10 hours
Cause Related Marketing What is Cause related Marketing - definition, Development of cause related marketing, cause related marketing continuum, cause related marketing - History of cause related marketing in context of corporate social responsibility.	
Module 2	10 hours
Context of Corporate Reputation What is corporate reputation? Consumer expectations of a business, Kohlberg's levels of moral development, adding value to values, what is corporate community investment? 7P's for business involvement, 9 community principles Corporate Community investment. Characterization of a company in society. Fit between corporate social responsibility, marketing and philanthropy. Relationship between cause related marketing in the marketing mix	

Module 3**10 hours****Cause related Marketing Models**

Advertising, sponsorship, Licensing, Trial triggered donations, Voucher collection schemes, competitions games and draws, new for old, felicitated giving.

Activities:

1. Conduct a lecture on differently able students in High School students and inform the class about methods they can use to keep the city clean
2. Conduct a small event like a fancy fare and give all your profits to a cause of your liking.
3. Use local talent to make and sell greeting cards for birthdays

Recommended Reading**Essential Reading**

1. Adkins Sue - Cause related Marketing - who cares wins - Butterworth Heinemann
2. Ghosh Shantanu - Cause Related Marketing: An Introduction - ICFAI University Press

Suggested Reading:

1. Marconi Joe - Cause Marketing - Dearborn Trade Publishing
2. Earle Richard - The Art of Cause Marketing - McGraw Hill

DISTRIBUTION AND LOGISTICS MANAGEMENT

Subject Code: 3030

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. To acquaint the students with the concepts helpful in developing a sound distribution policy.
2. To make the students competitive in organizing and managing marketing channels.

Expected Outcome:

1. The student understands the importance of logistics

Module 1 Distribution Management and Marketing Channels	10 hours
Introduction to Distribution Management, need for Distribution channels, Distribution channel strategy, Patterns of Distribution, different Channel formats. Channel flows to Service levels, Channel Levels, Service Channels and Prominent Channel Systems-VMS, HMS and Multi channel marketing systems	
Module 2 Channel Institutions and Channel Management	12 hours
Retailing –role and functions of Retailer. Wholesaler - Functions of Wholesaler, Classifications of Wholesalers, Limitations of Wholesalers, Trends in Wholesaling. Channel design - factors and its planning process. Ideal Channel Structure, Selecting, Training. Motivating and Evaluating Channel Partners. Channel Design comparison factors, Channel Design Implementation. Vertical Integration System. Use of Channel Power, Channel Conflict and Managing Conflicts, Principles of Channel Management, Channel Policies, Distribution management for Services.	
Module 3 Basics of Logistics	08 hours
Origin of Logistics, definition of Logistics, Scope of Logistics, Key Logistic activities. Extension into Supply Chain Management, Logistics and other Functions- Interface,	

Service driven Logistics System. Focus areas of Logistics - Inventory management, Warehouse, Transportation. Advances in logistics, IT enabling the logistics functions, Logistics/Supply channel - Cost of service, performance measurement and popular measurement ratios.

Activity:

Visit a FMCG distributor and study the Beat Plan

Recommended Readings:

Essential Reading:

Sales & Distribution Management by Krishna K Havaldar, & V M Cavale 2/e
Tata McGraw Hill Publication.

Suggested Reading:

1. Sales and Distribution Management by Tapan Panda and Sunil Sahadev Oxford publication.
2. Marketing Channels- Louis W. Stern, Adel L ER-Ansary, Anne T. Coughlan. 5/e. PHL, NewDelhi
3. 'Cases in Marketing Channel strategy', by Robert J.Foster Arch G.Woodride and J.TaylorSims,Harper and Row Publsiher.

LEGAL ASPECTS OF MARKETING

Subject Code: 3031

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. To provide the students with an understanding of fundamental legal issues pertaining to the marketing world and to enhance their ability to manage businesses effectively.
2. Students shall be acquainted with general marketing laws.

Expected Outcome:

1. The student will become more informed, sensitive and effective business leader with knowledge of law.

Module I	10 hours
The Indian Contract Act, 1872 Essential elements of a Contract, Offer and Acceptance. Consideration, Legality of the Object and Consideration. Capacity to Contract, Free Consent, Void Agreements, Contingent and Quasi Contracts. Performance and discharge of Contract. Breach of Contract- Consequences and Remedies. Law of Indemnity and Guarantee, Bailment and Pledge, Agency.	
Module II	10 hours
The Sale of Goods Act, 1930 Contract of Sale – meaning, essentials and formalities. Conditions and Warranties, Effects of the Contract. Performance of the Contract, Rights of Unpaid Seller, Suits for Breach of the Contracts and Auction Sales. Competition Acts, 2002 Introduction and Objectives. Important definitions – Acquisition, Agreement, Cartel, Consumer, Enterprise, Goods, and Service. Prohibition of certain agreements, Abuse of dominant position and Regulation of combination. Competition Commission of India – Duties, powers and functions	

Module III	10 hours
Consumer Protection Act, 1986	
Objectives, Meaning of Consumer and their rights. Unfair trade practice and Restrictive trade practice. Consumer dispute – Complaint, Redressal Agencies, District, State and National Commission.	
Intellectual Property Rights:	
Understanding the concepts and salient features of, Patents Act, 1970, Copyright Act, 1957, Trademarks Act, 1999, Designs Act, 2000.	

Activities:

1. Identify a FMCG product and assess the product on promises with reference to Consumer protection act.
2. Visit a consumer court and study the proceedings of a case.

Recommended Readings:

Essential Reading:

1. Business Legislation for Management – M C Kuchal, Vikas Publishing House.

Suggested Reading:

1. Business Law for Management – K R Bulchandani, Himalaya Publishing House.
2. Elements of Mercantile Law – N D Kapoor, Sultan Chand Publication
3. Legal news and views
4. Case-study on Court decisions

STRATEGIC MARKETING MANAGEMENT

Subject Code: 3032

Credits: 02

Contact Hours: 30

Weekly Hours: 02

External Marks: 40

Internal Marks: 10

Objectives:

1. To understand the process of creating and executing the marketing plan
2. To understand the competitive strategies and their implementation.

Expected Outcome:

1. The student gets equipped to face the challenges in the field of marketing.

Module 1	12 hours
Marketing Planning Process	
<p>Understanding the strategic planning process. Defining role of Marketing in strategic planning process. Assessing Organizational Resources & opportunities. Establishing an organizational Mission & Goals. Developing Corporate & Business Unit strategies (Portfolio Analysis – BCG & G.E, Growth Strategies for Business Units - Ansoff Matrix). Developing a marketing strategy (Target Market Selection, Creating the marketing mix). Creating the marketing plan, components of marketing plan. Marketing implementation. Marketing department Organization. Marketing control. Measuring & Managing Returns on Marketing investment.</p>	
Module 2	10 hours
Competitive Advantage & Marketing Strategies	
<p>Core competencies – meaning. Competitive advantage - meaning and importance. Competitor Analysis – Identify competitors, assessing competitors, selecting competitors to attack & avoid, designing a competitive intelligence system. Basic competitive strategies (Overall Cost leadership, Differentiation & Focus).</p> <p>Strategies for Market leader – Defensive marketing warfare, Expand market share, Expand total market.</p> <p>Strategies for Market challenger – Offensive frontal attack, indirect attack</p>	

Strategies for Market follower – Flanking marketing strategy

Strategies for Nicher – Guerrilla Marketing strategy, service multiple niching.

Module 3

8 hours

Sustainable Marketing

Sustainable Marketing – Green marketing (five rules of green marketing by Ottman). Sustainable marketing definition. Social criticism of marketing (Marketing’s impact on individual consumers, Marketing’s impact on society as a whole). Consumer actions to promote sustainable marketing (consumerism, environmentalism, public actions to regulate marketing). Business actions towards sustainable marketing (sustainable marketing principles, Marketing ethics, the sustainable company).

Activities:

1. Identify a niche company in each of the following industry and study marketing strategies followed the firms –Fashion, Automobile & Hospitality
2. Conduct a customer value analysis for five local restaurants. Identify competitive advantage for each and indentify strong and weak players.

Recommended Readings:

Essential Reading:

1. Marketing – concepts & Strategies – 12e – biztantra – William M. Pride & O.C. Ferrell
2. Marketing Warfare – 20e – Mcgraw Hill – Al Ries & Jack Trout
3. Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Amstrong, Prafulla Agnihotri &Ehsanul Haque

Suggested Reading:

1. Strategic Marketing Management – 2e – Viva – Richard M.S. Wilson, Colin Gilligan
2. Marketing planning & strategy – 6e – Thomson – Subhash Jain
3. Strategic Marketing Management – 10e – Wiley – David A. Aaker