

Regulations and Curriculum for Master of Business Administration (MBA)



(Established under Section 3 of UGC Act, 1956)
Placed under Category 'A' by MHRD, GoI | Accredited with 'A+' Grade by NAAC

Regulations and Curriculum for Master of Business Administration (MBA)

REGULATIONS: 2023.01 for MBA Program

Choice Based Credit System (CBCS)
Effective from AY 2023-24



Deemed to be University under Section 3 of UGC Act, 1956
(Placed under Category 'A' by MHRD, Govt. of India, Accredited with 'A+' Grade by NAAC)

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VISION

To build a humane society through excellence in the education and healthcare.

MISSION

*To develop Nitte (Deemed to be University)
As a center of excellence imparting quality education,
Generating competent, skilled manpower to face the scientific and social challenges with a high degree
of credibility, integrity, ethical standards and social concern*

Regulations for Master of Business Administration (MBA) Program

Introduction:

These regulations of MBA (Credit System) Degree Program conducted at Justice K S Hegde Institute of Management, Nitte campus shall be called “JKSHIM Regulations for MBA”.

The provisions contained in this set of regulations govern the policies and procedures on the registration of students, imparting instructions of the course, conducting of examinations and evaluation and certification of students’ performance and all amendments there to leading to the afore mentioned degree program.

This set of regulations, on approval by the Academic Council and Board of Management (BoM), shall supersede all the corresponding earlier sets of regulations of MBA Degree program along with all the amendments thereto, and shall be binding on all the students undergoing MBA (Credit System) conducted at the JKSHIM, Nitte Campus with effect from its date of approval and is applicable for students of the **MBA Batch 2023-25**. This set of regulations may evolve and get modified or changed through appropriate approvals from the Academic Council / Board of Management (BoM) from time to time and shall be binding on all stakeholders (the Students, Faculty, and Staff of JKSHIM). The decision of the Academic Council/ Board of Management (BoM) shall be final and binding.

In order to guarantee fairness and justice to the parties concerned in view of the periodic evolutionary refinements, any specific issues or matters of concern shall be addressed separately, by the appropriate authorities, as and when found necessary.

The Academic Council may consider any issues or matters of concern relating to any or all the academic activities of the courses offered at JKSHIM for appropriate action, in addition to the provisions made in this set of regulations.

Contents

| | |
|--|-----|
| 1. Key Information | 6 |
| 2. Eligibility for Admission | 6 |
| 3. Program Paths and Exit Options | 7 |
| 4. Types of Courses | 7 |
| 5. Semesters and Breaks | 8 |
| 6. Course Registration | 8 |
| 7. Requirements for Progression..... | 10 |
| 8. Degree Requirements | 10 |
| 9. Program Structure..... | 11 |
| 10. Attendance | 15 |
| 11. Absence | 15 |
| 12. Withdrawal from the Programme | 16 |
| 13. Evaluation..... | 17 |
| 14. Criteria for Pass | 19 |
| 15. Grading System | 20 |
| 16. Evaluation System | 22 |
| 17. Rules for Grace Marks..... | 22 |
| 18. Award of Class and Rank | 23 |
| 19. Evaluation of Theory Answer Papers | 23 |
| 20. Challenge Evaluation..... | 23 |
| 21. Award of Degree Requirements | 24 |
| 22. Termination from The Program/Re-Admission..... | 24 |
| 23. Graduation Requirements and Convocation..... | 24 |
| 24. Convocation..... | 24 |
| 25. Program Outcomes | 25 |
| 26. Syllabus | 26 |
| First Semester | 26 |
| Second Semester | 37 |
| Third Semester | 48 |
| Fourth Semester | 92 |
| 27. Annexure | 141 |

1. Key Information

| | |
|---------------------------------|--|
| Program Title | Master of Business Administration (MBA) |
| Short description | Two-year, four-semester, Semester Choice Based Credit System (CBCS) type of postgraduate degree program as per NEP-2020 with English as Medium of Instruction. |
| Program Code | 22BADM01D2 |
| Revision version | 2023.01 These regulations may be modified from time to time as mandated by the policies of the University. Revisions are to be recommended by the Board of Studies of JKSHIM and approved by the Academic Council. |
| Effective from | 18-07-2023 |
| Approvals | 1. Approved in the 54th meeting of Academic Council of NITTE (Deemed to be University), held on 24-06-2023 and vide Notification of NITTE (DU), N(DU)/REG/AC-JKSHIM/2022-23/1258 dated 18-07-2023. 2. Notification of NITTE (DU), N(DU)/REG/AC-SA/2022-23/909 dated 24-04-2023. |
| Program offered at | Justice KS Hegde Institute of Management, Nitte Campus |
| Grievance and disputeresolution | All disputes arising from this set of regulations shall be addressed to the Board of Management. The decision of the Board of Management is final and binding on all parties concerned. Further, any legal disputes arising out of this set of regulations shall be limited to jurisdiction of Courts of Mangalore only. |

2. Eligibility for Admission

2.1 Entry requirements

| Admission to MBA Program | Entry requirements |
|-------------------------------|---|
| 2 years full-time MBA program | Completed any Degree such as B.Com. B.B.A, B.Sc., L.L.B., B.A, B.E., B.H.M etc. from any recognized University with a minimum 50% of aggregate marks in qualifying examination. |

Eligibility will be determined by the University based on evaluation of equivalency of qualification.

2.2 Qualifications for students from foreign countries

Candidates with qualifications from educational institutions outside of India may be admitted to the MBA program subject to establishment of equivalence by the University. The Program Committee will evaluate and establish the eligibility of such candidates.

3. Program Paths and Exit Options

All the students will have to successfully complete all the courses of all the semesters for the award of MBA degree and exit option is only provided on completion of two years.

| Program level and Award | Duration | Minimum Credits requirement |
|-------------------------|----------------------|-----------------------------|
| MBA | 2 years, 4 semesters | 100 CREDITS |

4. Types of Courses

A “Course” is defined as a unit of learning that typically lasts one semester, led by one or more teachers, for a fixed roster of students. Often referred to as a “subject” or “paper”, a course has identified course outcomes, modules / units of study, specified teaching-learning methods and assessment schemes. A course may be designed to include lectures, tutorials, practical, field work, project work, internship experiences, seminars, self-study components, online learning modules etc. in any combination.

The following are the types of courses that may be offered for the MBA program:

4.1 Program Core Courses (PCC) – Courses that are mandatory for every student of the program in order to obtain the degree. Core courses will cover the basics that a student is **expected to master in a discipline. Collectively, core courses are part of a core curriculum.**

4.2 Elective Courses - An elective is a course which can be chosen from a pool of courses. While a certain number of elective courses may be mandatory requirement for completion of a program, students can choose from a pool of courses to meet those requirements. Elective courses provide opportunities for students to extend the breadth and depth of study with an element of flexibility. These are an integral feature of CBCS.

4.2.1 General Elective Course (GEC) – An elective offered to students to select any one course from the pool of core courses in the third and fourth semester.

4.2.2 Discipline Specific Electives (DSE) - Electives related to the discipline of study.

- i. These are usually offered by the Department / institution that host the program.
- ii. They aim at providing opportunities to students for greater depth of study insome areas related to the main discipline.
- iii. DSEs may be offered in each of the major / minor concentrations identified for the program.

4.3 Management in Action (MIA) - MIA provides experiential learning opportunities for students. Students are required individually, or in a small group, select and complete a project that may include review, design, development, duration, analysis etc. with application of skills and knowledge relevant to area of study.

4.4 Internship (INT)/Projects (PRJ) - Internships/ Projects are provided for gaining workplace based professional learning experience. It offers supervised exposure to real life work experience in an area related to field of study or career interest. An internship may be undertaken at a workplace such as industry / R&D organization / corporate office / Government organization or any other reputed organization / institution recognized for the purpose by the University. The students are permitted to undertake industrial internships in lieu of project work as per the program requirements.

4.5 Ability Enhancement Courses (AEC) - Mandatory courses that are knowledge and/or skill- based and are aimed at providing training in language, communication skills, and personality development.

5. Semesters and Breaks

Two regular semesters and one summer semester will be offered during an academic year:

| | | |
|------------------------|--|------------------------|
| Odd semester | 16 weeks coursework+ 3 weeks assessment activities | 1 week (break) |
| Even semester | 16 weeks coursework+ 3 weeks assessment activities | 4 weeks (break) |
| Summer Semester | 3 weeks of course work in fast-track mode + 1 week of assessment activities | NA |

6. Course Registration

6.1 The faculty advisors will guide the students in registering for courses. Credit limits per semester.

| Minimum/ Maximum Credits | Regular Semester |
|---------------------------------|-------------------------|
| Minimum credits per semester | 16 |
| Maximum credits per semester | 28 |

6.2 Registration for Electives

6.2.1 Elective options will be offered based on feasibility.

6.2.2 Registration will be subject to minimum and maximum enrollment as specified by the Institute.

6.2.3 Typically, the minimum enrollment requirement for an elective is 10.

6.2.4 If a course is not offered due to lack of minimum enrollments, students who pre-register for it will be transferred to other elective courses, based on their preference, subject to availability.

| Specialization Code | Area of Specialization | Name of the Specialization | Credits |
|---------------------|------------------------------|-------------------------------|---------|
| M1 | Marketing Area | Consumer Marketing | 03 |
| M2 | | Business Marketing | 03 |
| F1 | Finance Area | Corporate Finance | 03 |
| F2 | | Investment Finance | 03 |
| H1 | HR Area | Leadership | 03 |
| H2 | | Talent Management | 03 |
| B1 | Banking Area | Bank Operations Management | 03 |
| B2 | | Marketing of Banking Services | 03 |
| SCM2 | Supply Chain Management Area | Supply Chain Management | 03 |
| IT1 | Information Technology Area | Information Technology | 03 |

The students are expected to earn 24 credits from group of elective courses. The students have the flexibility to choose electives in the seven broad areas viz Marketing, Finance, Human Resource, Banking, Information Technology, Supply Chain Management and Entrepreneurship Development. To earn 24 credits the student has following two options:

- **Core competency in single specialization:** If the student wishes to get core competency in a single area of specialization, he should earn 24 credits from the single specialization area viz Marketing/ Finance/ Human Resource/ Banking.
- **Dual Specialization:** The student has to earn 12 credits each from two specialization areas as depicted in elective combination table.

Depending upon the demand of specialization, students can take dual specialization. Specialization offering will depend on the minimum number of students as decided by the institute from time to time. In Semester IV the student has to follow the same order opted by him/her in III semester. If the student has chosen Consumer Marketing in III semester, he or she has to choose Consumer Marketing in IV semester. Similarly, if the student has chosen Operations Management in semester III, he or she must choose Operations Management in IV semester. The student has no choice of choosing one of the papers in any given specialization. When specialization is chosen both papers are included by default. Following combinations are offered for the MBA Batch **2023-25**

| Combinations | M 1 | M 2 | F 1 | F 2 | H 1 | H 2 | B 1 | B 2 | SCM 2 | IT 1 |
|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-------|------|
| M1 | NA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| M2 | ✓ | NA | ✓ | - | ✓ | - | ✓ | - | - | ✓ |
| F1 | ✓ | ✓ | NA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| F2 | ✓ | - | ✓ | NA | ✓ | - | ✓ | - | - | ✓ |
| H1 | ✓ | ✓ | ✓ | ✓ | NA | ✓ | ✓ | ✓ | ✓ | ✓ |
| H2 | ✓ | - | ✓ | - | ✓ | NA | ✓ | - | - | ✓ |
| B1 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | NA | ✓ | ✓ | ✓ |
| B2 | ✓ | - | ✓ | - | ✓ | - | ✓ | NA | - | ✓ |
| SCM2 | ✓ | - | ✓ | - | ✓ | - | ✓ | - | NA | ✓ |
| IT 1 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | NA |

Total combination offered for selection by the student = **35 combinations**

Note: -

1. Blank squares with tick mark (✓) are the various combinations a student can choose from elective courses.
2. **Grey Colored** Squares with tick mark (✓) and dash mark (-) are the various combinations that are repeated.
3. **Uncolored squares** with dash mark (-) are the various combinations that are not offered by the institute.
4. NA = Not Applicable

7. Requirements for Progression

- A student may progress from Semester 1 to 2 and from Semester 3 to 4 irrespective of the grades obtained in the courses of these Odd Semesters.
- A student cannot carry **more than four courses** from Semester 1 and 2 (put together) to progress to third semester.

8. Degree Requirements

The degree requirements of a student for the MBA Degree program are as follows.

Earned credit requirement for MBA Degree is **100**. Satisfactory completion of all Mandatory Learning Courses. Minimum Earned Credit Requirements on all Core Courses, Elective Courses, Seminars, Project Report/Internship and other non-classroom components as specified.

9. Program Structure

The program is designed based on a Choice Based Credit System

9.1 Course types and credit distribution

| Semester | No. of core courses | Total number of Core Courses, Projects, MIA, internship & AECs with Credits | | | | | Discipline Specific Electives (DSE) | | Total recommended Credits for semester |
|-------------|---------------------|---|------|-----|---------|---------|-------------------------------------|---------|--|
| | | GEC | AEC* | MIA | INT/PRJ | Credits | No. of courses | Credits | |
| Semester 1 | 7 | - | 2 | - | - | 24 | - | - | 24 |
| Semester 2 | 6 | - | 3 | 1 | - | 22 | - | - | 22 |
| Semester 3 | 3 | 1 | 2 | 1 | - | 15 | 4 | 12 | 27 |
| Semester 4 | 3 | 1 | 2 | - | 1 | 15 | 4 | 12 | 27 |
| Grand Total | | | | | | | | | 100 |

* Ability Enhancement Course (AEC)

9.2 Course Offerings

| I Semester | | | | |
|------------|------------|---|--------------------------|---------|
| Code No. | CourseType | Course Title | Credit Structure L:T:P:S | Credits |
| 23MBA11 | PCC | Individuals and Organization | 3:0:0:0 | 03 |
| 23MBA12 | PCC | Economics for Managers | 3:0:0:0 | 03 |
| 23MBA13 | PCC | Research and Quantitative Methods-I | 3:0:0:0 | 03 |
| 23MBA14 | PCC | Business Law and Practice | 3:0:0:0 | 03 |
| 23MBA15 | PCC | Marketing Management | 3:0:0:0 | 03 |
| 23MBA16 | PCC | Financial Statements – Analysis and Reporting | 3:0:0:0 | 03 |
| 23MBA17 | PCC | Operations Management | 3:0:0:0 | 03 |
| 23MBA18 | AEC | Communication-I | 2:0:0:0 | 02 |
| 23MBA19 | AEC | Professional Growth and Individual Development -I | 0:0:2:0 | 01 |
| Total | | | 23:0:2:0 | 24 |

L:T:P:S = Lecture: Tutorial: Practical: Self Study

PCC = Program Core Course, DSE = Discipline Specific Elective, AEC = Ability Enhancement Course

- **Note 1:** Continuous Internal Evaluation (CIE) Marks is awarded on the basis of two Class Tests and three course specific activities as decided by the course instructor.
- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.

| II Semester | | | | |
|--------------|-------------|--|-----------------------------|-----------|
| Code No. | Course Type | Course Title | Credit Structure L:T:P:S | Credits |
| 23MBA21 | PCC | Managing Organizations | 3:0:0:0 | 03 |
| 23MBA22 | PCC | International Business Management | 3:0:0:0 | 03 |
| 23MBA23 | PCC | Research and Quantitative Methods – II | 3:0:0:0 | 03 |
| 23MBA24 | PCC | Corporate Finance | 3:0:0:0 | 03 |
| 23MBA25 | PCC | Operations Research | 3:0:0:0 | 03 |
| 23MBA26 | PCC | Strategic Management | 3:0:0:0 | 03 |
| 23MBA27 | AEC | Communication-II | 2:0:0:0 | 02 |
| 23MBA28 | AEC | Professional Growth and Individual Development -II | 0:0:2:0 | 01 |
| 23MBA29 | AEC | Bloomberg Market Concepts | 0:0:2:0 | 01 |
| - | PRJ | Management in Action | 0:0:0:4 \$ | - |
| Total | | | 20:0:4:0 | 22 |

L: T:P:S = Lecture: Tutorial: Practical: Self Study

PCC = Core Course, DSE = Discipline Specific Elective, AEC = Ability Enhancement Course

- **Note 1:** Continuous Internal Evaluation (CIE) Marks are awarded on the basis of two Class Tests and three course specific activities as decided by the course instructor.
- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.
- **Note 3:** \$ Spread across 2nd and 3rd Semesters with L: T: P: S as 0:0:0:4 and credits are awarded in 3rd semester.

| III Semester | | | | |
|--|-------------|---|-----------------------------|---------|
| Code No. | Course Type | Course Title | Credit Structure L:T:P:S | Credits |
| 23MBA31 | PCC | Management Accounting and Control Systems | 3:0:0:0 | 03 |
| General Elective Courses (GEC) (Choose any one course) | | | | |
| 23MBA321 | GEC | Service Management | 3:0:0:0 | 03 |
| 23MBA322 | | Design Thinking for Managers | | |
| Discipline Specific Electives (DSE) | | | | |
| ELECTIVE 1 | DSE | Refer Table 9.1 | 3:0:0:0 | 03 |
| ELECTIVE 2 | DSE | Refer Table 9.1 | 3:0:0:0 | 03 |
| ELECTIVE 3 | DSE | Refer Table 9.1 | 3:0:0:0 | 03 |
| ELECTIVE 4 | DSE | Refer Table 9.1 | 3:0:0:0 | 03 |
| 23MBA33 | AEC | Capstone Simulation | 1:0:2:0 | 02 |
| 23MBA34 | PCC | Research Seminar-I | 0:2:0:2 | 02 |
| 23MBA35 | PRJ | Management in Action | 0:0:0:4 \$ | 04 |
| 23MBA36 | AEC | Professional Growth and Individual Development -III | 0:0:2:0 | 01 |
| | | Total | 19:2:4:6 | 27 |

L: T:P:S = Lecture: Tutorial: Practical: Self Study

CC = Core Course, DSE= Discipline Specific Elective, AEC = Ability Enhancement Course

- **Note 1:** Continuous Internal Evaluation (CIE) Marks are awarded on the basis of two Class Tests and three course specific activities as decided by the course instructor.

- **Note 2:** Semester-End-Examination (SEE). Marks are awarded after the valuation of the papers by two examiners.
- **Note 3:** \$ Spread across 2nd and 3rd Semesters with L: T: P: S as 0:0:0:4 and credits are awarded in 3rd semester.

| IV Semester | | | | |
|--|----------|--|-----------------------------|---------|
| Code No. | Code No. | Course Type | Credit Structure L:T:P:S | Credits |
| 23MBA41 | PCC | Business Ethics, Governance & Leadership | 3:0:0:0 | 03 |
| General Elective Courses (GEC) (Choose any one course) | | | | |
| 23MBA421 | GEC | Enterprise Systems | 3:0:0:0 | 03 |
| 23MBA422 | | Entrepreneurial Development | | |
| Discipline Specific Electives (DSE) | | | | |
| ELECTIVE 1 | DSE | Refer Table 9.2 | 3:0:0:0 | 03 |
| ELECTIVE 2 | DSE | Refer Table 9.2 | 3:0:0:0 | 03 |
| ELECTIVE 3 | DSE | Refer Table 9.2 | 3:0:0:0 | 03 |
| ELECTIVE 4 | DSE | Refer Table 9.2 | 3:0:0:0 | 03 |
| 23MBA43 | AEC | Leadership and Team Simulation | 0:0:2:0 | 01 |
| 23MBA44 | PCC | Research Seminar-II | 0:2:0:2 | 02 |
| 23MBA45 | AEC | Professional Growth and Individual Development (PGID) - IV | 0:0:2:0 | 01 |
| 23MBA46 | PRJ/ INT | Project Work/ Internship | Full time 8 weeks # | 05 |
| | | Total | 18:2:4:2 + # | 27 |

L: T: P: S = Lecture: Tutorial: Practical: Self Study

CC = Core Course, DSE= Discipline Specific Elective, AEC = Ability Enhancement Course

Note 1: Continuous Internal Evaluation (CIE) Marks is awarded on the basis of two Class Tests and three course specific activities as decided by the course instructor.

Note 2: Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.

Project work will spread for a period of 8 weeks after 4th Semester Examinations.

Elective Courses:

Table 9.1: Discipline Specific Electives: III SEMESTER

| Electives | Domain | Subject Code | Elective Courses |
|-----------|--------------------|--------------|--|
| M1 | Consumer Marketing | 23MBAMM311 | Consumer Behavior |
| | | 23MBAMM312 | Integrated Marketing Communications & Media Management |
| M2 | Business Marketing | 23MBAMM313 | B2B Marketing |
| | | 23MBAMM314 | Sales and Distribution Management |
| F1 | Corporate Finance | 23MBAFM321 | Working Capital Management |
| | | 23MBAFM322 | Project Management and Finance |
| F2 | Investment Finance | 23MBAFM323 | Investment Analysis and Management |
| | | 23MBAFM324 | Financial Services |

| | | | |
|--------|----------------------------|------------|---|
| H1 | Leadership | 23MBAHR331 | Organizational Design |
| | | 23MBAHR332 | Interpersonal and Group Processes |
| H2 | Talent Management | 23MBAHR333 | Recruitment and Selection |
| | | 23MBAHR334 | Industrial Legislations |
| B1 | Bank Operations Management | 23MBABF341 | Principles of Banking |
| | | 23MBABF342 | Branch Management and Operational Risk Management |
| B2 | Marketing of Banking | 23MBABF343 | Banking and Insurance Marketing |
| | Services | 23MBABF344 | Retail Banking |
| SCM2** | Supply Chain Management | 23MBAOM361 | Logistics and Supply Chain Management |
| | | 23MBAOM362 | Project Management (PMP) |
| IT1 | Information Technology | 23MBAIT351 | Information Security Management |
| | | 23MBAIT352 | Business Analysis |

** These specialization courses are offered only under Elective 2.

Table 9.2: Discipline Specific Electives: IV SEMESTER

| Electives | Domain | Subject Code | Elective Courses |
|-----------|-------------------------------|--------------|---|
| M1 | Consumer Marketing | 23MBAMM411 | Digital Marketing |
| | | 23MBAMM412 | Strategic Brand Management |
| M2 | Business Marketing | 23MBAMM413 | Rural and Social Marketing |
| | | 23MBAOM461 | Retail Management |
| F1 | Corporate Finance | 23MBAFM421 | Mergers and Acquisitions |
| | | 23MBAFM422 | Tax Management |
| F2 | Investment Finance | 23MBAFM423 | Wealth Management |
| | | 23MBAFM424 | Futures, Options, and Other Derivatives |
| H1 | Leadership | 23MBAHR431 | HR Analytics |
| | | 23MBAHR432 | Performance Management |
| H2 | Talent Management | 23MBAHR433 | Compensation Management |
| | | 23MBAHR434 | Training and Development |
| B1 | Bank Operations Management | 23MBABF441 | Credit and Credit Risk Management |
| | | 23MBABF442 | FOREX, Treasury and Market Risk Management |
| B2 | Marketing of Banking Services | 23MBABF443 | Digital Banking and Alternate Delivery Channels |
| | | 23MBABF444 | Sales and Service Orientation |
| SCM2 ## | Supply Chain Management | 23MBAOM461 | Retail Management |
| | | 23MBAOM462 | Advanced Supply chain Management and Analytics |
| IT1 | Information Technology | 23MBAIT451 | Managing Technology Businesses |
| | | 23MBAIT452 | IT Business Development and Contracting |

These specialization courses are offered only under Elective 2.

10. Attendance

- 10.1 MBA is a two-year full-time post graduate degree program. Students are not permitted to enroll in any other program offered by this or other University without prior permission.
- 10.2 All students shall attend every lecture, tutorial and practical classes. The attendance requirement shall be a minimum of 85% of the classes actually conducted. However, the Director by virtue of powers delegated to him, may condone attendance to an extent of 10% only in special cases such as medical emergencies or any other contingencies. Director may also condone the attendance if a student participates in any institute sponsored activities such as management festival, sports, games, seminars and workshops etc.
- 10.3 Each course of the Semester shall be treated as a separate unit for calculation of the attendance. Institute may introduce an attendance monitoring system as considered necessary to ensure regular attendance.
- 10.4 A candidate who does not satisfy the attendance requirement mentioned as above shall not be eligible to appear for the SEE of that course of the relevant Semester. In such a case, the candidate shall be required to repeat that course / Semester during summer (supplementary) Semester or along with regular students later on. If a candidate, for any reason, discontinues the course in the middle, he / she may be permitted to register to continue the course along with subsequent batch, subject to the condition that he/she shall complete all the courses within the maximum stipulated period (2+2 years). Such a candidate is not eligible to be considered for the award of rank. If a student fails in any course, he/she has a maximum number of four attempts thereafter to complete that course.
- 10.5 At the end of each semester, the list of the candidates falling short of attendance shall be sent to the (COE) of NDU at least one week prior to the commencement of the Examination.

11. Absence

11.1 Absence during the Semester:

- a) If the period of leave of a student is more than **five working days** and less than three weeks, prior application for leave shall have to be submitted to the Director of JKSHIM with the recommendation of the faculty-advisor stating fully the reasons for the leave request along with supporting documents.
- b) It will be the responsibility of the student to intimate the course instructors, regarding his/her absence before availing leave.

11.2 Absence during CIE (Internal Assessment Examination):

A student who remains absent from an Internal Assessment Examination due to illness or any other contingencies shall submit an application to the Director through the Course Instructor concerned, stating the reasons for absence and make an appeal for

re- examination, within three days from the date of the concerned examination. The Director's decision in this regard is final.

11.3 Absence during Semester End Examination:

In case of absence for Semester-End Examination, on medical grounds or other special circumstances, the student can apply for 'I' grade in that course with necessary supporting documents and certifications by authorized personnel to the Director of MBA Program immediately after the end of that examination. The Director may consider the request depending on the merits of the case, and after consultation with the course instructor, permit the makeup Semester-End Examination and 'I' grade will then be converted to an appropriate letter grade.

12. Withdrawal from the Programme

12.1 Temporary withdrawal:

A student who has been admitted to a Post Graduate degree program of JKSHIM may be permitted to withdraw temporarily, for a period of one Semester or more on the grounds of prolonged illness or any other contingencies provided:

- i. He/she applies to the Institute stating fully the reasons for withdrawal together with supporting documents and endorsement from his parent /guardian,
- ii. The DPGC is satisfied that, without counting the period of withdrawal, the student is likely to complete his requirements of the degree within the time specified.
- iii. There are no outstanding dues or demands to the Institute/Hostels etc.
- iv. Scholarship holders are bound by the appropriate rules applicable to them.
- v. The decision of the DPGC regarding withdrawal of a student is final and binding. Normally, a student will be permitted only one such temporary withdrawal during his tenure as a student and this withdrawal will not be counted for computing the duration of study.

12.2 Permanent Withdrawal:

Any student who withdraws admission before the closing date of admission for the Academic Session is eligible for the refund of the deposits only. Fees once paid will not be refunded on any count. Once the admission for the year is closed, the following conditions govern withdrawal of admissions:

- a) A student who wants to leave the Institute for good will be permitted to do so (and take Transfer Certificate from the Institute, if needed) only after remitting the tuition fee as applicable for all the remaining Semesters and clearing all other dues, if any.
- b) Those students who have received any scholarship, stipend, or other forms of assistance from the Institute shall repay all such amounts.
- c) The decision of the DPGC regarding withdrawal of a student is final and binding.

13. Evaluation

Formative and Summative assessments: For all courses with SEE, evaluation will be based on both formative assessment (Continuous Internal Evaluation, CIE) and summative assessment (Semester End Evaluation, SEE). For all courses without SEE, evaluation will be based on formative assessment only (Continuous Internal Evaluation, CIE). Weightage for CIE and SEE will be 50% each.

13.1 Continuous Internal Evaluation (CIE):

Refers to evaluation of students' achievement in the learning process. The course instructor will perform the Continuous Internal Evaluation (CIE) for 50 marks which includes tests, assignments, problem solving, group discussion, quiz, mini project, workbook and seminar throughout the Semester, with weightage for the different components being fixed at the University level as follows.

Quizzes, tutorials, assignments, etc., 30 marks Mid Semester Examination 20 marks an additional MSE may be conducted for those students absent for valid reasons/ with prior permission. b) For those students who could not score minimum required CIE marks (25 marks), an additional MSE may be conducted, however the maximum CIE marks shall be restricted to 25 out of 50.

13.2 Semester End Evaluation

The University will conduct a semester end examination at the end of each semester. SEE will contribute to 50% of the total marks in each course. A student has to meet the following requirements to be eligible for the SEE:

- Has a minimum 85% attendance separately in each course
- Secure at least 50% marks in CIE in each course.
- Fulfill any other requirement that may be prescribed by the University from time to time.

Scheme of Examination and Evaluation

| I Semester | | | | | |
|------------|--|--------------------------|-----------|-----|-------------|
| Code No. | Course Title | Duration of SEE in Hours | Marks for | | Total Marks |
| | | | CIE | SEE | |
| 23MBA11 | Individuals and Organization | 03 | 50 | 50 | 100 |
| 23MBA12 | Economics for Managers | 03 | 50 | 50 | 100 |
| 23MBA13 | Research and Quantitative Methods – I | 03 | 50 | 50 | 100 |
| 23MBA14 | Business Law and Practice | 03 | 50 | 50 | 100 |
| 23MBA15 | Marketing Management | 03 | 50 | 50 | 100 |
| 23MBA16 | Financial Statements – Analysis and Reporting | 03 | 50 | 50 | 100 |
| 23MBA17 | Operations Management | 03 | 50 | 50 | 100 |
| 23MBA18 | Communication-I | 02 | 50 | 50 | 100 |
| 23MBA19 | Professional Growth and Individual Development – I | ---- | 100 | --- | 100 |

- Note 1:** Continuous Internal Evaluation (CIE) Marks are awarded on the basis of two

Class Tests and course specific activities as decided by the course instructor.

- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.

| II Semester | | | | | |
|-------------|--|--------------------------|-----------|------|-------------|
| Code No. | Name of the Course | Duration of SEE in Hours | Marks for | | Total Marks |
| | | | CIE | SEE | |
| 23MBA21 | Managing Organizations | 03 | 50 | 50 | 100 |
| 23MBA22 | International Business Management | 03 | 50 | 50 | 100 |
| 23MBA23 | Research and Quantitative Methods – II | 03 | 50 | 50 | 100 |
| 23MBA24 | Corporate Finance | 03 | 50 | 50 | 100 |
| 23MBA25 | Operations Research | 03 | 50 | 50 | 100 |
| 23MBA26 | Strategic Management | 03 | 50 | 50 | 100 |
| 23MBA27 | Communication - II | 02 | 50 | 50 | 100 |
| 23MBA28 | Professional Growth and Individual Development (PGID) – II | ---- | 100 | ---- | 100 |
| 23MBA29 | Bloomberg Market Concepts | ---- | 100 | ---- | 100 |
| - | Management in Action | \$ | - | - | - |

- **Note 1:** Continuous Internal Evaluation (CIE) Marks is awarded on the basis of two Class Tests And course specific activities as decided by the course instructor.
- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.
- **Note 3:** \$ Spread across 2nd and 3rd Semesters with evaluation and credits are awarded in 3rd semester.

| III Semester | | | | | |
|--|---|--------------------------|-----------|------|-------------|
| Code No. | Name of the Course | Duration of SEE in Hours | Marks for | | Total Marks |
| | | | CIE | SEE | |
| 23MBA31 | Management Accounting and Control Systems | 03 | 50 | 50 | 100 |
| General Elective Courses (GEC) (Choose any one course) | | | | | |
| 23MBA321 | Service Management | 03 | 50 | 50 | 100 |
| 23MBA322 | Design Thinking for Managers | | | | |
| Discipline Specific Electives (DSE) | | | | | |
| ELECTIVE1 | Refer Table No 9.1 | 03 | 50 | 50 | 100 |
| ELECTIVE 2 | Refer Table No 9.1 | 03 | 50 | 50 | 100 |
| ELECTIVE 3 | Refer Table No 9.1 | 03 | 50 | 50 | 100 |
| ELECTIVE 4 | Refer Table No 9.1 | 03 | 50 | 50 | 100 |
| 23MBA33 | Capstone Simulation | ---- | 100 | ---- | 100 |
| 23MBA34 | Research Seminar - I | ---- | 100 | ---- | 100 |
| 23MBA35 | Management in Action (MIA) \$ | ---- | 50 | 50 | 100 |
| 23MBA36 | Professional Growth and Individual Development (PGID) – III | ---- | 100 | ---- | 100 |

- **Note 1:** Continuous Internal Evaluation (CIE) Marks are awarded on the basis of two Class Tests and course specific activities as decided by the course instructor.
- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.
- **Note 3:** \$ Spread across 2nd and 3rd Semesters with Evaluation and credits are awarded in 3rd semester.

| IV Semester | | | | | |
|--|--|--------------------------|-----------|------|-------------|
| Code No. | Name of the Course | Duration of SEE in Hours | Marks for | | Total Marks |
| | | | CIE | SEE | |
| 23MBA41 | Business Ethics, Governance & Leadership | 03 | 50 | 50 | 100 |
| General Elective Courses (GEC) (Choose any one course) | | | | | |
| 23MBA421 | Enterprise Systems | 03 | 50 | 50 | 100 |
| 23MBA422 | Entrepreneurial Development | | | | |
| Discipline Specific Electives (DSE) | | | | | |
| ELECTIVE 1 | Refer Table 9.2 | 03 | 50 | 50 | 100 |
| ELECTIVE 2 | Refer Table 9.2 | 03 | 50 | 50 | 100 |
| ELECTIVE 3 | Refer Table 9.2 | 03 | 50 | 50 | 100 |
| ELECTIVE 4 | Refer Table 9.2 | 03 | 50 | 50 | 100 |
| 23MBA43 | Leadership and Team Simulation | ---- | 100 | ---- | 100 |
| 23MBA44 | Research Seminar - II | ---- | 100 | ---- | 100 |
| 23MBA45 | Professional Growth and Individual Development (PGID) - IV | ---- | 100 | ---- | 100 |
| 23MBA46 | Project/ Internship | ---- | 50 | 50 | 100 |

- **Note 1:** Continuous Internal Evaluation (CIE) Marks are awarded on the basis of two Class Tests and course specific activities as decided by the course instructor.
- **Note 2:** Semester-End-Examination (SEE) Marks are awarded after the valuation of the papers by two examiners.

14. Criteria for Pass

- 14.1 For a pass in a course, the student shall secure minimum of 40% (20 out of 50) of the maximum marks prescribed in the Semester End Examination and 50% of marks (25 out of 50) in CIE and 50% in the aggregate of CIE and SEE marks (50 out of 100). For all the exams without SEE, a student must secure a minimum of 50% in CIE.
- 14.2 A candidate who fails in any course shall have to appear only in that course in the subsequent examination.

15. Grading System

15.1 The performance of a candidate in a course shall be evaluated according to a Letter Grading System, based on both CIE and SEE. The letter grades (O, A+, A, B+, B, C, F and AB) indicate the level of academic achievement assessed on a 10-point scale (0 to 10) (See Table below).

Letter grade system and corresponding letter grade points

| Marks Range (%) | Grade Point | Letter Grade | Descriptor |
|-----------------|-------------|--------------|---------------|
| 90 & above | 10 | O | Outstanding |
| 80-89 | 9 | A+ | Excellent |
| 70-79 | 8 | A | Very Good |
| 60-69 | 7 | B+ | Good |
| 55-59 | 6 | B | Above Average |
| 50-54 | 5 | C | Average |
| Below 50 | 0 | F | Fails |
| Absent | 0 | AB | Absent |

| CGPA | Classification |
|-----------------------|-------------------------------------|
| 7.00-& above | First Class with Distinction |
| 6.00-6.99 | First Class |
| 5.00-5.99 | Second Class |
| CGPA < 5.00 | Fails |

15.2 Percentage Equivalence of Grade Points (For a 10-Point Scale) can be calculated by multiplying 10 to the CGPA secured by a student.

15.3 A candidate shall be considered to have completed a course successfully and earned the credits assigned, if he secures an acceptable letter grade in the range O to C.

15.4 The letter grade 'F' in any course implies failure in that course and no credit is earned.

15.5 **The Transitional Grades 'I', 'W' and 'X'** would be awarded in the following cases. These would be converted into one or the other of the letter grades (O-F) after the student completes the course requirements:

15.5.1 **Grade 'I':** To a student having satisfactory attendance at classes and CIE more than 70% (35 out of 50) in any course but remained absent from SEE for valid & convincing reasons acceptable to the Institute, like: Illness or accident, which disabled him/her from attending SEE or a calamity in the family at the time of SEE, which required the student to be away from the Institute.

15.5.2 **Grade ‘W’:** To a student having satisfactory attendance at classes but withdrawing from that course before the prescribed date in a semester under Faculty Advice.

15.5.3 **Grade ‘X’:** A student having CIE marks $\geq 70\%$ (i.e., 35 out of 50) in a course, but fails in SEE.

15.6 **The Make Up Examination** facility would be available to students who may have missed to attend the SEE of one or more courses in a Semester for valid reasons and given the ‘I’ grade; Also, students having the ‘X’ grade shall also be eligible to take advantage of this facility. The makeup examination would be held as per dates notified in the Academic Calendar. However, it would be possible to hold a makeup examination at any other time in the semester with the permission of the Academic Council of the College. In all these cases, the standard of SEE would be the same as the normal SEE.

- All the ‘I’ and ‘X’ grades awarded to the students would be converted to appropriate letter grades and communicated to the College authorities within seven days of the respective make-up SEEs.
- Any outstanding ‘I’ and ‘X’ grades two days after the last scheduled make-up SEEs may be automatically converted to ‘F’ grade.
- All the ‘W’ grades awarded to the students would be eligible for conversion to the appropriate letter grades only after the concerned students re-register to those courses in a Main/ Supplementary Semester and fulfill the passing standards for their CIE and SEE.

15.7 Calculation of Grade point averages

15.7.1 The overall performance of a candidate in a semester will be indicated by Semester Grade Point Average (SGPA).

15.7.2 For each course, grade points will be awarded as per the letter grading system.

15.7.3 **Semester Grade Point Average (SGPA)** is computed as follows.

$$SGPA = \frac{[\sum(CourseCredit) \times (GradePoint)]}{[\sum(CourseCredit)]}$$

All courses of the semester for which a letter grade has been awarded, including F, will be included in this calculation.

15.7.4 **Cumulative Grade Point Average (CGPA):** The total performance of a student in all the courses in all the semesters completed is indicated by CGPA. It is calculated as per the following formula:

$$CGPA = \frac{[\sum(CourseCredit) \times (GradePoint)]}{[\sum(CourseCredit)]}$$

All courses of all the semesters for which a letter grade has been awarded, excluding F, will be included in this calculation.

15.7.5 Conversions of Grades into Percentage and Class Equivalence: Conversion formula for the conversion of CGPA into percentage is given below: Percentage of marks secured, $P = \text{CGPA Earned} \times 10$

Illustration: for A CGPA of 8.18: $P = \text{CGPA Earned } 8.18 \times 10 = 81.8 \%$

16. Evaluation System

- 16.1 Each candidate shall obtain not less than 50% of the maximum marks prescribed for the Continuous Internal Evaluation (CIE) in all the courses. CIE Marks for all the courses shall be based on two internal assessment tests and course specific activities such as Seminars, Quizzes, Assignments, Workbook, mini projects, class participation, and oral examination etc.
- 16.2 The candidates obtaining less than 50% in CIE in any subject shall not be eligible to appear for the examination in that subject(s). In such cases, the Director may arrange for re-registration of the course during Supplementary Semester.
- 16.3 The candidates shall write the Internal Assessment Test in the books /sheets provided by the Institute, and this shall be maintained by the Course Instructor for one year from the date of announcement of result and may be made available for verification as per the directions of the COE within that stipulated period.
- 16.4 The CIE Marks sheet (Grade Sheet) shall bear the signature of the concerned Teacher and the Director. The CIE Marks shall be displayed on the notice board and corrections, if any, shall be incorporated before sending to COE.
- 16.5 The CIE marks shall be sent to COE well in advance before the commencement of theory examinations by the Director of the Institute. No corrections of the CIE Marks shall be entertained after the submission of Grade sheet containing CIE marks to the COE.

17. Rules for Grace Marks

- 17.1 Grace marks up to 1% of the maximum total marks of the courses for which he/she is eligible and have registered (non-credit courses excluded) in the examination or 10 marks whichever is less shall be awarded to the failed course(s), (with a restriction of a maximum of 5 marks per course) provided on the award of such grace marks the candidate passes in that course(s).

18. Award of Class and Rank

- 18.1 The candidate who has passed all the courses prescribed, shall be declared to have passed the program.
- 18.2 A candidate who secures $CGPA \geq 7.00$ and above shall be declared to have passed in 'First Class with Distinction'.
- 18.3 A candidate who secures $CGPA \geq 6.00$ or more but less than 7.00 shall be declared to have passed in 'First Class'.
- 18.4 A candidate who secures $CGPA \geq 5.00$ or more but less than 6.00 shall be declared to have passed in 'Second Class'.
- 18.5 A candidate who fails in the main examination and passes one or more subjects/courses in the supplementary examination, such candidate's attempts shall be considered as multiple attempts.
- 18.6 An attempt means the appearance of a candidate for one or more courses either in part or full in a particular re-examination including supplementary semester's examination.
- 18.7 If a candidate submits application for appearing for the regular examination but does not appear for any of the courses/subjects in the regular University examination, he can appear for supplementary examination provided other conditions such as attendance requirement, internal assessment marks, etc. are fulfilled and his appearing in the supplementary examination shall be considered as the first attempt.
- 18.8 Merit Certificates and University Gold Medals will be awarded on the basis of overall CGPA obtained.
- 18.9 Only those candidates who have completed the program and fulfilled all the requirements in the minimum number of years prescribed (i.e. two years) and who have passed each semester in the first attempt are eligible for the award of Merit Certificates and or university Gold Medals.
- 18.10 Candidates with W, N, I, X and F grades and passes the courses in the supplementary examinations are not eligible for the award of Gold Medal or Merit Certificate.
- 18.11 Award of University Gold medals, if any, are governed by the specific selection criteria that maybe formulated by the University for such medals /Awards.

19. Evaluation of Theory Answer Papers

For all the courses having SEE (except for those courses with Computer Based Examination), there shall be double valuation of all the answer papers.

20. Challenge Evaluation

If a student is not satisfied with the marks allotted to him/her in the semester end examinations, he/she could apply for challenge evaluation within the prescribed time specified. In such cases the answer papers will be valued by the DPGC committee and marks secured by the students in the challenge evaluation will be final.

21. Award of Degree Requirements

The Degree requirements of a student for the MBA Degree program are as follows:

- 21.1 The maximum duration for a student to comply with the Degree requirements is 4 years from the date of first registration for his/her first semester.
- 21.2 A student shall be declared to have completed the Degree of Master of Business Administration, provided the student has undergone the stipulated course work as per the regulations and has earned the prescribed credits, as per the scheme of teaching and examination of the program.
- 21.3 A student shall be declared successful at the end of the program for the award of Degree only on obtaining $CGPA \geq 5.00$, with none of the courses remaining with F grade.
- 21.4 In case the CGPA falls below 5.00, the student shall be permitted to appear again for SEE for required number of courses (other than seminar, practical, internship and project) subject to the provision of university, to make up $CGPA \geq 5.0$. The student should reject the SEE results of previous attempt and obtain written permission from the Controller of Examinations to reappear to the subsequent SEE.

22. Termination from The Program/Re-Admission

- 22.1 A student shall be required to leave the college without the award of the degree, under the following circumstances:
 - i. Failing to complete the degree requirements in double the duration of the program. Based on the disciplinary actions suggested by the Academic Council/Governing Council.

23. Graduation Requirements and Convocation

- a. A student shall be declared to be eligible for the award of the Degree if he has Fulfilled Degree Requirements.
- b. No Dues to the College, Departments, Hostels, Library Central Computer Centre and any other center.
- c. No disciplinary action pending against him.
- d. The award of the Degree must be recommended by the Academic council and approved by Governing Council of Nitte (DU).

24. Convocation

MBA degree will be awarded in person to the students who have graduated during the preceding academic year. Degree will be awarded in absentia to such students who are unable to attend the Convocation. Students are required to apply for the Convocation along with the prescribed fees, after having satisfactorily completed all the Degree requirements within the specified date in order to arrange for the award of the Degree during convocation.

25. Program Outcomes

By the end of the program the student will be able to acquire:

| | | |
|-----|---|---------------------|
| PO1 | Ability to achieve greater internal locus of control, able to reflect courage of conviction and exhort individual autonomy in the career. | Inner Voice |
| PO2 | Exhibit higher cultural sensitivity (across groups), listening ability, empathy, knowledge of complex realities. | Diversity |
| PO3 | Foresee unmet needs and/or create new possibilities, new ways and took calculated risk leveraging on constraints. | Enterprising spirit |
| PO4 | To be able to value means over ends considering equity (individuals, generational, gender, ecological etc.) and concern for others with the ability to explain/defend decisions/stand | Ethical |
| PO5 | Using authority judiciously, being futuristic, with a definite point of view and still remain flexible. | Leadership |
| PO6 | Dissect issues/reality into subcomponents, model real life situations into symbolic representations, developed hypotheses and demonstrate cause effect relationship | Analytical |
| PO7 | Effectively exhibit spoken and written communication skills | Communicative |

26. Syllabus

First Semester

23MBA11

Individuals and Organization

Module 1. Introduction to Organizational Behavior (OB)**8 hours**

Evolution of Organizational behavior as Management concept – Individual Behavior- Management and organizational behaviors – Disciplines that contribute to organizational behavior- Challenges and opportunities in organizational behavior in the context of the organizations of the future- Developing an organizational behavior model Workplace diversity- Importance of managing workplace diversity – Types of workplace diversity- Age- Gender – Race and Ethnicity -Disability/abilities – Religion – other types of diversity- Workplace diversity initiatives- Legal aspects of workplace diversity- Top management commitment to diversity- Mentoring- Diversity skills training.

Module 2. Individual Attitudes, Emotions, and Moods**8 hours**

Job Attitude- Job Satisfaction – Causes and consequences- Impact of job dissatisfaction- Attitude and Job Performance Emotion and Moods – sources of Emotions and Moods – Emotional Labor – Affective Event Theory– Emotional Intelligence – Regulations – Organizational Behavior Applications of Emotion and Moods- Attitudes and consistency – Implications for Managers

Module 3. Personality, Learning and Values**8 hours**

Learning – Meaning – Theories – Implications of Effective Learning – Learning Organization Personality -Personality Frameworks- Personality Types – Other Personality Attributes relevant to Organizational Behavior (Core Self Evaluation – Self Monitoring – Proactive Personality) – Personality and Situations Values – Importance of organizational values- Terminal and Instrumental Values – Generational Values – Linking personality and values to workplace –Person – Job Fit – Person Organizational fit – other dimensions of Fit – Implications for Managers. Cultural values – Hofstede's Framework – GLOBE – Comparison of Hofstede's and GLOBE

Module 4. Perception and Individuals Decision Making**7 hours**

Decision Making – Perception – Judgement- Link Between Perception and Decision making. Approaches to decision making in organizations – Rationality – Bounded Rationality – Intuition – Decision Making Biases and Errors Individual Differences -Organizational Constraints in Decision making – Creativity- Creativity Decision Making – Innovation in Organizations – Big Data and Decision Making

Module 5. Motivation concepts and Applications**8 hours**

Early theories of Motivations- Maslow's Hierarchy of Needs – Abraham Maslow's Hierarchy of Needs, Two factor theory, Theory of X and theory of Y. Contemporary theories of motivation - Self

Determination theory, Goal- Setting theory, Reinforcement theory – Designing Motivating Jobs – Equity Theory- Expectancy theory – Integrating contemporary theories of Motivations – Implications for Managers

Suggested Reading:

1. ORGANIZATIONAL BEHAVIOR – STEPHENP ROBBINS, TIMOTHY A JUDGE, NEHARIKA – 18th edition
2. ORGANISATIONAL BEHAVIOR – PROF. ROBERT DAILEY
3. MANAGEMENT - STEPHENP ROBBINS, MARY A. COULTER AND AGNA FERNANDESZ – PEARSON – 14TH Edition, 2018

23MBA12

Economics for Managers

Module-01**08 Hours****Demand and Supply Analysis**

What is Economics? The Core Problem of Scarcity-Microeconomics and Macroeconomics-Theories and Models-Positive and Normative Analysis-The Basics of Demand and Supply-Meaning of Utility and Demand- Law of Demand-Characteristics and Exceptions-Demand Schedule-Demand Curve- Market Demand-Demand Function-Mathematical Problems for Understanding Managerial Applications of Demand-Changes in Quantity Demanded and Changes in Demand-Price Elasticity of Demand-Determinants and Types-Point Elasticity and Arc Elasticity-Implications for Business Decisions-Income Elasticity of Demand-Determinants and Types- Implications for Business Decisions- Cross Elasticity of Demand- Determinants and Types-Implications for Business Decisions-Supply Analysis-Supply Schedule and Supply Curve-Market Equilibrium-Managerial Implications-Learning- by-Doing Case-Insights and Exercises

Module-2**08 Hours****Production, Cost and Market Analysis**

What is Production? Total Product Functions and Marginal and Average Product>Returns to Scale- Production Function and Its Managerial Uses-Cost Concepts for Decision Making-Opportunity Cost-Economic and Accounting Costs-Sunk and Non-Sunk Costs-The Cost-Minimization Problem in the Short- Run and Long-Run-Short-Run and Long-Run Cost-Output Relationships-Learning Curves and their Applications in Business-Economies of Scale and Economies of Scope-Market Structure-Price, Output and Profit Determination Under Perfect Competition, Monopoly, Monopolistic and Oligopoly Markets- Implications for Business Decisions-Learning-by-Doing Case-Insights and Exercises

Module-03**08 Hours****An Introduction to Behavioral Economics**

What are Behavioral Economics? Need and Significance of the Study of Behavioral Economics for Managers- Econ and Human-Understanding Two Systems of Processing-System 1 and System 2-Bounded Rationality- Heuristics-Classical and Neo-Classical School of Thought in the Context of Behavioral Economics-Richard Thaler's Contributions to Behavioral Economics-The Planner and the Doer-Nudge Theory-Mental Accounting- Libertarian Paternalism- Loss Aversion-Framing-Anchoring Effect -Expected Utility Theory and Prospect Theory-Relevance of Behavioral Economics for Managerial Decisions-Learning-by-Doing Case-Insights and Exercises

Module-04**07 Hours****Macroeconomic Policy for Business Decisions**

What is Macroeconomics? The Macroeconomic Variables-Enhancing the Aggregate Productive Power of an Economy-The Goals of Macroeconomic Policy-The Role of Government- Meaning of National Income- Different Concepts of National Income-National Income Accounting in India- Difficulties in National Income Measurement-Gross Happiness Index- National Income and Corporate Sector-National Income and Economic Development-Learning-by-Doing Case-Insights and Exercises

Module-05**08 Hours****Public Policy Design for Sustainable Business**

What is the Sound Public Policy for Sustainable Business? Environmental, Social and Governance Standards for Sustainable Business-Price Stability and Economic Growth-Fiscal Policy and Monetary Policy-Union Budget and Business Decisions-Fiscal Deficit-Revenue Deficit and Budgetary Deficit-Public Borrowing-The Role of the RBI-Real and Nominal Prices-Inflation-Wholesale Price Index and

Retail Price Index-Causes-Effects and Control of Inflation-Inflation and Business Decisions-Learning-by-Doing Case- Insights and Exercises

Books for Reference

1. *Robert Pindyck and Daniel Rubinfeld. (2019), Microeconomics, 8th Edition, Pearson David Besanko and Ronald Braeutigam. (2021), Microeconomics, 6th Edition, Wiley*
2. *Philip Corr and Anke Plagnol. (2019), Behavioral Economics- The Basics, Routledge Taylor and Francis Group*
3. *Richard Thaler. (2015), Misbehaving-The Making of Behavioral Economics, Penguin Books Paul Krugman and Robin Wells. (2023), Macroeconomics*
4. *Workbook Prepared by Dr. Sudhir Raj K*

23MBA13

Research and Quantitative Methods-I

Module 1: **07 hours**

Introduction to Business Research: Business Research: Meaning and nature of business research; Characteristics of good research; Applied vs. Basic research.

Module 2: **08 hours**

Measurement and Scaling: Primary Scales of Measurement: Nominal scale, Ordinal scale, Interval scale and Ratio scale. Comparative versus non-comparative scales. Scale Evaluation- Validity and Reliability of scales

Module 3: **8 hours**

Data Sources: Primary versus secondary sources; Criteria for evaluating secondary data. Published secondary sources of data, computerized databases, and Syndicated sources of secondary data Sources of Primary data: Survey data, Panel data, Observation data.

Module 4: **09 hours**

Descriptive Statistics: Probability Distributions- Binomial, Poisson and Normal distribution. Measures of Central Tendency: Average: (Arithmetic, Geometric, Harmonic). Median-Quartiles, Deciles and Percentiles. Mode. Measure of dispersion, Variance, Standard deviation. Use of Excel for descriptive statistic calculations.

Correlation and co-variance - Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation

Module 5: **07 hours**

Data Reduction Techniques: Factor analysis, multi-discriminant analysis, and cluster analysis

Required Texts:

1. Gupta, S. C., *Fundamentals of Statistics*, Himalaya Publishing House, New Delhi.
2. Levin, Richard I, *Statistics for Management*, Pearson Education / PHI

Supplementary Texts:

1. Chawla Deepak, Nina Sondhi, (2014) *Research Methodology- Concepts and Cases*, New Delhi, Vikas Publishing House.
2. Cooper Donald, Pamela Schindler, (2004) *Business Research Methods*, Eighth Edition
3. Aczel and Sounderpandian, *Complete Business Statistics*, Tata- Mcgraw Hill, 6th Edition.
4. Pal, Nabendu and Sahadeb Sarkar, *Statistics – Concepts and Applications*, PHI
5. Sweeney, Anderson and William, *Statistics for Business and Economics*, Thomson Publishing.
6. Ken Black, *Business Statistics for Contemporary Decision-Making*, 4th Edition, John Wiley.

23MBA14

Business Law and Practice

Module 01**08 Hours**

Law of Contract: Introduction to Law- Law of Contract Contract- Types of Contracts-Meaning, definition and Important legal provisions relating to Offer, Acceptance, Consideration, Capacity of Parties, Free Consent, Quasi Contract, - Legality of Object, Performance of Contract, Termination of Contract and Remedies for Breach of Contract - Case Studies

Module 2**08 Hours**

Special Contracts: Law of Agency- Essentials, Kinds of Agents - Rights and Duties of Agent and Principal -Creation of Agency - Termination of Agency - Bailment and Pledge- Bailment, Definition - Essential Elements-Rights and Duties of Bailor and Bailee - Pledge-Essentials - Rights and Duties of Pledger and Pledgee – Hypothecation and Lien-General and particular lien- Contracts of Indemnity and Guarantee - Rights and Liabilities of parties in a contract of guarantee- Discharge of Surety –Bank guarantee and Performance guarantee- Case studies

Module 3**07 Hours**

Sale of Goods Act, Law of Insurance and Negotiable Instruments Act: Essentials - Sale V/S Agreement to Sell - Conditions and Warranties - Breach and its Consequences - Rights of Unpaid Seller - Law of insurance. Fundamental principles - Reinsurance and Double insurance - Negotiable Instruments Act, 1881 – Nature and Characteristics of Negotiable Instruments - Kinds of Negotiable Instruments – Features, of Promissory Notes, Bills of Exchange and Cheques - Crossing and Marking of Cheques - Bouncing of cheques and its consequences - Case studies.

Module 4**08 Hours**

Consumer Protection Act, 2019 and Arbitration and Conciliation Act, 1996: Objectives of Consumer Protection Act, Definition, Rights of Consumers – Central Consumer Protection Authority and Consumer Dispute Redressal Comissions- Mediation Cell- Procedure under Consumer Protection Act

Arbitration and Conciliation Act, 1996 - Objectives and Scope, Arbitral Tribunal - Arbitral Award- Modes of Arbitration - Conciliation - Commencement of Proceedings - Settlement of Agreement - Termination of Conciliation Proceedings.

Module 5**08 Hours**

Important provisions of Competition Act, 2002, The Information Technology Act, 2000 and Foreign Exchange Management Act, 1999, Right to Information Act, 2005 Factories Act- provisions Relating to Health, Safety and Welfare of Workers under Factories Act, 1948.

Book for study

1. Kapoor, N D., *Elements of Mercantile Law*, 36th Revised Edition, Sultan Chand, New Delhi, 2014.
2. Pathak, Akhileshwar, *Legal Aspects of Business*, 7th Edition, McGraw Hill Publication, 2019.

Reference Books:

1. Singh, Avtar, *Business Law*, Eastern Book Company, Tenth Edition, 2014
2. Prasad, Manmohan, *Principles of Business Law and Management*, HPH.

23MBA15

Marketing Management

Module 1 **08 Hours**

Part A: Marketing Basics: Introduction to Marketing, Concepts of Marketing, Scope and Evolution of Marketing and its role in modern business.

Part B: Analyzing Marketing Environment: Meaning and Importance, Micro Environmental Factors - Macro Environmental Factors - Brief Overview of Indian Marketing Environment - Marketing Research – Importance

Module 2 **08 Hours**

Identifying and Selecting Market:

Buyer Behavior- Buying Motives - Buying Roles - Factors Affecting Consumer Behavior - Buying Decision Process - Types of Buying Behavior

Analyzing Industrial Markets - Characteristics of Industrial Markets

Market Segmentation - Mass Marketing - Niche Marketing- Local Marketing - Mini Marketing – Bases for Segmenting Consumer Markets and Business Markets - Market Positioning - Meaning, Positioning Strategies.

Module 3 **08 Hours**

Product and Pricing Decisions:

- a) Product management - Levels of products, Classifications of Product, Managing Product mix and Product line. Branding, Labelling and Packaging decisions; Managing Product life cycle, new product development.
- b) Pricing decisions - Importance and Objectives of Pricing - Factors Affecting the Pricing- General Pricing Approaches

Module 4 **08 Hours**

Distribution and Promotion Management

Distribution Management - Importance - Functions and Number of Channel Levels for Consumer Markets and Business Markets - Channel Dynamics - Vertical Marketing System- Channel Conflicts. Retailing & Wholesaling- Meaning, Functions and Types

- Promotion Management - Integrated Marketing Communication - Advertising - Designing Effective Advertising Programs - Sales Promotion - Consumer Promotion tools and Trade Promotion Tools- Publicity; Public Relation - Major Public Relation Tools; Direct Marketing

Module 5 **07 Hours**

Controlling of Marketing Function

Annual Marketing Plan-Nature of Marketing Planning - Contents of Annual Marketing Plan - Organization of Marketing Functions; Controlling of Marketing Functions - Marketing Effectiveness Review and Marketing Audit

Reference Books:

1. Kotler, Philip, Marketing Management -Analysis, Planning, Implementation and Control, Prentice Hall of India Pvt. Ltd., New Delhi,
2. Bearden, Ingram and La Forge *Marketing - Principles and Perspectives*, McGraw Hill International Edition, 2001.
3. Etzel M.J, B.J. Walker and Stanton, *Fundamentals of Marketing* 13th Edition, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
4. Loudon David and Albert J.D. Bitta, *Consumer Behavior*, 4th Edition, McGraw Hill Editions, New York.

23MBA16**Financial Statements - Analysis and Reporting****Module 1****8 Hours****Overview of Business Activities and Financial Statements**

Understanding Business Organizations. Forms of Business Organizations. Accounting, Capital Market and Corporate Governance. Users of Accounting Information. Accounting Concepts and Conventions. Various Agencies influencing Financial Reporting in India. Indian Accounting Standards with special emphasis on standards pertaining to Presentation of financial statements, accounting policies, changes in accounting estimates and errors, Cash flow statements, Depreciation, Inventory valuation. Generally Accepted Accounting Principles & IFRS.

Module 2**8 Hours****Accounting Cycle**

Journal Entries. Ledger Posting. Trial Balance. Adjusting Entries. Accounting Equation. Errors in Accounting. Depreciation – Straight line and Written down Value Methods

Module 3**8 Hours****Preparation of Financial Statements**

Preparation of Principal Financial Statements as per companies act of 2013 – Statement of Profit and Loss, Balance Sheet and Cash Flow Statement.

Module 4**8 Hours****Financial Statement Analysis**

Ratio Analysis - Preparation of Financial Statement Using Ratios. Horizontal Analysis, Trend Analysis and Vertical Analysis. constant currency reporting v/s actual realized currency reporting " (Theory only)

Module 5**7 Hours****Emerging Issues, Ethics in Financial Reporting & Communication**

Corporate Governance and Financial Reporting. Human Resource Accounting, Forensic Accounting, Sustainability Reporting. Window Dressing.

Reference Books:

1. Wild, John J., Financial Accounting: Information for Decisions, 7th Edition, McGraw Hill India, New Delhi, 2017.
2. Swamy, Narayana R, Financial Accounting, Managerial Perspective, 5th Edition, PHI,
3. K.R. Subramanyam & John Wild J, Financial Statement Analysis, TMH, 10th Edition, 2016
4. Maheshwari, S. N & S.K. Maheshwari, Introduction to Accountancy, Vikas Publishing House, 11th Edition, New Delhi, 2013.

23MBA17

Operations Management

Module 1: Introduction to Operations Management**8 hours**

Introduction, Scope, Production Vs Services, Evolution of Operations Management, Operations Today, Key issues for today's business operations; Competitiveness, Strategy, Productivity- Operations Strategy, Productivity improvement; Forecasting- Steps in the forecasting process, features common to all forecasts, Elements of a good forecast, Qualitative Forecasts, Forecasts based on Time Series data, Associative Forecasting Techniques.

Module 2: Process Selection and facility Layout**8 hours**

Process Selection, Technology, Process Strategy, Facilities Layout, Designing Product Layouts, Line Balancing, Designing Process Layouts, Work Design and Measurement- Job Design, Motion study, Work measurement; Location Planning and Analysis- Need or Location Decisions, nature of Location Decisions, Global Locations.

Module 3: Aggregate Planning and Master Scheduling**8 hours**

Basic Strategies for meeting uneven Demand, Techniques for aggregate planning, Disaggregating the aggregate plan, Master scheduling, Master scheduling process, MRP and ERP, Inventory Management; The nature and importance of Inventories, requirements for effective inventory management, Inventory ordering policies, Economic order quantity models, Reorder point ordering, Fixed order interval model, Single period model.

Module 4: JIT and Lean Manufacturing**8 hours**

Lean Manufacturing Introduction, History of Lean Operations, Types of Waste, "5S" Technique of Eliminating the Waste, Lean Operations in the service sector, Role of Leadership, Lean Operations and JIT. Toyota Production Systems. Production System: Meaning, Types- Batch and Continuous Production, TPS: Introduction, Overview of Toyota Production Systems

Module 5: Supply chain and operations**07 hours**

Supply Chain and Operations: Supply Chain "KEIRETSU", Core Competency, POM and Objectives of Supply Chain, Purchasing and Supply Chain, Sources, Service Quality and Supply Chain.

PRESCRIBED TEXTBOOK(s)

1. William Stevenson, 'Operations Management', 12th Edition, McGraw Hill, New Delhi.
2. Operations Management Theory and Practical B. Mahadevan Pearson. 3rd Edition

23MBA18

Communication–I

Module 1: Concepts and Parameter

08 hours

A conceptual structure of a communication. Elements of rhetoric and argument, Elements of a message and its organizational context, Parameters for assessing the effectiveness of the message, Discussion of assignment. Assignment.

Module 2: Language and Analysis

08 hours

Language in communication. Prepositions and tenses. Appropriate language, Persuasion: qualitative and quantitative methods, Introduction to inductive/deductive/abductive logic, Toulmin method, critical analysis, Limitations of analytical tools, Discussion of assignment. Assignment.

Module 3 Comprehension and Expression

10 hours

Comprehension and precis-writing, Essay writing and the importance of drafts. The importance of time. Simplicity, Discussion of assignment. Assignment.

Reference Textbook

1. Write What Matters, by Amy Minervini, Liza Long, and Joel Gladd Available at <https://idaho.pressbooks.pub/write/front-matter/creative-commons-licensing/>
2. Management Study Guide Articles on Business Communication
 Management Study Guide is **ISO 9001:2015 Certified Education Provider** (View [Certificate](#)). Learning at MSG is highly practical and directed towards the needs of the industry. MSG's instructional content is developed and regularly updated by MSG experts who have substantial educational and industry experience.
 Available at: <https://www.managementstudyguide.com/business-communication-articles.htmhtm>
3. Purdue Online Writing Lab
 Purdue University's Online Writing Lab has articles on various aspects of communication writing that offer crucial insights into the process of communication. Available at: <https://owl.purdue.edu/owl/>
4. Essay Writing Guide by Prof. Jordan Peterson Available at:
https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwia9_Hk9Lz7AhWtSGwGHYulBiIQFnoECA0QAQ&url=https%3A%2F%2Fjordanbpeterson.com%2Fwcontent%2Fuploads%2F2018%2F02%2FEssay_Writing_Guide.docx&usg=AOvVaw3KyLd4DMN7itJ47rOkOz
5. Handbook/Workbook for the course by the course instructor, Shashi Warrier

23MBA19

Professional Growth and Individual Development-I

| Sl. N | Event | Faculty In-charge |
|-------|---------------------------------|-----------------------|
| 1 | Bancore-Banking Association | Prof. Saravanan S. |
| 2 | Converge - HR Association | Dr. Sudhir Raj K |
| 3 | Event Management | Prof. Karthik Kudroli |
| 4 | Finsight-Finance Association | Prof. Arun G.D'Souza |
| 5 | Industry - Placement | Mr. Guruprshanth Bhat |
| 6 | Macground-Sports Association | Dr. R.K.Sharma |
| 7 | Maestro-Marketing Association | Dr. Sandhya Rao K P |
| 8 | Nitte Centre for Data Analytics | Dr. Sudhir M |
| 9 | Samvahana-Speakers' Club | Dr. Ashalatha K |
| 10 | Samvedana | Prof. Rakhesh Shetty |
| 11 | Srajana-Cultural Association | Dr. Sudhir Raj K |
| 12 | Techbugs – IT Association | Dr. Sheetal Kumar |
| 13 | Branding and Promotion | Prof. Nidhisha H |

Evaluation: The students will be evaluated on four-point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Teamwork and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per NDU Norms. Each student will be evaluated for 2 credits.

Second Semester

23MBA21

Managing Organizations

Module 1

07 Hours

Introduction to Management of Organizations: Evolution of organization theory - Organizational theories - Classical theories - Human Relations theories - Contingency theories - Political Nature of Organizations - Modern theories of Organizational Management.

Module 2

09 Hours

Organizational Structure - types, functions. Organizational Processes. Contextual elements of organizational design. Organizational Culture and Organizational Design. Learning Organization - Nature of organizational - Creating learning organization - Appreciative inquiry.

Module 3

07 Hours

Dynamic Organizational Processes: Management Processes- planning, organizing, staffing, leading and controlling. Organizational change and development. Organizational Effectiveness.

Module 4

08 Hours

Human Resource Management: Introduction to HRM - Functions of HRM - Evolution of HRM - HRM model - Organizing the HR department - Evolving role of HRM. HR Planning and Recruitment & Selection- HR Planning. Performance management process. Compensation management.

Module 5

08 Hours

Advances in HRM: Modern Challenges to HRM. Quality of Work - Life - Stress Management - Cultural Diversities - Ethics at Workplace. Transformational HR -Quality Circles - TQM - Kaizen - Participative Management. Challenges for HRM. Changing roles of HR practitioners.

References:

1. Fred Luthans, Organisational Behaviour, Tata McGraw Hill Ltd
2. Stephen Robbins, Organisation Behaviour, Prentice Hall of India.
3. Daft R.L (2012), Understanding the Theory and Design of Organization (11th edition), Cengage Learning.
4. Zorlu Senyucel, Managing the Human Resource in the 21st century. Booksboon.com
5. Koontz, H. and Weihrich, H, Essentials of Management (13th edition), McGraw-Hill.

23MBA22

International Business Management

Module 1 **08 Hours**

An Overview of International Trade Theories

The Pattern, Trend and Benefits of International Trade in the Present 'New Normal' World - Mercantilism- Absolute Advantage –Comparative Advantage-Factor-Endowments Theory-The Product Life-Cycle Theory- New Trade Theory-National Competitive Advantage-Trade Theories and Government Policies-Implications of Trade Theories for International Business.

Module 2 **07 Hours**

Globalization and International Business

Drivers of Globalization-The Globalization of Production-The Globalization of Markets-The Globalization of Consumption-The Globalization Debate and Friction-Implications for International Business-Strategic Effects of Going International-The Growth of MNCs and Its Impact on International Business-Recognizing the Growth of Global Linkages -The Changing Dimensions of International Business in the Current Situation- The Future of International Business-Need for Promoting Global Co- operation.

Module 3 **08 Hours**

Rationale and Goals of Trade and Investment Policies

Rationale for Global Trade Regulations-Free Trade Policy-The Case for Government Intervention-Instruments of Trade Policy-Current Scenarios of Trade and Investment Policies-Changes in the Global Policy Environment-Policy Responses to Changing Conditions-The Effects of Import Restriction and Export Promotion on International Business-Positive and Negative Impact of FDI on Host Countries-Bargaining Position of MNCs and Host Country-Indian MNCs-A Strategic Outlook for Trade and Investment Policies-Implications for International Business.

Module 4 **08 Hours**

International Business Strategy

Strategy and the Firm-Value Creation-Strategic Positioning-Expanding the Market-Leveraging Products and Competencies-Location Economies-Creating Global Web-Leveraging Subsidiary Skills-Cost Pressures and Pressures for Local Responsiveness-Global Standardization Strategy- Changing Geo-Politics and Its Impact on International Business-Acting Responsibly in International Business Environment.

Module 5 **08 Hours**

Indian Business Environment

An Overview of Indian Macroeconomic Environment Macro Variables for Creating a Congenial and Stable Ecosystem for Business-Changing Profile of Government Policy for Ease of Doing Business-Monetary and Fiscal Policy-Inflation-Causes, Effects and Control-Implications for India's International Business.

References

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffett. (2011), *International Business*, Eighth Edition, Wiley.
2. Sundaram K. Anant and Black Stewart. (2016), *The International Business Environment Text and Cases*, Pearson.
3. Charles W.L. Hill, G.Thomas M. Hult and Rohit Mehtani. (2019), *International Business Competing in the Global Marketplace*, Eleventh Edition, McGraw Hill Education (India) Private Limited.
4. Bornbush, Fischer and Startz.(2019), *Macroeconomics*, Ninth Edition, Tata McGraw Hill Education Private Limited, New Delhi.
5. Prakash Apte. (1994), *MACROECONOMICS*, ICFAI, Hyderabad.

23MBA23**Research and Quantitative Methods – II****Module 1****08 Hours**

Foundations of Robust Research: Choice of Research Topic; Critical Review of Literature; Research Philosophies and Approaches to Theory Development; Building blocks of Theory: Concepts, Constructs, Variables, Propositions and Research Hypotheses, Models.

Module 2**08 Hours**

Formulating a Research Design: Methodological Choices in Research Design (Qualitative, Quantitative, Mixed-Method); Choice of Research Strategies and Time Horizon; Establishing Quality and Ethics in Research Design; Sampling – Fundamentals, Types, Process and Techniques.

Module 3**08 Hours**

Hypotheses Testing: Concept of Hypotheses – Types, One-tailed and Two-Tailed Tests, Errors in Hypotheses Testing [Type I and Type II], Level of Confidence, Level of Significance; Steps in Hypotheses Testing; Parametric and Non-Parametric Tests using SPSS/R Studio – Concept, Types, Choice of Tests [Decision Parameters for Tests], Steps, Analysing Data, Drawing Valid Conclusions from Research Results, Applications; Numerical Problems/Scenarios only on Inference and Interpretation of Output Tables emanating from Parametric and Non-Parametric Tests.

Module 4**08 Hours****Ethics in Research:**

Issues - Related to Traditional Access, Internet-Mediated Access; Strategies to Improve Access; Ethics in Research – Ethical Issues Associated with Traditional and Internet Mediated Research, Research Process; Concept of Data Protection and Data Management.

Module 5**07 Hours**

Research Writing: The Art of Research Writing; Writing Reports for Different Audience; Writing - Content, Clarity, Accessibility, and Style; Creswell's Five Point Approach; Assessment Criteria; Oral Reports.

Recommended Books:

1. Deepak Chawla, and Neena Sondhi, (2016), Research Methodology - Concepts and Cases, Vikas Publishing House Pvt Ltd, Bengaluru.

Additional Reference:

1. Mark, Saunders, Lewis, and Thornhill (2018), Research Methods for Business Students – Pearson Publications, 8th Edition, Harlow, United Kingdom.
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari and Mitch Griffin, (2013), Business Research Methods - A South-Asian Perspective, Cengage learning, New Delhi.
3. Cooper Donald, Pamela Schindler, (2004), Business Research Methods, Eighth Edition, New Delhi, Tata McGraw Hill Edition,
4. Uma Sekaran and Roger Bougie (2018), Research Methods for Business: A Skill-Building Approach, Wiley.
5. Malhotra Naresh and Satyabhushan Dash, (2011), Marketing Research- An Applied Orientation Sixth Edition, Pearson Education, New Delhi.

23MBA24

Corporate Finance

Module 1 **08 hours**

Financial Management – Introduction to finance- Objectives of financial management – Profit maximization and wealth maximization- EVA- Changing role of finance managers- Organization of finance function - Indian financial system. Time value of money -Rationale- Techniques- Practical applications of compounding and discounting.

Module 2 **08 hours**

Cost of capital –Sources of various types of Capital- Significance of cost of capital- Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital. CAPM model (covering only the final result)- Cost of retained earnings- Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module 3 **08 hours**

Investment decisions — Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, accounting rate of return- Estimation of cash flow for new project, replacement projects – Depreciation tax shield.

Module 4 **07 hours**

Capital Market and Foreign Exchange Market

Capital Market– Stock Market – stock and commodity exchanges – Trading and settlement – Derivatives – Introduction- Basic concepts of derivatives- Types of derivatives – Forward, Futures, Options, Swaps and their uses in hedging, speculation and arbitrage.

Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market. Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates.

Module 5 **08 hours**

Capital structure and Dividend Decisions

Planning the capital structure – Factors determining capital structure (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage- EBIT- EPS analysis. Dividend policy – Factors affecting the dividend policy- Stable dividend, Stable payout- Dividend practices of Indian companies.

Required Texts:

1. Pandey, I. M: *Financial Management*, Vikas Publishing House, Delhi, 2014
2. Khan M.Y and P.K Jain, 7th Edition, *Financial Management*, Tata McGraw Hill, Delhi;2014
3. N. R Parashuraman, *Financial Management- A step by step Approach*, Cengage Publication, New Delhi
4. Eun & Resnick, *International Finance Management*, 4/E, Tata McGraw Hill

Supplementary Texts:

1. Van home, J.C. and J.M Wachowicz Jr.: *Fundamentals of Financial Management*, PrenticeHall, New Delhi.
2. Chandra, Prasanna: *Financial management*, Tata McGraw Hill, Delhi.
3. Brigham, Houston, *Fundamentals of Financial Management*, Thomson Learning, 7th Edition, New Delhi, 2005.
4. Damodaran, *Corporate Finance*, John Wiley & Co, 3rd Edition, New Delhi, 2009
5. Brealy and Myers, *Principles of Corporate Finance: Theory & Practice*, TMH, 7th Edition, 2009. Madura, Jeff, *International Finance Management*, 7/E, Thomson, 2004.

23MBA25

Operation Research

Module 1: 08 hours

Introduction to Operations Research - Origin, development, meaning and definition of OR Scope, techniques, characteristics and limitations of OR Theory - Methodology and models in OR, Application of LPP in management Theory- Advantages of LPP - Formulation of Linear Program Problem (LPP) Solution by graphical method, Infeasible and unbounded solutions, Formulation of dual of LPP. Use of MS Excel in determining optimum solution

Module 2: 08 hours

Transportation Model and Assignment Model: Transportation Model - General structure, various methods for finding initial Solution- Maximization and minimization problem- Northwest corner method

-Least cost method- Vogel's approximation method, Variations: Unbalanced transportation problems., finding optimal solution using MS Excel. Assignment problems- General structure, finding optimal solution, variations: non square matrix, alternate optimal solutions.

Module 3: 08 hours

Network Analysis - Terminology: Networking concepts; Rules for drawing; Network diagram; CPM computations, CPM terminology- Finding critical path - different types of floats, PERT computations- Computation of earliest and latest allowable times- Probability of meeting the scheduled dates, difference Between PERT and CPM; Crashing of a project solution. Use of MS Excel in determining ES and EF using GANTT Chart

Module 4: 07 hours

Replacement theory –Replacement policy for gradually deteriorating items, Replacement theory for suddenly failing items.

Module 5: 08 hours

Queuing models and Simulation - Introduction, Characteristics of queuing model for arrival and service times, Single Poisson arrival with exponential service rate, Applications of queuing models. Simulation of Management systems -Terminology, process of simulation Monte Carlo method, Waiting line simulation method, Inventory management simulation Marketing management simulation financial management simulation.

Required Texts:

1. Vora, N.D, Quantitative techniques in management, TMH, 3e, 2003
2. Sharma, J.K., Operations Research, McMillan India, *third edition*,

Supplementary Texts:

1. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S Gardner, Quantitative Approaches to Management, *eight edition*, Tata McGraw Hill, 2003
2. Russell and Taylor, Operation Management, Wiley India, *fifth edition*, 2007Winston, Wayne L., Operations Research, Thomson,4e,2004.

23MBA26

Strategic Management

Module 1

08 Hours

Strategy Preliminaries: What is “Strategic” and why is it important to be strategic? Characteristics of Strategic Management decisions. Strategic Thinking, Triple Bottom Line, Firm’s environment and stakeholders, Difference between Business Strategy and Corporate Strategy, Strategic Analysis and Choices. Defining Company’s Mission & Vision, Goals, Objective, Values and Beliefs, and Philosophy

Module 2

08 Hours

Context of a Business: General Environment analysis - PESTLE, Industry Environment analysis - Porter’s Model Risk Assessment, Change Drivers: Globalization, technology etc. Internal Organizational Analysis- McKinsey’s 7S model, Scenario Development.

Module 3

07 Hours

Value Creation and Generic Strategies: Resource Based View (RBV), Types of resources, Competitive Assessment of the firm through Five force analysis, Value Chain Analysis, SWOT analysis, Product-Market Positioning, Generic Competitive Strategies Low Cost, Differentiation, Cost Leadership Strategy Clock, Innovative Business and Revenue Models. International Business -Implications on the above

Module 4

09 Hours

Corporate Strategy: Corporate Parenting, Ansoff’s Matrix, BCG Portfolio Model, the GE-Nine Cell Planning Grid, Strategic Alliances-Collaborative Partnerships, Mergers and Acquisitions, Joint Ventures Strategies, Outsourcing Strategies, Long-term Objectives and Developing Core competencies.

Module 5

07 Hours

Strategic Implementation: Evaluating Strategy, Performance Challenges of Strategy implementation. Balanced Score Card, Organizational Design, Leadership.

Reference Books:

Hiit, Ireland, Hoskisson, Manikutty, *Strategic Management*, 9th Edition, Cengage Learning, New Delhi, 2016.

23MBA27

Communication-II

Module 1

08 Hours

Types of Business Communications

Four broad types of communications. Transaction. Information. Instruction. Persuasion, Concepts underlying transactional, informational, instructional communications. Lists, Concepts underlying persuasive communications, long and short, Reports, Discussion of assignment. Assignment.

Module 2

09 Hours

Communications in Groups: Managing meetings. Agenda, minutes, resolution, Panel discussions. Moderation, Presentations. Preparation. Exercises, Conversion of reports to presentations and vice versa, Discussion of assignment. Assignment.

Module 3

09 Hours

Cases, Technology, and Ethics Case method of learning, Technology. The changing work environment, Ethics. Plagiarism. Acknowledgements. Giving credit, Discussion of assignment. Assignment.

Reference Textbook

1. Write What Matters, by Amy Minervini, Liza Long, and Joel Gladd. Available at <https://idaho.pressbooks.pub/write/front-matter/creative-commons-licensing/>
2. Management Study Guide Articles on Business Communication
Management Study Guide is **ISO 9001:2015 Certified Education Provider** (View [Certificate](#)). instructional content is developed and regularly updated by MSG experts who have substantial educational and industry experience.
Available at: <https://www.managementstudyguide.com/business-communication-articles.htmhtm>
3. Purdue Online Writing Lab
Purdue University's Online Writing Lab has articles on various aspects of communication and writing that offer crucial insights into the process of communication.
Available at: <https://owl.purdue.edu/owl/>
4. Essay Writing Guide by Prof. Jordan Peterson
Available at: https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwia9_Hk9Lz7AhWtSGwGHYulBiIQFnoECA0QAQ&url=https%3A%2F%2Fwww.fjordanbpeterson.com%2Fwcontent%2Fuploads%2F2018%2F02%2FEssay_Writing_Guide.docx&usq=AOvVaw3KyLd4DMN7itJ47rOkO_z
5. Handbook/Workbook for the course by the course instructor, Shashi Warriar

23MBA28

Professional Growth and Individual Development-II

| Sl. No | Event | Faculty In-charge |
|--------|---------------------------------|-----------------------|
| 1 | Bancore-Banking Association | Prof. Saravanan S. |
| 2 | Converge - HR Association | Dr. Sudhir Raj K |
| 3 | Event Management | Prof. Karthik Kudroli |
| 4 | Finsight-Finance Association | Prof. Arun G.D'Souza |
| 5 | Industry - Placement | Mr. Guruprshanth Bhat |
| 6 | Macground-Sports Association | Dr. R.K.Sharma |
| 7 | Maestro-Marketing Association | Dr. Sandhya Rao K P |
| 8 | Nitte Centre for Data Analytics | Dr. Sudhir M |
| 9 | Samvahana-Speakers' Club | Dr. Ashalatha K |
| 10 | Samvedana | Prof. Rakesh Shetty |
| 11 | Srajana-Cultural Association | Dr. Sudhir Raj K |
| 12 | Techbugs - IT Association | Dr. Sheetal Kumar |
| 13 | Branding and Promotion | Prof. Nidhisha H |

Evaluation: The students will be evaluated on a four- point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

- a. Enthusiasm, Engagement and sustained Interest.
- b. Teamwork and Interpersonal Skills
- c. Leadership and Initiative
- d. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per NDU Norms. Each student will be evaluated for 2 credits.

23MBA29**Bloomberg Market Concepts****Module 1****05 Hours**

ECONOMIC INDICATORS: Discover the regiment upon which economic indicators are published and analyzed, identify how investors use economic indicators to gauge the health of the economy, Explain the qualities of good economic indicators, explore how economic indicators can be used to spot inflection points.

CURRENCIES: Explore the history and mechanics of currency markets, Identify the three main drivers of currency valuation, Discover the role of central banks in guarding against inflation and deflation, demonstrate how investors and businesses are affected by currency markets and how they manage currency risk.

Module 2**06 Hours**

FIXED INCOME: Discover how the bond market became the biggest, most complex market in the world and how it serves a vital public service, Describe how yields facilitate comparison across the vast diversity of the bond market, Describe how government bond yields are a yardstick by which all other investments are measured, Describe how bond markets instill discipline in governments around the world, Discover why, when, and how central banks make interest rate decisions, Explore how to bond valuation is driven by creditworthiness, inflation, and central bank interest rates, Describe the importance of the yield curve to businesses and consumers around the world, Interpret the meaning of the four major shifts in the yield curve and the meaning of curve inversion.

EQUITIES: Calculate equity index performance from the performance of single stocks, Explore the nature and allure of equity ownership, Identify why equities are more volatile than bonds, Describe how industry and supply chain analysis is foundational to equity research, Discover how the use of accurate industry drivers facilitates accurate earnings forecasts, Describe the five-step absolute valuation process and the attendant pitfalls, Identify the three types of relative valuation and the role of future earnings growth when assessing fair value.

Module 3**05 Hours**

GETTING STARTED ON THE TERMINAL: Use Terminal functionality (including the keyboard, command line, tabs, menus, and autocomplete) to navigate the platform and find market-moving data, Screen for stocks and bonds to profile a company and its debt, construct a portfolio and analyze its performance, Download Bloomberg data to Microsoft Excel.

PORTFOLIO MANAGEMENT: Describe the role of a portfolio manager, generate ideas and perform extensive research on investment ideas for a portfolio, create a portfolio using screening tools, Use PORT to analyze historical performance and risk metrics, Use PORT to evaluate future risks and opportunities for a portfolio.

Module 4**05 Hours**

STOCK OPTIONS: Differentiate between types of options, connect option market theory to the trading floor, apply trading theory to basic options strategies, use multi-leg options strategies to bear more effective trader.

COMMODITIES: Describe commodities markets and how they impact our world, identify factors that drive commodity prices and volatility, Use the Bloomberg Terminal to access data and news to analyze commodities markets.

Module 5**05 Hours**

ENVIRONMENTAL SOCIAL GOVERNANCE: Introduction to ESG & Sustainable Finance, Researching & Adopting ESG, Negative Exclusionary Screening and Positive Screening, ESG Integration - Fixed Income, Corporate Governance & Shareholder Activism, Reporting Sustainability Activities

Third Semester

23MBA31

Management Accounting and Control Systems

Module 1

08 Hours

Basic Concepts- Goals and Strategic Key Variables in Management Control Systems- Management By Objectives- Management Control - Operational Control – Task Control. Concept of Cost Centers, Profit Centers and Investment Centers- Sources for Cost Information, Cost Units- Classification of Costs- Cost Analysis for Management Decision Making

Module 2

08 Hours

Determining Product Costs- Cost Elements for Product Costing- - Accounting for Factory Overheads- Principles of Allocation and Absorption – Determining Product Costs- Mechanics of Ascertaining Product Costs Under Job Order Costing and Process Costing (Does not include equivalent production and by-products)

Module 3

08 Hours

Cost-Volume – Profit (CVP) Relationship- Profit Planning- Behavior of Expenses in Relation to Volume- CVP Model- Sensitivity Analysis of CVP Model for Changes in Underlying Parameters- Assumptions of the CVP Model- Utility of the Model in Management Decision Making. Variable Costing- Concept of Variable (Marginal) Costing- Comparison Between Variable Costing - Advantage of Variable Costing- Decisions Involving Alternative Choices- Cost Analysis for Decision Making-Discontinuing a Product, accepting a Special Order- Make or Buy Decisions.

Module 4

07 Hours

Pricing Policies-Objectives of Pricing Policies- Marginal Analysis and Pricing – Full Cost Pricing- ROI Pricing – Contribution Approach to Pricing – Concepts of Transfer Pricing. (Only Theory). Budgeting and Budgetary Control - Budgeting as a Tool of Management Control-Steps in Budget Preparation- Functional Budget (Simple Problems on Sales, Production, Cash, Material and Flexible Budgets. (Does not include Master Budget)

Module 5

07 Hours

Standard Costing and Variance Analysis- Need for Setting Standards- Development of Standards for Material and Labor Costs- Variance Analysis –Breakup of Material and Labor Cost Variances- Analyzing Overhead Variance. Cost Control and Cost Reduction- Introduction to Cost Control- Cost Reduction- Fields Covered by Cost Reduction- Tools and Techniques for Cost Reduction- Cost Audit- Scope of Cost Audit – Types, Advantages and Limitations.

Reference Books:

1. Jawaharlal, *Cost Accounting*, 3/E, TMH, 2003.
2. Lynch & Williamson: *Accounting for Management, Planning & Control*, TMH.
3. Horngren, Charles T., *Introduction to Management Accounting*, 11th Edition, Pearson/PHI, 2003.
4. Khan & Jain, *Management Accounting*, 3/E, TMH, 2003.
5. Khan & Jain, *Cost Accounting*, 1/E, TMH, 2003.
6. Atkinson, *Management Accounting*, 3rd Edition, Pearson / PHI.
7. Bhat, Sudhindra, *Management Accounting*, Excel Books.
8. Bhattacharya, *Cost Accounting: Principles and Practice*, PHI, 2004.
9. Tulsian, P.C., *Practical Costing*, 1/E, Vikas, 2004.
10. Arora, M.N., *Cost Accounting*, 7/E, Vikas, 2004.
11. Sharma, Sashi, and K Gupta, *Management Accounting*, Kalyani Pub.

23MBA321

Service Management

Module 1 08 Hours

Understanding Services -The Service Economy -Service Definitions -Nature of the Service Sector-The 21st Century Career- The Experience Economy- Consumer Service Experience- Sources of Service Sector Growth -Distinctive Characteristics of Service Operations -The Service Package **The Strategic Service Vision** - Understanding the Competitive Environment of Services – Competitive Service Strategies - Porter's Five Forces Analysis -Winning Customers in the Marketplace -The Competitive Role of Information in Services- Limits in the Use of Information - Using Information to Categorize Customers

Module 2 08 Hours

Designing the Service Enterprise -New Service Development – Innovation in Services -New Service Development-Strategic Positioning through Process Structure -Service Blueprinting - Taxonomy for Service Process Design -Generic Approaches to Service System Design - Intellectual Property

The Service Encounter-Technology in the Service Encounter -The Emergence of Self- Service -The Service Encounter Triad-The Service Organization -Contact Personnel -The Customer -Creating a Customer Service Orientation

Employees' Role in Service Delivery- The Critical Importance of Service Employees: Boundary Spanning Roles- Service Profit Chain

Module 3 08 Hours

Customer Expectation- Meaning and Types of Services Expectations: Factors that Influence Customer Expectation- Current Issues Involving Customer Expectations

Customer Perception- Customer Satisfaction Strategies for Influencing Customer Perceptions Service Quality -Defining Service Quality -Search, Experience and Credence Qualities-Measuring Service Quality -SERVQUAL

Service Recovery - Customer Feedback and Service Recovery- Principles of Effective Service Recovery System- Service Guarantee.

Module 4 08 Hours

Supporting Facility and Process Flows-Environmental Psychology and Orientation-Services capes **Facility Design** -Process Analysis -**Facility Layout**- Product Layout and the Work Allocation Problem **Process Improvement**- Quality Tools for Analysis and Problem-Solving **Service Facility Location** - Strategic Location Considerations- **Managing Capacity and Demand**

- Generic Strategies of Level Capacity or Chase Demand -Strategies for Managing Demand -Strategies for Managing Capacity Yield Management - **Managing Waiting Lines** -The Economics of Waiting --Strategies for Managing Customer Waiting

Module 5 07 Hours

Managing Service Operations -Service Supply Relationships

Supply Chain Management-Service Supply Relationships –Managing Service Relationships- Professional Service Firms -Outsourcing Services- Managerial Considerations with Service Outsourcing

Relationship Marketing: Customer Profitability Segment, Levels of Relationship –Four Levels of

Retention Strategies

Globalization of Services-Domestic Growth and Expansion- Strategies - Franchising Globalization of Services– The nature of the Borderless World

Reference Books:

1. James A. Fitzsimmons and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, Information Technology*, McGraw Hill, 7th Edition, 2014
2. Zeithaml Valarie A & Mary Jo Bitner, *Services Marketing*, TMH, 5th Edition, 2011
3. Robert Johnston, Graham Clark, *Service Operations Management*, Pearson Education, 2nd Edition, 2005.
4. Bill Hollins and Sadie Shinkins, *Managing Service Operations*, Sage, 2006.
5. J. Nevan Wright and Peter Race, *The Management of Service Operations*, Thomson, 2nd Edition, 2004.
6. Metters, King-Metters, Pullman and Walton, *Successful Service Operations Management*, Thomson Learning, 2006.

23MBA322**Design Thinking for Managers****Module-01****07 Hours****An Introduction to Design Thinking**

Working of the Different Regions of the Human Brain and Its Significance-Design Thinking- Evolution-Meaning, Nature and Need-Traditional Model of Innovation and the Model of Design Thinking-Design Thinking and Other Models of Problem Solving-Significance of Design Thinking- Implications for Managers in the Organizations

Module-02**Understanding the Key Principles of Design Thinking****08 Hours**

Cultivating the Key Mindset Elements for Design Thinking-Bring the Human to the Centre of Work-Thinking Emphasis than Designing-Focus on the Subject than the Object-Solving the Problem with the Customer not for the Customer-Think Beyond Products-Balancing the Desirability, Feasibility and Visibility- Think Broad Before Going for Narrow-Learn to Compartmentalize Thinking-Validate the Solution-Process of Finding Root Causes-Sell the Problem Before Selling the Solution-Fail often to Succeed Sooner- Implications for Managers in the Organizations

Module-03**Methodology of Design Thinking****08 Hours**

The Six Phases of Design Thinking Methodology-Definition-Research-Interpretation-Idea Generation-Prototyping-Evaluation-Implementing Design Thinking Methodology-Design Thinking Best Practices-Implications for Managers in the Organizations

Module-04**A Design Thinker Profile****08 Hours**

Empathy-Integrative Thinking-Optimism-Experimentalism-Willingness to Collaborate-Live Curious-Listen with Intent-Observe with Purpose-Defer Your Judgment-Hone Multiple Affiliations-Develop Failure Tolerance-Toolsets-Skillsets and Mindsets-Implications for Managers in the Organizations

Module-05**Design Thinking in Action****08 Hours**

Thinking beyond Juggad-Paying Attention to Physical Space-Trust the Process-Offering Avenues to Practice Design Thinking-the ArtBz Tech Creators Lab, Case- Stories of Google, Pepsico, Infosys and the Implications for Managers in the Organizations

References

Pavan Soni (2020). Design Your Thinking, the Mindsets, Toolsets, and Skill Sets, for Creative Problem-

Solving, Penguin Random House India, First Edition

Kelley, The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm

Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation

Kishore Biyani, It Happened in India: The Story of Pantaloons, Big Bazaar, Central and Great

Indian Consumer, Rupa Publications, 2007

Eric Schmidt and Jonathan Rosenberg, How Google Works, New York, Grand Central Publishing, 2014

John Dewey, How We Think, Boston: DC Health & Company, 1933

Satya Nadella, Hit Refresh: The Quest to Rediscover Microsoft's Soul and Imagine Better Future for Everyone, New York: Harper Business, 2017

23MBA33**Capstone Simulation**

Purpose: The Capstone Business Simulation Program is a world-renowned Simulation game that gives participants an opportunity to integrate, synthesize and apply all their previous learning both within and outside the classroom. Student teams will be making business decisions over multiple time periods – and examine their impact on the teams’ qualitative and quantitative performance.

This program benefits the students by integrating their entire learning of the MBA Program and enhancing their analytical ability along with business acumen, which prepares them to be competent business managers tomorrow in the corporate world

The simulation is executed for a period of 8 weeks followed by the Comp X exam to assess the student’s performance and to provide Bench marking amongst students from universities worldwide.

This course has four practice rounds, eight game rounds and one detailed comprehensive international examination called “Comp-XM”. The “Comp – XM” exam is an individual multiple- choice paper for 1000 marks. This will be an open book exam spanning 6 hours spread over 3 days.

Each student be assessed based on their contribution to and their team’s performance in The Capstone business simulation. Additionally, students will be assessed individually on their business acumen as learned in the simulation along with their business knowledge utilizing the Comp-XM online ‘final exam’.

The Capstone and the Comp-XM enable both team benchmarking and individual comparisons on an international basis with other programs that also utilize the Capstone and the Comp- XM.

The course utilizes a computer-based simulation as the core teaching platform. Working in teams, students make strategic and tactical decisions in all domains of the business: product design and development, marketing and sales, human resources and employee relations, operations and production, management and finance – with an overlay of corporate governance and strategic management. Upon completion of the course, students should have developed a workable, sound and integrated comprehension of business and the strategic management process and be able to apply this knowledge.

23MBA34**Research Seminar-I**

Students' research activity (2 – Credits) is designed with an intention to offer a strong platform for students to demonstrate their ability to apply the principles of research and, in the process, facilitate scholarly exchange and dissemination of knowledge among practitioners, educators, and students from the related disciplines of management. Accordingly, student groups (comprising 3/4 students), in consultation with their respective mentors, are expected to identify and define significant issue(s) of concern, systematically capture and collate relevant information on the related issue(s), analyze and interpret the information, draw valid conclusions and offer recommendations, and present their respective research endeavor in form of a detailed presentation and a written report.

For the research, students can adopt qualitative, quantitative, or a mixed -method approach. Further, students' research reports can take the form of robust and exhaustive book reviews, empirical articles, bibliometric analysis, systematic reviews, meta-analytic reviews, essays, commentaries, and policy perspectives. However, a point worth noting, in this regard, is that the research should be critically and theoretically informed research; the findings of which are expected to be transposable and relevant to all related stakeholders in general. Moreover, mentors in collaboration with their respective student groups are encouraged to write and submit articles for consideration in peer-reviewed indexed journals latest by six months from the date of submissions of reports by student groups in the 3rd Semester.

As regards the evaluation of students' research, equal weightage (50:50) will be given to the presentations as well the research report. The schedule and the deadline for research presentations and report submissions would be informed to all the concerned at an appropriate time during the 3rd semester. The presentations and reports will be evaluated and graded by the concerned mentor. Notwithstanding the role of mentors in effective and fair appraisal of students' research work, all faculty members and students from different groups are encouraged to attend these presentations, not with an intention to evaluate but with an intention to acknowledge and appreciate students' research efforts and also evolve deep contemplative discussions on how future research can be bettered in their respective domains. Research presentations will be openly available online for all faculty members and students post submission. In a similar vein, copies of the draft reports will be available with the library of the institute. In addition, the concerned mentors are encouraged to periodically share the different research processes as adopted by various groups under them and make robust and short presentation to all faculty members on how students' research has progressed.

23MBA35

MANAGEMENT IN ACTION

1. This is a project meant for the MBA students and is to be undertaken in groups. The current mentorship groups will be divided into 03-04 Groups (*teams to be formed by the respective mentors*) so that each MIA group will have 03-04 candidates. This way the project would become the main context for mentoring.
2. The project will run through the entire second and third semesters.
3. These will be like mini consulting projects. The MIA group may choose a small firm/ undertaking to do the project. These could be small/ tiny business units/ NGOs/ government departments/ Panchayat institutions/ coops/ family run micro units. Ideally the student should try to spend as much time with the key person in the organization (*entrepreneur/ general manager/ CEO etc.*).
4. The purpose of the project is to solve problems (or help make use of an opportunity) for the chosen client. In doing this the students would see the worth of management theory through its working in *simple* practical situations. The report should become useful to the client. These projects should help the firms receive consulting-quality help.
5. The projects output would consist of two components:

A. Overall Outlining the nature of the firm/ unit studied: This will consist of (among others)

- o How did the firm/unit get started? How has it changed over time?
- o Changes in the external context (environment, industry, strategic groups etc.)
- o Changes in the internal context (type of ownership, management team, entrepreneurial background)
The legal form of the firm. The laws that govern the firm
- o Value chain, changes in the industry structure Rationale for the firm, beliefs and values of the firm SWOT of the firm
- o Functional areas and key success factors in functional areas Functional area management, people, structure, systems, processes
- o The students should be allowed to use their common sense. They should not be asked to strictly follow the above. This listing is only to create trigger points. Students should not try and cover all the points and jargonize the report.

Remember it is an actionable consulting report. Let the students sense the ground reality and not get stuck with theoretical structures.

B. Specific Project: This could be in anything like the following: market research for a specific product/ service, feasibility study, structure study, change management study, developing SOPs, developing a training program, a report on possible introduction of computers, developing marketing.

strategies, introduction of new products/ technology in the firm, governance and compliance requirements and systems required for the same/ productivity increase/ evaluation of market expansion/ product market match studies etc./ segmentation In other words, a narrow area will be studied in depth. Make it a consulting report, not a research report. Remember the value of “story - telling.”

6. Please do *not linearize* the project and ask students to do the first part first. This project too will become an information collection exercise which will negate the spirit of the project. In other words, be wary of sequencing these two parts one after the other. Let the two parts organically develop. Get the students to start on two parts simultaneously. At the end of the second semester, the interim progress on both parts can be evaluated and the end of the third semester both the final can be evaluated. The final evaluation should be based on *usefulness* of the report to the client, connecting the different pieces of information together and helping the client with some actionable suggestions/ implementations appreciated by the client.
7. The students will be meeting people from the respective firms in the evening/ Friday/ Saturday. No separate hours earmarked in the schedule for these meetings. They should get time to spend with the CEO or any main person who is in a General Manager’s position. Through the two parts of the reports (one “information-based” and the other “issue- address based”), the students will be able to see what information will be required to address the issue on hand.
8. The students will submit the two parts of the report which will be evaluated. The mentors may ask for a presentation and this too may be evaluated.
9. The final report will be given grades at the end of the year based on the actionable quality of project. If the faculty member thinks there is inadequate participation by one or more members or the group, he or she may assign specific task to such students with the idea of forging participation. In case the group gets a “no pass” at the end of the year, the same group will have to do a project at the end by staying on for a minimum of one month.
10. The evaluation criteria will ultimately the extent of usefulness to the client firm and the amount of good work put by the student group.
11. The good reports may be placed in the library if these are not confidential (as decided by the client)
12. There could be a competition to choose the best if a mentor chooses to send in a nomination.
13. The way to develop the project may well:
 - a. Identify a small organization.
 - b. Find out the key decision maker(s)
 - c. As the conversation proceeds find out what are the important *issues* that the person is concerned about.
 - d. Identify issue where the “consulting group” can make a difference.
 - e. Issue may be, for instance,

- (1) How to increase sales
- (2) How to compete against the onslaught of imports from China for the product being sold by the client
- (3) How to enhance yield in the factory
- (4) Evaluating potential alternative machinery investments
- (5) Developing a SOP manual
- (6) Doing a market research project
- (7) Feasibility analysis
- (8) Software implementation. For instance, implementing an accounting software.
- (9) Studying competition and suggestions to be stay ahead of competition.

14. The report should be short. Practitioners have little time to read. The report may be up to 20 pages. No copying. This is not a research report and try and avoid primary Data collection. No extensive citations as in research projects.

15. Scoping of the project is important. A Sample scoping is shown the box below:

Market for Rechargeable Batteries

I. Zinc vs. Alkaline vs. rechargeable Market

- 1) What has been the trend in the past in the Market for different types of batteries in the district?
 - a) Size of the market and growth (Last five years, at least terminal years)
 - b) Growth of the Zinc vs. Alkaline vs. rechargeable
 - 2) change? Will it follow here too?
- ### II. Competitor Analysis
- 1) Who are the players?
 - 2) Their market share, trend and product mix
 - 3) What has been the threat to Zinc Batteries?
 - a) New Products (Alkaline and Rechargeable)
 - b) Suppliers
 - c) Buyers
 - d) Competitors
 - e) New Entrants (Foreign manufacturers?)

III . Price Sensitivity

- 1) Does use (and hence frequency of purchase) go up or down according to the price. If yes, by how much?

IV . Rechargeable Batteries: The Concept vis-à-vis cost. What are the enablers/ disablers for purchase? What is the status of enablers/ disablers?

16. While scoping, let the students NOT consider how they are going to get the required information. Once scoping is made independent of available data the researcher is likely to be in an “entrepreneurial” mode. The very INTENT will create the imagination to find out means to generate data required to meet the committed scope. Again, remember this is not research report.

23MBA36

Professional Growth and Individual Development-III

| Sl. No | Event | Faculty In-charge |
|--------|---------------------------------|-----------------------|
| 1 | Bancore-Banking Association | Prof. Saravanan S. |
| 2 | Converge - HR Association | Dr. Sudhir Raj K |
| 3 | Event Management | Prof. Karthik Kudroli |
| 4 | Finsight-Finance Association | Prof. Arun G.D'Souza |
| 5 | Industry - Placement | Mr. Guruprshanth Bhat |
| 6 | Macground-Sports Association | Dr. R.K.Sharma |
| 7 | Maestro-Marketing Association | Dr. Sandhya Rao K P |
| 8 | Nitte Centre for Data Analytics | Dr. Sudhir M |
| 9 | Samvahana-Speakers' Club | Dr. Ashalatha K |
| 10 | Samvedana | Prof. Rakesh Shetty |
| 11 | Srajana-Cultural Association | Dr. Sudhir Raj K |
| 12 | Techbugs – IT Association | Dr. Sheetal Kumar |
| 13 | Branding and Promotion | Prof. Nidhisha H |

Evaluation: The students will be evaluated on a four- point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Teamwork and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per NDU Norms. Each student will be evaluated for 2 credit

Marketing Management Specialization

23MBAMM311 Consumer Behavior

Module 1: Introduction to Consumer Behavior

08 Hours

Introduction to Consumer Behavior- Importance of Consumer Behavior- Ethics of Marketing-The Consumer Movement- Ethics and the Corporate Environment-Consumer Research

Module 2: Psychological factors and Consumer Behavior

08 Hours

- a) **The Consumer Motivation-** Needs, Goals, Positive and Negative Motivation Rational Verses Emotional Motives: The Dynamic Nature of Motivation: Arousal of Motives: Types and Systems of Needs: The Measurement of Motives: Motivational Research
- b) **Personality and Consumer Behavior-**Meaning and Nature of Personality- Theories of Personality- Freudian Theory- Jungian Personality Types- Neo-Freudian Personality Theory- Trait Theory-Consumer Innovativeness and Related Personality Traits- Consumer Ethnocentrism - Self and Self-Image.
- c) **Consumer Perception-Perception-** Sensation- The Absolute Threshold- The Differential Threshold- Subliminal Perception- Perceptual Process- Consumer Imagery- Product and Service Images, Perceived Price, Perceived Quality, Retail Store Image Manufacturer's Image, Brand Image
- Perceived Risk

Module 3: Consumer Learning and Attitude Development

08 Hours

- a) **Learning and Consumer Involvement-**Learning Theories-Behavioral Learning Theories- Classical Conditions, Instrumental Conditions- Cognitive Learning Theory-Information Processing- Involvement Theory; Brand Loyalty-Development Brand Loyalty, Brand Equity
- b) **Attitudes and Consumer Behavior**
Meaning and Nature of Consumer Attitudes- Models of Attitude formation- Attitude Change- Strategies -Cognitive Dissonance Theory - Attribution Theory

Module 4: Consumer in their Social Settings

08 Hours

Group Dynamics- Types of Group Consumer- Relevant Groups- Reference Groups-What is a Reference Group- Factors that Affect Reference Group Influence- The Family and its influence on buying behavior-Family Decision Making -Family Roles- Role of Husband-Wife-Children in Decision Making-Social Class and Consumer behavior Culture and Subculture and their impact on buying behavior

Module 5: The Consumer Decision Making Process & CRM**07 Hours**

- a) **Decision Making Process-** Personal Influence and the Opinion Leadership Process- Opinion Leadership- Dynamics of the Opinion Leadership Process- Diffusion of Innovations- The Diffusion Process- The Adoption Process- Stages in The Adoption Process -The Innovation Decision Process-Consumer Decision Making: - Levels of Consumer Decision Making,

b) **Customer Relationship Management**

Meaning, CRM cycle, Capture customer data and manage it. Identifying the best customers, data mining, segmentation, Leverage customer information, retaining loyal customers, improving customer service.

Reference Books:

1. Leon Schiffman & Leslie L. Kanuk, *Consumer Behavior* 8th Edition, Prentice Hall of India Publication, 2003.
2. Hawkins, Del, et.al, *Consumer Behavior- Building Marketing Strategy* 9th Edition, Tata Mcgraw Hill Publishing Co.Ltd, 2005.
3. Miniard, Blackwell R. D., and James Engel, *Consumer Behavior* 9th Edition, Vikas Publishing House.
4. Batra, Satsih and S.H.H.Kazmi, *Consumer Behavior- Text and Cases*, Excel Books.

23MBAMM312**Integrated Marketing Communications and Media Management****Module 1****08 Hours**

An Introduction to Integrated Marketing Communications-The Growth of Advertising and Promotion- The Evolution of IMC--Reasons for the Growing Importance of IMC- IMC Involves Audience Contacts-The IMC Planning Process-The Promotional Mix: The Tools for IMC- **Advertising**

- Purpose- Functions-Type-Need & Benefits- **Direct Marketing-** The Growth of Direct Marketing -The Role of Direct Marketing in the IMC Program

Sales Promotion-The Scope and Role of Sales Promotion-Consumer-Oriented Sales Promotion Techniques-Trade-Oriented Sales Promotion- **Public Relations, Publicity, and Corporate Advertising-** Public Relations-The New Role of PR-Integrating PR into the Promotional Mix-Publicity-The Power of Publicity-Corporate Advertising-Objectives and Types of Corporate Advertising

Module 2**08 Hours**

Organizing for Advertising and Promotion: The Role of Ad Agencies -Participants in the Integrated Marketing Communications Process -Organizing for Advertising and Promotion in the Firm: The Clients' Role-In-House Agencies-The Ad Agency's Role-Types of Ad Agencies- Other Types of Agencies and Services-Agency Compensation -Gaining and Losing Clients-Specialized Services-Integrated Marketing Communications Services-Pros and Cons of Integrated Services- Responsibility for IMC: Agency versus Client

Communication Mix-Source, Message, and Channel Factors-Promotional Planning through the Persuasion Matrix-Source Factors-Message Factors- Message Structure-Message Appeals-Channel Factors- Personal versus Non-personal Channels-Effects of Alternative Mass Media-Effects of Context and Environment-Clutter

Objectives and Budgeting for Integrated Marketing Communications

Programs-The Value of Objectives-Determining Promotional Objectives-Marketing versus Communications Objectives-Sales versus Communications Objectives- DAGMAR: An Approach to Setting Objectives -Establishing and Allocating the Promotional Budget

Module 3

08 Hours

Creative Planning- Creative Strategy: Planning and Development-The Importance of Creativity in Advertising- Advertising Creativity -Planning Creative Strategy-The Creative Challenge-Taking Creative Risks-Creative Personnel-The Creative Process-Account Planning- Inputs to the Creative Process-Creative Strategy Development-Advertising Campaigns-Copy Platform-The Search for the Major Selling Idea- **Creative Strategy: Implementation and Evaluation-** Appeals and Execution Styles- Advertising Appeals-Advertising Execution-Creative Tactics -Creative Tactics for Print Advertising-Creative Tactics for Television-Client Evaluation and Approval of Creative Work-Guidelines for Evaluating Creative Output

Module 4

08 Hours

Media Management: Strategy-Media Planning- An Overview of Media Planning-Some Basic Terms and Concepts-The Media Plan-Problems in Media Planning-Developing the Media Plan- Market Analysis and Target Market Identification-Establishing Media Objectives-Developing and Implementing Media Strategies-The Media Mix-Target Market Coverage-Geographic Coverage- Scheduling-Reach versus Frequency-Creative Aspects and Mood-Flexibility-Budget Considerations-Evaluation and Follow-Up- Characteristics of Media

Media Selection: Broadcast ("Electronic")-Evaluation of Broadcast Media- Television- Buying Television Time-Selecting Time Periods and Programs- Measuring the TV Audience-**Radio-** Buying Radio Time

Media Selection: Print- Evaluation of Print Media

The Role of Magazines and Newspapers-**Magazines-** Magazine Circulation and Readership- Purchasing Magazine Advertising Space- **Newspapers-**Types of Newspaper Advertising- The Newspaper Audience- Purchasing Newspaper Space-Newspaper Rates

Module 5

07 Hours

Media Selection: Supplemental Media- Support Media

The Scope of the Support Media Industry-Traditional Support Media-Outdoor Advertising- Alternative Out- of-Home Media-In-Store Media-Miscellaneous Outdoor Media-Transit Advertising-Measurement in Out-of- Home Media- Promotional Products Marketing -Measurement in Promotional Products Marketing-Yellow Pages Advertising-Other Traditional Support Media- Advertising in Movie Theatres-In-Flight Advertising- Non-traditional Support Media-Branded Entertainment-Miscellaneous Other Media **Measuring Advertising Effectiveness-**Monitoring, Evaluating, Control-Effectiveness of Advertising Methods Used for Evaluating

dd

Reference Books:

1. Belch and Belch, *Advertising and Promotions IMC Perspectives*, 9th Edition, Tata Mc Graw Hill.
2. Kenneth, E Clow, *Integrated Advertising Promotion & Marketing*, PHI.
3. Chunawalla, *Foundation of Advertising Theory and Practices*, Himalaya Publications.
4. Guinn, O, and Allen Semenik, *Advertising and Integrated Brand Promotions*, Thomson.
5. Semenik, Richard J., *Promotion & IMC*, Thomson.
6. Batra, Rajeev, *Advertising Management*, PHI.

23MBAMM313**B2B Marketing****Module 1****08 Hours**

Dimensions of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing, Economics of Industrial demand, the resellers market, Understanding Industrial Markets- types, classifying products, The Industrial Marketing environment

Module 2**08 Hours**

Organizational Buying and Buyer Behavior- The Nature of the industrial buying- Interpersonal dynamics of industrial buying behavior

Module 3**08 Hours**

Strategy formulation in Industrial Markets-The Strategic planning process in industrial marketing, Assessing Market opportunities- Standard Industrial Classification of industrial products-Target marketing and positioning- CRM in B2B
Formulating Product Planning- Developing Product Strategy- Service Strategy:

Module 4**07 Hours**

Formulating Channel Strategy- Industrial distributors- Channel logistics - Type of channel partners Pricing Strategies-Price determinants- Customer, Competition and Costs-Price decision analysis

Module 5**08 Hours**

B2B Negotiations skills: Nature and need for negotiation – factors affecting negotiation – elements and multiparty negotiation, myths and facts - Negotiation process – stages: preparation, opening session, bargaining, settlement, distributive bargaining–opening offers norms and counteroffers – negotiation strategies

Reference Books:

1. Robert R. Reeder & Reeder Industrial Marketing, – PHI Edition, New Delhi 2nd Edition 2004
2. Michael D. Hutt, Thomas W. Spch , Business Marketing Management, - Thomson 8/e, 2004
3. Mathur U.C., Business to Business Marketing, New Age International Publisher, Delhi, 2008
4. Prof. P.K.Ghosh Industrial Marketing, Oxford 1st Edition 2006
5. Pettett & Lesikar (2011), Essentials of Business Communication, Tata McGraw Hill Publishing Company Limited.
6. Michael, R. Carell., & Heavrin, Christina. Negotiation essentials. Pearson.

23 MBAMM314**Sales and Distribution Management****Part - A: Sales Management****Module 1****08 Hours**

Introduction to Sales Management- Meaning- Evaluation- Importance- Personal Selling- Emerging Trends in Sales Management, Selling Process, Sales Management Process, Competencies- Types of Sales Organizations- Qualities and Responsibilities of Sales Manager- Types of Sales Organizations **Selling Skills & Selling Strategies-** Selling and Business Styles- Selling Skills- Situations- Selling Process- Sales Presentation- Handling Customer Objections- Follow-Up-Action

Module 2**8 Hours**

Sales Force Strategic Role – Business Strategy, Strategic marketing planning, implementation. Purpose of sales programs and its elements, account relationship strategy, basic types of selling models **Management of Sales Territory & Sales Quota-** Sales Territory- Meaning- Size- Designing- Sales Quota- Procedure for Sales Quota- Types of Sales Quota- Methods of Setting Sales Quota. Insight into quantitative and qualitative sales forecasting methods.

Module 3**8 Hours**

Sales force Recruitment, Motivation and Compensation- Recruitment and Selection of Sales Force- hiring criteria, sources to recruit, selection and validation process. Training of Sales Force – Topics for training, line, staff, outside trainers. Nature of Motivation- Importance, basic model and Factors in the Motivation- Compensation- Meaning- Types- Compensation Plans and Evaluation of Sales Force by Performance and Appraisal Process

Part – B: Distribution Management**Module 4****08 Hours**

Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising

Module 5**07 Hours**

Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures

Prescribed text

1. William E Cron, Thomas E. Decarlo, *Sales Management*, Wiley, 10/e
2. Michael, R. Carell., & Heavrin, Christina. *Negotiation essentials*. Pearson.

Reference Books

3. Gupta, S.L., *Sales & Retail Management: An Indian Perspective*, Excel Books 2007, 1/e David Jobber, Geoff Lancaster, *Selling and Sales Management*, Prentice Hall.
4. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
5. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

Financial Management Specialization

23MBAFM321

Working Capital Management

Module 1

08 Hours

Overview of Working Capital Management - Concept of Working Capital - Determination of Working Capital requirements -Determination of Level of Current Assets -Sources for Financing WorkingCapital- Policies related to Current Assets Investment - Determining Financing mix - Role of Working Capital in Public and Private Sector Enterprises - Working Capital Cycle - Optimum level of Working Capital

Module 2

08 Hours

Cash Management- Meaning - Objectives of Cash Management - Nature of Cash - Motives of holding cash

- Cash Management planning aspects - Cash Budgets (*Problems*), Cash Management control aspects – Electronic Fund Transfer Systems (EFT) and Digital Payment Services - Cash Management models - William J Baumol Model- Miller-Orr Model (*Problems using these models*)

Module 3

08 Hours

Receivables Management-Meaning - Purpose - Cost of maintaining Receivables - Aspects of Management of Receivables - Credit policy - Credit analysis - Control of receivables -Monitoring of Receivables – Factoring and Forfeiting of receivables.

Module 4

08 Hours

Inventory Management- Meaning of Inventory - Need/Purpose of holding inventory -Benefits of holding inventory - Risk and cost of holding inventory - Management of Inventory- Objectives of Inventory Management - Techniques of Inventory Management - Economic Order Quantity (EOQ) - Determination of Stock levels - ABC analysis - Just in Time (JIT)

Module 5

07 Hours

Supply Chain Finance – Meaning and Importance of Supply Chain Finance - The Ecosystem of SCF – Techniques of SCF - Linkages and Dependences Buyer-led Supply Chain Finance - Reverse Factoring - Reverse Securitization - Trends in Supply Chain Finance - Philosophy of Network Financing

Reference Books:

1. Chandra, Prasanna, *Financial Management*, 9th Edition, TMH, New Delhi, 2013.
2. Khan M.Y., and P.K. Jain, *Financial Management*, 7th Edition, TMH, New Delhi, 2014.
3. Pandey, I.M., *Financial Management*, Vikas Publishing, 12th Edition, New Delhi, 2013.
4. Vanhorne, James C, and John M Wachowicz, Jr, *Fundamentals of Financial Management*, Pearson / PHI, 8th Edition, New Delhi, 2010.
5. Keown, Martin, and Petty Scott, *Financial Management: Principles and Applications*, PHI, New Delhi, 2013.

23MBAFM322

Project Management and Finance

Module 1

08 Hours

Capital Investment, Project Identification and Sustainability: Types of Capital Investment, Phases of Capital Budgeting, Levels of Decision Making - Objectives of Capital Budgeting, Resource Allocation, Key criteria for Allocation of Resources, Common Weakness in Capital Budgeting. Project Identification, Formulation and Strategy: Generation and Screening of Project Ideas.

Sustainability: Principles of Sustainability, Importance, Pillars, Types, Keys and Benefits. Net Zero: Importance, Net Zero India, Tree Bank Scheme

Module 2

08 Hours

Monitoring the Environment and Analysis: Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Sources for Positive NPV, Qualities of Successful Entrepreneur.

Analysis: Market and Demand Analysis- Situational analysis, Collection of Secondary information, Conduct of Market Survey, Characterization of Market, Demand Forecasting. Technical Analysis - Material Inputs and Utilities, Manufacturing Process and Technology, Product Mix, Plant Capacity, Location and Site, Machinery and Equipment, Structure and Civil Works, Project Charts and Layouts, Work Schedule, PEST Analysis. Environmental Appraisal – Pollution Prevention, Environmental Regulation regarding Project, Social Appraisal, Social Cost Benefit Analysis, Rational for SCBA, UNIDO approach to SCBA.

Module 3

08 Hours

Financial Analysis - Cost of Project, Means of Financing, Estimates of Sales and Production, Project Cash Flow Statement, Projected Balance Sheet, Viewing a Project from different points of view. Definition of CF by FI and Planning Commission, Biases in CF estimation.

Module 4

08 Hours

Selection, Types and Measures of Risk: Risk Estimation-Sensitivity Analysis, Scenario Analysis, Decision Tree Analysis, Selection of Project, Risk analysis in Practice.

Special Decision Situations: Choice between Mutually Exclusive Projects of Unequal Life, Optimal Timing Decision, Determination of Economic Life, Interrelationships between Investment and Financing Aspects, Inflation and Capital Budgeting.

Module 5

07 Hours

Financing and Implementation: Project Financing in India- Sources of Project Finance -Long Term Funds – Foreign Currency Funds, Term Loan Procedures. SEBI guidelines, Tax Implications in Project Finance, Tax incentives relating to setting up Projects.

Project Management - Forms of project organization, Project control, Human aspects, Prerequisite for successful project implementation. Network techniques for Project Management, Development of Project Network, Time estimation, Determination of Critical Path, PERT & CPM models, Network Cost System.

Recommended Books:

1. Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review – TMH

Further Readings:

1. Sitangshu Khatua - Project Management and Appraisal - Oxford University Press.
2. Subhash Chandra Das - Project Management and Control
3. Nicholas - Project Management for Business and Technology: Principles and Practice -Pearson/PHI
4. Gray & Larson - Project Management: The Managerial Process – TMH

23MBAFM323**Investment Analysis and Management****Module 1****08 Hours**

Introduction to Investment Management: Concepts of investment, investment objectives, Trading and speculation, gambling, margin trading, short selling, investment risks, investment avenues, asset classes, measurement of risk and return, historical return and expected return of a security and portfolio, systematic and unsystematic risk, standard deviation and beta, risk return relationships, stock markets in India, functions, trading and settlement, listing of securities, stock market Indices and its uses, rolling return analysis of Sensex.

Module 2**08 Hours**

Analyzing and Managing Fixed Income Investments: Bond and fixed income securities, features, bond fundamentals and terminologies, term structure of interest rates, types of bonds, valuation of bonds, bond yields, bond pricing theorems, duration of bond and immunization of interest rate risk, bond portfolio management.

Module 3**08 hours**

Fundamental Analysis and Technical Security Analysis: Equity research, Economy, industry and company analysis, Dow Theory, support and resistance, advance decline ratio, put call ratio, volume, chart patterns, technical indicators, limitations of technical analysis and behavioral finance.

Module 4**08 Hours**

Developments in Investment Theory: Modern portfolio theories, Markowitz portfolio selection model, analysis of return and risk, efficient portfolio, portfolio asset allocation and diversification, capital market line, security market line, capital asset pricing model, single index model, arbitrage pricing model, efficient market hypothesis, random walk theory, stock market anomalies. Investment Management Strategies and Performance Evaluation, Sharpe, Treynor and Jensen's measure of portfolio performance evaluation.

Module 5**07 Hours**

Equity Valuation: Balance Sheet Valuation, Dividend Discount Valuation, Free Cash Flow Valuation, Earnings Multiplier Approach, Earnings-Price Ratio, Expected Return and Growth, Other Comparative Valuation Methods and Sum of the Parts Method.

Reference Books:

1. Reilley & Brown, *Investment Analysis & Portfolio Management*, 7th Edition, Thomson Learning, 2004.
2. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, 3rd Edition, McGraw Hill publication, 2008.
3. Strong, Robert A, *Practical Investment Management*, Third Edition, Thomson publication, 2004.
4. Bodie, Zvi, et.al, *Investments*, 8th Edition, Tata Mc Graw Hill Publication, New Delhi, 2009.

23MBAFM324

Financial Services

Module 1 07 Hours

Merchant Banking - Nature and Scope - Types of Merchants Bankers - SEBI Guidelines for Merchant Bankers - Issue Management - Pre & Post Issues activities

Module 2 08 Hours

Mutual Funds and Securitization - Structure of Mutual Funds - Types Mutual Funds - Advantages of Mutual Funds - Mutual Funds Regulations - Mutual Fund in India **Securitization** - Concept and meaning - Features - Players involved in Securitization and Process of Securitization - Special Purpose Vehicle - Pass Through Certificate - Benefits of Securitization - SARFAESI Act, 2002

Module 3 08 Hours

Credit Rating and Depository Services and Participants - Concept and meaning - Need for and importance of Credit rating - Types of Credit rating - Kinds of Instruments rated - Credit rating symbols.

- Credit Rating advantages and disadvantages - Credit Rating Agencies in India - CRISIL, CARE, ICRA and Fitch India - Process of Credit Rating and Methodology by Indian Credit Rating Agencies **Depository Services and Depository Participants** - Need - Role of Depositories and their Services - Advantages of Depository System - Role of NSDL and CDSL - Demat Services

Module 4 08 Hours

Leasing and Hire Purchase - Types of leases - Problems on evaluation of leasing option vs. Borrowing.

Module 5 08 Hours

Money Market Instruments, Crowd Funding and P2P Lending - Money Market and Capital market.

- Treasury Bills - Commercial Bills - Commercial Paper - Certificate of Deposit - Repo/Reverse Repo - Call Money - Notice Money - Term Money - Credit Card - Bill Discounting - Factoring - Forfeiting - Consumer Finance - Mortgage and Reverse Mortgage Service

Venture Capital - Growth of Venture Capital in India - Need and Scope - Process and methods of Financing

- Angel Financing

Crowd Funding – Types, Benefits, Pros and Cons.

P2P Lending – Meaning, Advantages and Disadvantages.

Reference Books:

1. Vasanth Desai, *Financial Markets & Financial Services*, HPH, Mumbai
2. Punithavathy Pandian, *Financial Markets and Services*, Vikas Publishing House, New Delhi
3. Gordon E & Natarajan, *Financial Services*, HPH, Mumbai

4. Machiraju, H.R., *Merchant Banking Principles and Practice*, New Age International.
5. Guruswamy, S.G., *Financial Markets & Institutions*, Thomson Learning.
6. Bhole L. M & Mahakud, *Financial Institutions and Market*, TMH, New Delhi
7. Khan, M.Y., *Indian Financial System*, TMH, New Delhi
8. Bhalla VK., *Management of Financial Services*, Anmol Publications Pvt. Ltd
9. Dr. Shanmugham R., *Financial Services*, Wiley India Pvt. Ltd

Human Resource Management Specialization

23MBAHR331 Organizational Design

Module 1

09 Hours

Organizational Reality

Interpreting Organizational Reality-Images of organization- Value Creation by Organization- Organization Theories- Changing Face of Organization Theories.

Module 2

08 Hours

Organizational Effectiveness

Significance of Organizational Effectiveness-Different Approaches to Organizational Effectiveness- Measuring Effectiveness-Building Effective Entrepreneurial Organization

Module 3

07 Hours

Organizational Structure, Design and Strategy

Types of Organizational Structure-Determinants of Organizational Design-Components of Organizational Design- Complexity, Formalization and Centralization-Changing Environmental and Technological Impact on Organizations-Strategies for Managing-Changing Environment and Technology- Strategy-Structure Link- Organizational Decision Making-Strategy Formulation and Strategy Implementation-Building Shared Destiny Relationships in Organizations.

Module 4

07 Hours

Organizational Power, Conflict, and Politics

Significance of Power and Politics in Organizations- Structural Determinants of Organizational Power- Imbalances of Power-Sources of Organizational Conflicts-Managing Organizational Conflicts- Implications for Future Organization Leaders.

Module 5

08 hours

Transforming Organizations

Change Vs Transformation, Organizational Culture – Essence of Organizational Culture, Organizational Culture and Success-Organizations as Learning Systems-Organization As University-Continuing Learning-Redesigning Work-Democratizing Information-Senior Managers AS Faculty-A New Manifesto for Organization Leadership

References

1. Stephen P. Robbins and Mary Mathew. (2018), Organization Theory, Structure, Design, and Applications, Pearson.
2. Gareth R. Jones and Mary Mathew (2018), Organizational Theory, Design, and Change Pearson.
3. Madukar Shukla (2019), Understanding Organizations-Organizational Theory and Practice in India, PHI Learning Private Limited, New Delhi.
4. Sumantra Ghoshal, Gita Piramal and Christopher A. Bartlett (2000), Managing Radical What Companies Change Must Do To Become World-Class, Penguin Books (NZ) Ltd

23MBAHR332

Interpersonal and Group Processes

Module 1

08 Hours

Groups and Learning- definition of groups - Reasons for forming groups - stages of group development - characteristics of groups - External conditions imposed on group - organizations and group as a medium of learning.

Module 2

08 Hours

Organization development and Change- Managing change - Forces of Change in Organization

-Organization development - Organization development Interventions or Techniques

Group Cohesiveness and Influence Processes- Cohesiveness - consequences of group cohesiveness

- groupthink- groups to accomplish objectives.

Module 3

08 Hours

Interpersonal Communication- Definition of communication - the communication process - Informal communication - barriers to effective communication - keys to effective supervisory communication

Interpersonal Awareness trust and feedback process- Functions of interpersonal communication -development of interpersonal relationship - Managing Interpersonal trust and distrust.

Module 4

08 Hours

Group decision makes- Meaning of decision-making - The Decision-Making Process – Organizationalmodels of decision-making behavior - decision making techniques - Group decision making.

Group Synergy and Team Building- Understanding work teams - application of teamwork – Typesof Teams -Reasons for using teams

Module 5

07 Hours

Organization Power and Politics - The concept of power - structural sources of power – uncertainty education

– substitutability and centrality - Managing the boss - consequences of using power - Politicalbehavior in organization.

Reference books:

1. Bernard M Bass and Edward C Ryterband “Organizational Psychology” Allyn and Bacon Boston.
2. Organizational Behavior- Human Behavior at work- by John. W. Newstrom and Keith Davis Tata McGraw Hill, II/e, 2003
3. Marvin E. Shaw “Group Dynamics: The Psychology of Small Group Behavior” McGraw Hill NewYork.
4. Hersey Paul & Kenneth Blanchard - Management of Organizational Behavior-

5. Theories of Personality- Calvin S Hall Et Al, Wiley Publication
6. Training in Interpersonal Skills-tips for managing People at work, Stephen Robbins, Etal, Pearson. Gary Yukl - Leadership in Organizations, 5/e- Pearson Education

23MBAHR333

Recruitment and Selection

Module 1

08 Hours

The human resource planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.

Module 2

08 Hours

Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Job analysis techniques.

Module 3

08 Hours

Influences on recruitment and selection. Selection as a process. Techniques and tools used in recruitment process – tests and interview techniques, Background verification and references, Validity and reliability of selection methods.

Module 4

07 Hours

Ethical issues in recruitment & Selection process, e.g. equal opportunity, unfair discrimination, data protection, Methods for using information in selection decisions.

Module 5

08 Hours

Influences on recruitment and selection, Selection as a process, Techniques and tools used in recruitment process – tests and interview techniques, Background verification and reference checks, Orientation programs and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs, and termination. Validity and reliability of selection methods.

Suggested Readings:

Heneman, Herbert G., III, & Judge, Timothy A. (2009). Staffing Organizations. McGraw-Hill Irwin. Stewart, C.J. and Cash, C.J. Jr., Interviewing: Principles and Practices, McGraw-Hill, 2000.

23MBAHR334

Industrial Legislations

Module 1

07 Hours

Indian Industrial Relations – An overview – A general survey - need - objectives and principle of legal environment. Importance and objectives of Industrial Relations - Main approaches to IR.

Labour and Indian constitution - Special features of Indian Industrial Relations - Policies and practices in India - Code of Discipline and historical initiatives for harmonious IR – Government policies relating to labour in 5 years plans - Legal Enactments - ILO and its influence on Legal Enactments in India Collective Bargaining and Trade Union in India: Definition - Essential conditions for the success of collective bargaining - Functions of collective bargaining - Collective bargaining process - Prerequisites for collective bargaining - Trends and conclusions - Techniques of negotiation. Trade Unions: Meaning - Historical perspective of trade union movement in India - Functions of trade unions - Objectives of important trade unions - Union structure - Problems of trade unions - Measures to strengthen trade union movement in India - Rights and responsibilities - Future trends of trade union movement in India.

Module 2

08 Hours

Grievance procedure and Discipline management - Grievance - Meaning and forms - Approaches to grievance machinery - Grievance procedures - Model grievance procedure. Discipline – Judicial approach to discipline - Domestic enquiries - Disciplinary procedures approaches to manage discipline in Industry-Industrial Conflicts - Nature of conflicts and its manifestations - Causes and types of Industrial conflicts - Prevention of Industrial conflicts - Settlement of Industrial conflicts- Employer's federations and their role in IR Factories Act' 1948
Shops and commercial Establishments Act

Module 3

08 Hours

Payment of Gratuity Act' 1972

Payment of Wages Act

Maternity Benefit Act' 1961

Employee's provident Fund and Miscellaneous Provisions Act' 1952

Module 4

08 Hours

Trade Union Act

Industrial Disputes Act

Workmen's Compensation Act

Employee's State Insurance (E.S.I) Act

Module 4**08 Hours**

1. Payment of Bonus Act' 1965
2. Contract Labour (Regulation & Abolition) Act' 1970
3. Industrial Employment standing order's Act' 1946
4. Minimum wages Act' 1948
5. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Reference Books:

1. Mamoria & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house, Mumbai.
2. Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd.
3. P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
4. Dr. M V Pylee and A Simon George – Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd.
5. R S Davar – Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai
6. Myers, A Charles and Karnnappan S – Industrial Relations in India, Asia Publication House, Mumbai.
7. Dale Yoder and Paul D, Standohar – Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education
8. Allan Cowling and Philip James – The Essence of Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education

Banking Specialization

23MBABF341

Principles of Banking

Module 1

08 hours

Money-definition & evolution. Banking-evolution, financial intermediation, definition of banking – business of trust and fiduciary responsibility. Ethics in Banking-Need and importance. Spread of banking, branch penetration, social banking. Overview of banking- central bank and types of banks, universal and differentiated banks, commercial banks - traditional services. Types of customers, Banker-Customer Legal relationship, Rights and obligations of the Banker & Customer

Module – 2

07 hours

Regulations of RBI – KYC/AML, customer education and financial inclusion, RBI guidelines on KYC/AML regulations. CKYC & Ekyc. Preventive Vigilance. Banking services and products – Liability Products. Filling up of multiple account opening forms & other forms (BFS). Overview of Asset products.

Module – 3

08 hours

Funds transfer & the need for funds transfer. Movement of funds through banking and non-banking channels. Methods of funds transfer, security measures, concept of float funds. Instruments for funds transfer-cheques, demand drafts, pay orders or bankers' cheques. procedure for encashment of draft, payment orders/bankers' cheques, validity of instruments, loss DD, cancellation of DDs, revalidation, issue of duplicates. Electronic funds transfer such as RTGS, NEFT, SWIFT, mobile banking, internet banking

Module – 4

09 hours

Clearing – MICR/Non MICR, Cheque truncation, Collection of cheques and bills. National Automated Clearing House (NACH). Payment & settlement Act-2007. SIPS – rules 2008, 2 factor authentication, 3 factor authentication OTP, CVV, elaborate). Cash handling procedure at branches/currency chests. Clean note policy, dealing with counterfeit currencies, movement of cash from and to currency chest etc. CRR, cash retention limit, Note refund rules.

Module – 5

07 hours

Allied Banking Services. Collection of taxes and utility Bills, Safe Custody and Safe Deposit Lockers & Stamp vending. Distribution of 3rd Party products- Mutual Fund and insurance products. Role of Commercial banks in IPO/FPO for equity. Role of bankers in private placement of debt or equity. Para Banking products-PPF, NPS, Pension payments & Senior Citizen Savings Scheme. Depository and Demat services.

Reference Books:

1. Principles & Practice of Banking, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
2. Basics of Banking (Know Your Banking – I), IIBF, Taxmann Publications (P) Ltd
3. Banking An Introduction, IIBF, Taxmann Publications (P) Ltd
4. Banking Products and services, IIBF, Taxmann Publications (P) Ltd
5. Anti-Money Laundering & Know Your Customer, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
6. Workbook on Principles and Practices of Banking; Accounting and finance for bankers; Legal and Regulatory Aspects of Banking, 2009, IIBF, Taxmann Publications (P) Ltd

23MBABF342**Branch Management and Operational Risk Management****Module – 1****09 hours**

Introduction to Management - Concept, Nature, Importance. Levels of Management. Business Ethics – what, how and why? Governance & Social Responsibility. Functions of Management - Planning, Organizing, Staffing, Directing, coordinating, and controlling. Organizational structure of the Bank and role of branch banking. Highlights of the business performance of the Bank (QOQ). Business budgeting. Preparing for senior officers' visits, performance review meetings, replying visit reports and presenting branch requirements, proposals for such requests. Data Management and Data Analytics.

Module – 2**08 hours**

Official Language Policy (OLP), maintenance of OLP records. Branch location, Selection of Premises – owned and leased, Lease deed execution, payment of rents, payment of other expenses like utilities, coloring and whitewashing, display boards, cleaning and upkeep of branch premises. Security aspects at branch level- Internal security- Keys management, Gun licenses, Liaison with police and civil authorities. Compliance to Shops and Establishment Act, Labour acts and other applicable local laws/rules.

Module – 3**07 hours**

Exercise of Financial and Miscellaneous Powers, competent authority for sanction of various expenses for branch requirements, submission of proposals and monitoring of these aspects. Records maintenance, space management, segregation and destruction of old records, Record of Furniture & Fittings– Depreciation, Maintenance and management of computer systems, AMCs, insurance of assets. Customer amenities, Customer committee meetings & Organizing Customer meets.

Module – 4**06 hours**

Analysis of Branch's GL and PL accounts, Profitability concept, Transfer pricing, Monitoring of Noncustomer accounts in CBS. Scrutiny of Post EOD reports, monitoring of critical & dormant accounts. Branch Inspection and Audit - Preparing for and attending various types of audits, Annual inspection reports, Statutory, Revenue, Concurrent Audits, special investigations, reply and closure of these reports.

Module – 5**09 hours**

People management in Branches- Performance Appraisal forms (PAFs), Service Regulations, Code of Conduct - specific to the Bank, team Management, conflict resolution, allotment and rotation of duties specific to the Bank. Career Management – Skill Development, Vertical & Horizontal movements, assuming ownership & responsibility, Specialization – Planning for career advancement/progression for self & team members. Team dynamics-For better interpersonal relationship with superiors, subordinates and peers. Employee

ownership and commitment-passion at workplace, career effectiveness and intrinsic motivation. Workplace skills. Stress Management. Conflict Management. Operational Risk Management, Frauds – Areas, Monitoring, Prevention and Management, Preventive Vigilance

Reference Books:

1. General Bank Management, IIBF, Macmillan Publishers India Pvt Ltd
2. Accounting & Finance for Managers, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
3. Bank Financial Management, IIBF, Macmillan Publishers India Pvt Ltd

23MBABF343

Banking and Insurance Marketing

Module – 1

09 hours

Categories of financial products - Insurance, Banks, Stocks, Mutual Funds, Pension plans, other savings products - The financial services marketing environment- The distinctive aspects of services marketing; micro and macro environmental forces; new developments and trends - Regulations governing financial services marketing, Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole.

Module – 2

08 hours

Meaning & scope of marketing, modern concepts of marketing, marketing strategy, STP approach, differences between goods & services marketing, marketing environment with references to Banking & Insurance in India, customers expectation & orientation with references to Banking & Insurance in India.

Module – 3

07 hours

The concept of Banking Marketing & insurance marketing, formulation of marketing mix for banking and insurance sector, Promotion strategy for banks and insurance sector. Relationship marketing, behavioral profile of customers, factors influencing customer behavior, Basic problems in life insurance marketing.

Module – 4

07 hours

Product, New product development process, product life cycle, branding, methods of pricing and strategy with references to Banking & Insurance in India.

Module – 5

08 hours

Promotion mix, managing the sales force, selling process, selling skill, distribution strategy with reference to banking and insurance sector - Delivery of services, the process and measurement, understanding of service quality and building customer relationship. Case studies from Banking & Insurance sector

Reference Books:

1. Marketing Financial services-Hooman Estelami.
2. The Financial Services Handbook-Evelyn enrich &DukFanelli.
3. Marketing Financial Services –Elsevier.
4. C B Gupta &Rajan Nair, Marketing Management, Sultan Chand & Sons
5. S Arora, Marketing of Financial Services, Deep and Deep Publications
6. R Keshava Nathan, Banking and Insurance Management, Academic Excellence Publications

23MBABF344**Retail Banking****Module 1****07 hours**

Retail Banking-Definition, Concepts advantage/ disadvantage, opportunities challenges. Strategies for increasing retail banking business – Product innovation, quality service and quickness in delivery, new delivery channels, tapping unexploited potential, cross selling, business process outsourcing, Tie - up arrangements.

Module – 2**07 hours**

Special features of Retail Credit - volume driven, credit assessment capability, documentation, and processing capability, regular and constant follow – up, skilled human resource, technological support.

Module – 3**08 hours**

Issues in Retail Credit - knowing the customer, technological issues, organizational set – up, product innovation, pricing of products, processing charges, rural orientation, customer service. Importance of rating the borrower in retail credit, reading of CIBIL reports.

Module – 4**08 hours**

Issues in Retail Credit - knowing the customer, technological issues, organizational set – up, product innovation, pricing of products, processing charges, rural orientation, customer service. Importance of rating the borrower in retail credit, reading of CIBIL reports. Personal Loans- Concepts, features and key aspects. Vehicle Loans-Concepts, features and key aspects.

Module – 5**09 hours**

Home Loans-Concepts, features and key aspects. Home improvement Loans. Interest Subsidy Scheme for Housing for the urban poor. CERSAI-objectives and features/Creation of change with CERSAI. Loan against Future Rent Receivables. Mortgage Loans. Education Loans- Concepts, features and key aspects. MSME Loans-Concepts, features and key aspects

Reference Books:

1. Retail Banking, IIBF, Macmillan Publishers India Pvt Ltd
2. Retail Assets Product & Other Related Services, IIBF, Macmillan Publishers India Pvt Ltd
3. Retail Liability Product & Other Related Services, IIBF, Macmillan Publishers India Pvt Ltd

Information Technology Specialization

23MBAIT351

Information Security Management

Module 1: **08 hours**

Introduction to the Management of Information Security: Introduction to Security, Key Concepts of Information Security: Threats and Attacks, Principles of Information Security Management. Governance and Strategic Planning for Security: The Role of Planning, Strategic Planning

Module 2: **08 hours**

Developing the Security Program: Organizing for Security, Placing Information Security Within an Organization, Components of the Security Program, Implementing Security Education, Training, and Awareness, Project Management in Information Security. Risk Management: Assessing Risk: Introduction to the Management of Risk in Information Security, The Risk Management Process

Module 3: **08 hours**

Risk Management (Treating Risk): Introduction to Risk Treatment, Managing Risk, Alternative Risk Management Methodologies. Security Management Practices: Introduction to Security Practices, Security Employment Practices, Information Security Performance Measurement.

Module4: **08 hours**

Planning for Contingencies: Introduction to Contingency Planning, Incident Response, Disaster Recovery, Business Continuity, Crisis Management, Business Resumption.

Module 5: **07 hours**

Security Maintenance: Introduction to Security Maintenance, Security Management Maintenance Models. Protection Mechanisms: Introduction to Protection Mechanisms, Managing Network Security: Firewalls, Intrusion Detection and Prevention Systems, Wireless Networking Protection.

Required Texts:

Michael E. Whitman Herbert J. Mofford, Management of Information Security, 6th Edition, 2018.

Supplementary Texts:

1. Heru Susanto, Mohammad Nabil Almunawar, Information Security Management System, CRC Press.
2. Tony Campbell, Practical Information Security Management, Apress.
3. Bel G. Raggad, Information Security Management Concepts and Practice, CRC Pres

23MBAIT352

Business Analysis

Module 1:

07 hours

Enterprise Applications Overview: Business Problems, Patterns and Solutions- Self-Service, Information Aggregation, Collaboration, Extended Enterprise, Evolution of Application Software- Introduction to Architectural evolution of software applications, Introduction to business need driven evolution of software applications, Application dissected- Introduction to Business Architecture, Logical Architecture, Application architecture, Data architecture, Infrastructure architecture

Module 2:

08 hours

Requirement Engineering: Introduction to Requirements Engineering, Software Requirements Definitions, Risks from Inadequate Requirements Processes, Characteristics of Good Requirements, Business versus Application-centric thinking, Limitations of conventional methods, Components of Software Requirements, Requirements – Development and Management

Module 3:

08 hours

Requirements Management and Communication: Stakeholder analysis and management identification of stakeholders, determine their interests and influence, typical stakeholders in a project, advantages of stakeholder management and techniques for managing them, Requirements work division strategy, Knowledge Management during Requirements Management and KM practices, Requirements Risks = risk identification, categorization, prioritization, response and monitoring, Manage Scope of Requirements, scope definition, base lining and scope change management, Requirements Communication Plan, Requirements Package- to identify the appropriate requirements specification formats and contents of a typical SRS, Requirements Validation, Managing Requirements Changes

Module 4:

08 hours

Requirements Engineering - Elicitation, Analysis and Modeling: Introduction to Requirements- Definition, Risks and Characteristics Components of Software Requirements, Requirements Elicitation (RE) - Introduction Issues in RE Elicitation Techniques Preparation, Modeling Business Process Requirements Analysis Structured Systems Analysis and Design(SSAD), Process Modeling, Data Modeling Object Oriented Analysis and Design (OOAD), Introduction to UML, Use Case Diagrams, Activity Diagrams, Class Diagrams, Sequence Diagrams

Module 5:

08 hours

Introduction to Process Analysis: The static analysis methodology- issue elicitation, issue analysis and recommendation formulation, (As-Is) process, To-Be process A systematic methodology of performing Dynamic Analysis- analyze business process models and optimize through the use of simulation, process change impact on organization, customers and partners, the limitations of Dynamic Analysis, To apply the methodology for performing dynamic analysis of a business process- business process in response to variations of inputs to the process

Required Texts:

1. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley
2. Karl E. Wiegers, “Software Requirements”, Microsoft Press
3. Aligning IT Solutions with Business Processes - A Methodological Approach
- Venky Shankar Raman, Pearson
4. Roger Pressman, “Software Engineering - A Practical Approach”, McGraw Hill
5. Ralph R. Young - “Project Requirements - A guide to best practices”, Management concepts

Supply Chain Management [Specialization]

23MBAOM361

Logistics and Supply Chain Management

Module 1: Introduction to supply chain

7 Hours

Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits, Supply chain Drivers and Metrics

Module 2: Introduction to Logistics

8 Hours

Logistics: A System Concept, Objectives of Logistics Management, Customer Value chain, Logistics Function, Logistics for Business Excellence, Customer service phase in logistics., Supply Chain management process, role of Logistics in Supply chain, Mapping the Supply chain, E Business and Supply chain.

Module 3: Designing the Supply chain Network

8 Hours

Designing the supply chain network: Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network designing the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

Module 4: Sourcing and Logistics design for distribution channels

8 Hours

Role of Sourcing, Supplier scoring and Assessment, Supplier selection and Contracts, Sourcing Decisions, Distribution channel structure: Common Channel structure., Channel members- channel strategy- Logistics support to Distribution channel, International Shipping- characteristics and structure, containerization, international conventions and Indian Law, Maritime frauds and Unethical practices.

Module 5: Warehousing

8 Hours

Warehousing- A Logistical Challenge, Functions of Warehousing, Warehouse options, Warehouse Site Selection, Warehouse options, Warehouse Site Selection, Warehousing in India, Warehouse Decision Model.

Learning Resources

1. Chopra Sunil & Peter Meindl, Supply Chain Management, Pearson Education, 4th Ed., 2010.
2. John T Menzer, Supply Chain Management, Response Books, Sage Publishers, 2001.
3. John J. Coyle, Edward J. Bardiand C. John Langley Jr. “The Management of Business Logistic. A Supply Chain Perspective” Thomson Asia, 7th Edition.
4. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.

23MBAOM 362**Project Management [PMP]**

Module 1: Modern Project Management; What is a project? - The project lifecycle, The Project Manager, being part of a project team; Current Drivers of Project Management; Project Governance-Alignment of Projects with Organizational Strategy; Organization Strategy and Project Selection: The Strategic Management Process: An overview, the need for a Project Portfolio Management System, A Portfolio Management System, Selection Criteria, applying a selection model, managing the portfolio system.

8 hours

Module 2: Organization: Structure and Culture; Project Management Structures, Organizational Culture, Implications of Organizational Culture or Organizing Projects: Defining the Project (All five Steps), Responsibility Matrices, Stakeholder mapping, Project Communication Plan: Estimating Project Times and Cost- Estimating Guidelines or times cost and Resources, Top-Down vs Bottom-up Estimating.

7 hours

Module 3: Developing a project Plan: Development of network diagram, network analysis, Critical path, Concept of Lags in a network, Risk Management Process, Contingency Planning, Scheduling Resources and Costs- Types of Resource Constraints, Resource Allocation Methods, Computer Demonstration of Resource- Constrained Scheduling, Multi project Resource Schedules.

7 hours

Module 4: Effective Project Manager: Managing Project Stakeholders, Influence as Exchange, Social Networking Teams, Qualities of an effective project manager; Managing Project teams- The five-stage team development model, Building High Performance project teams, Managing project teams virtually, Project team pitfalls

8 hours

Module 5: Progress and Performance Measurement and Evaluation, developing a Status report, Indices to monitor progress, Project Closure- Types of project closure, wrap up closure activities, Postimplementation evaluation, Retrospectives, International Projects- Cross cultural considerations, Project Site selection.

8 hours**PRESCRIBED TEXT BOOK(s)**

1. Gray, C. F., Larson, E. W., and Desai, G.V., (2014) 'Project Management – The managerial process', Sixth Edition, McGraw Hill, New Delhi.

OTHER READINGS AND REFERENCES

- a. Mantel, S. J., Meredith, J. R., Shafer, S. M., Sutton, M. M., and Gopalan, M. R., (2014) ‘Project Management – Core textbook’, Second Indian Edition, Wiley India, New Delhi.

Business Analytics

III Semester –Value Added Course

This Course provides an introduction to business analytics for all students, including those with prior analytics experience. This course will aim to learn how data analysts describe, predict, inform business decisions in the specific areas of marketing, human resources, finance, and operations, and will also help to develop basic data literacy and an analytic mind - set that will help you make strategic decisions based on data. This course is introduced as a value-added course because Business Analytics was a general elective for the previous batches and from this academic year each specialization has core courses on Analytics and hence this value-added course will be the foundation for core analytics courses in the specific domain area.

Learning Outcome

After learning this course, the students would be able to demonstrate their ability to:

1. Develop, Build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions in big data analytics.
2. Analyze legal and ethical principles applied to contexts and environments of data science and decision making.
3. Design and test effective advanced big data analytics models and simulations for decision making.

Course Delivery

To facilitate students to develop genuine interest in the subject and learn through theory, and practical applications, Textbook (TB) and Additional Reading (AR) are prescribed as the major sources of study materials. They may approach course faculty for any kind of academic and learning assistance.

The major course materials and detail pedagogy plan are given below.

The learning methodologies will include lecture and discussion with PPT*; case-study analysis; video show, assignment writing and PPT* presentation by students.

Module: 1 Big Data Management

08 Hours

Introduction to Big Data: Characteristics, Evolution, Challenges, Opportunities. Developing a Big Data Strategy: Domains and Industries that will use Big Data., Some sample Scenarios. Portfolio & Objectives., Approaches: Cost/Consolidation/New Product/New Service., Manpower Issues., Enabling Technologies for Big Data: Big Data Stack, BDMS, Data for Analytics – Decision models.

- Descriptive, Predictive, Prescriptive-Introduction to data warehousing – Dashboards and reporting – Master data management. In- memory processing.

Module: 2 Hands on Lab session

02 Hours

- o Using IBM Bluemix platform: Visual Recognition

Social Media Data Analysis Sentiment Analysis

Corpus Linguistics: Machine translation

Fourth Semester

23MBA41

Business Ethics, Governance and Leadership

Module 1

08 hours

Introducing Business Ethics: Importance of Business Ethics, Relation between business ethics & law, Ethics & morality, Ethical challenges in different types of organization, Globalization, Triple bottom line, Sustainability, Race to the bottom, Ethical dilemma

Framing Business Ethics: Corporation, Corporate Social Responsibility, Stake holder theory, CorporateCitizenship, Corporate accountability, and transparency

Evaluating Business Ethics: Role of ethical theory, Normative ethical theory, Consequentiality theories- Egoism, Utilitarianism. Ethics of Duty, Human rights, Justice, Limits of western modernist theory, Alternative perspective on ethical theories - Virtue ethics, Feminist ethics, Discourse ethics, Post modern Ethics.

Module 2

08 hours

Making decisions in Business Ethics: Descriptive ethical theory, Ethical decision, Models of ethical decision-making process, influence of ethical decision making, Cognitive moral development, Personal value, personal integrity, cultivating moral imagination, situational influences on decision making, moral framing.

Managing Business Ethics: Business ethics management, Code of ethics, Stake holder management, social accounting

Share Holders and Business Ethics: Importance of shareholders as stakeholders, Understanding Corporate governance and principle-agent relationship, Shareholder relationship with other stake holders, Ethical issues in corporate governance - Executive accountability, Insider trading, Shareholder activism, socially responsible investment, social purpose corporations.

Module 3

08 hours

Employees and Business Ethics: Employees as stakeholders, Ethical issue in firm employee Relation Employee Rights, Employee duties, Discrimination, Employee privacy, Employee participation, Work-life balance.

Consumers and Business ethics: Consumers as stakeholders, Consumer rights, consumer deception, consumer vulnerability, Consumerism, consumer privacy, ethical consumption, sustainable consumption, sharing economy.

Supplier, Competitors and Business Ethics: Supplier as stakeholder, competitors as stakeholder, Industrial network, ethical issues and suppliers, conflict of interest, ethical issues and competitors, ethical sourcing, fair trade, circular economy

Module 4

07 hours

Civil society and business ethics: Civil society organizations as stakeholder, social license to operate, Boycott, CSO accountability, Employee volunteering, social enterprise, Civil regulation

Government regulation and Business Ethics: Government as stakeholder, Imperative regulation, private regulation, Basic role of government as stakeholder, lobbying, corruption, global governance, government as regulators

Ethical Leadership: Framework, Role, Responsibilities and Principles

Module 5

08 hours

Corporate Governance & Leadership:

Scope, Principles & Elements of Corporate Governance, Role of Directors, Independence of directors, Board composition, stakeholder representation, directorial committees, types of boards, types of directors.

Corporate Governance in India, international frameworks (UN Global Compact), OECD principles of corporate governance.

Effective leadership and its impact on corporate governance

Reference Book:

1. Andre Crane and Dirk Matten, Business Ethics, Oxford University Press, New Delhi, 2011

Supplementary Books:

1. N. Balasubramanian, Corporate Governance and Stewardship, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2011
2. Jill Solomon, Aris Solomon, Corporate Governance and accountability, Wiley India Edition, Wiley India Pvt Limited, New Delhi.

23MBA421

Enterprise Systems

Module I: Introduction

08 hours

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation.

Enterprise: An Overview: Business Functions and Business Processes, importance of Information: Characteristics of information; Types of information, Information System: Components of an information system; Different types of information systems; Management information system, Enterprise Resource Planning: Business modeling; Integrated data model

Module 2: Application of Information Technology in EM

08 hours

ERP and Related Technologies: Business Process Re-engineering, Management Information systems, Decision Support Systems, Executive Information Systems- Advantages of EIS; Disadvantages of EIS, Data Warehousing, Data Mining, On-Line Analytical Processing, Product Life Cycle Management, Supply Chain Management, ERP Security.

Module 3:

07 hours

Open-source ERP Hands on with ERP Next and CRM

Module 4:

8 hours

ERP Modules Structure: Finance, Sales and Distribution, Manufacturing and Production Planning- Material and Capacity Planning; Shop Floor Control; Quality Management; JIT/Repetitive Manufacturing; Cost Management; Engineering Data Management; Engineering Change Control; Configuration Management; Serialization/Lot Control

; Tooling, Human Resource, Plant Maintenance- Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking.

Plant Maintenance Warranty Claims Tracking, Quality Management Functions of Quality Management., Materials Management- Pre-purchasing; Purchasing; Vendor Evaluation; Inventory Management and Invoice Verification and Material Inspection

Module 5

08 hours

ERP: An CRM Perspective: Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM: Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill

2. The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM,
3. and CRM System Implementations [An article from: Journal of Operations Management]by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier
4. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
5. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill
6. Rajesh Ray, ERP, Publisher: Tata McGraw Hill

23MBA422

Entrepreneurial Development

Module 01

08 Hours

The Entrepreneurial Perspective: The Entrepreneurial Perspective - Evolution and Nature of Entrepreneurship, Present Understanding of Entrepreneurship (Qualities and Functions) Debunking the Myths of Entrepreneurship, The life themes of the Entrepreneur, the Manager and the Leader, Social Entrepreneurship, Corporate Entrepreneurship and Intrepeneur

How Entrepreneurs Think-Bricolage-Effectuation-Entrepreneurial, Heuristics-Entrepreneurial Mindset The Family Business: Growing Complexity in Family Business-The Five Ds to Disaster-Sources of Communication Challenges-Succession Planning-Family as an Institution.

Women Entrepreneurs: Evolution and Growth-Problems and Prospects-Measures to Promote Women Entrepreneurship-Indian Scenario and Global Trends.

Module 02

07 Hours

Entrepreneurial Creativity and Innovation: From Idea to the Opportunity-Methods of Generating Ideas-Discovery Skills-Creativity and Entrepreneurship-Innovation-Types of Innovation-Entrepreneurial Innovation. Protecting the Idea, Intellectual Property Act.

Module 03

08 Hours

The Business Plan: From the Opportunity to the Business Plan, Feasibility study -Creating and Starting the Venture-The Marketing Plan-The Organizational Plan-The Financial Plan, Business Model Canvas.

Module 04

08 Hours

Entrepreneurial Eco System: Incubation and Accelerator Centers for new business, Academic and Industry relation, Government Support to Entrepreneurs in India, Startup Eco- System in India. Types of Business Setup, Legal entities, and GoI Support for New enterprises.

Sources of Capital – Informal Risk Capital, Venture capital and Going Public.

Module 05

08 Hours

Launching and Growing the New Venture: Growth Strategies-Implications of Growth for the Firm-Implications of Firm Growth for the Entrepreneur. Exit the Venture.

Case studies on Successful Entrepreneurs and Failed Entrepreneurs from various sectors

Reference Book: Hirsch Robert D, and Michael P Peters and Dean A Shepherd, Entrepreneurship, 9th Edition, Tata Mcgraw Hill Companies, New Delhi, 2007.

23MBA43

Leadership and Team Simulation

The objective of the Course 22MBA43 Leadership and Team Simulation is to reinforce student learning in group dynamics and leadership. Everest V 3 the Leadership and Team Simulation from Harvard Publishing Division uses the context of a Mount Everest expedition. This multiuser online simulation presents a series of problem solving and decision-making challenges to student teams in the classroom. Team members analyze information on weather, health conditions, supplies, goals, and hiking speed, and determine how much of that information to communicate to their teammates.

This program benefits the students as they can learn how to build, participate in, and lead effective teams, as well as to examine:

1. How teams can improve the way they make decisions,
2. How opposing interests and asymmetric information affect team dynamics,
3. How leaders shape team decision-making and performance in competitive and time-sensitive situations,
4. How teams and their leaders deal with tradeoffs between short-term task completion and longer-term team effectiveness, and
5. How cognitive biases impair decision making.

Overall, the students can experience how teams make complex decisions when critical information is distributed unevenly among members and when members have partially conflicting goals.

1. Course Content

In this simulation, a student will climb with four or more teammates. Each team member will pursue a set of goals while attempting to scale Mt. Everest and avoid rescue.

Each student will play one of the roles below. Leader—an experienced mountaineer Physician—carries medical supplies for the team Photographer—plans to take pictures along the way Marathoner—has limited experience climbing mountains, climbs in top physical condition Environmentalist—concerned about environmental damage to Mt. Everest Each team member will pursue a set of goals during the climb.

The Climb

The simulated climb will last six days. Each day the students will have the option of climbing to the next camp above them. It will take five days to pass through all four camps to reach the summit, so the students have one day of slack in their schedule. There isn't any need to plan for hiking back down to Base Camp before the simulation ends after day 6.

Playing the Simulation

On each day of the climb, each student should carefully review the available information about personal, team, and mountain conditions. The dashboard on the left provides quick access to key screens and information. Health, weather, hiking speed, and supplies statuses are updated each day. Students need to click on any of these icons to open a full screen with more details.

The **navigation bar on the right** allows toggling between the Role Info, Everest Map, Day Info, and Make Decisions screens, as well as the screens for health, weather, hiking speed, supplies, and chat

Role Information

Role information begins by carefully reviewing their role information. This screen contains information about their goals, which are weighted by importance using a point system. Success will be measured for both students and their team by the percentage of goals students achieve.

Students have to make sure to carefully review the goals and priorities listed in their role profile, as they will affect decisions they make during the climb.

Everest Map

The Everest Map screen helps students track where they and their teammates are on the mountain. Climbing Mt. Everest is difficult and dangerous. Most of the time, not everybody will make it to the summit. If their health deteriorates to the point where they are no longer able to climb, they will be rescued and returned to Base Camp. If they are rescued, it is important to continue communications with their team to help them complete their climb.

Day Information

Each day, the Day Info screen provides key updates on what happened in the last round, as well as new information about the day ahead. It is important to read this information each day to understand what is happening on the mountain.

Make Decisions

After students have reviewed the available information, talked with their team, and considered their options, they are ready to submit their decisions for a given day.

On the initial days, they simply decide whether or not they want to ascend to the next camp. As they progress, they will face additional choices on this screen. For example, their team may have to decide how many oxygen canisters to use, or what time to begin climbing, for their final ascent to the summit. Some team members have additional responsibilities. For example, the physician dispenses medical supplies from this screen, and the marathoner makes weather predictions each day. Although they are climbing the mountain as a team, everyone submits individual decisions, and each student can make decisions that are different from those of their teammates.

Health Screen

The health status screen provides an overall indication of their health, categorized as strong, weak, at risk, or critical.

Students will also see individual health factors, such as **Mental Acuity**—categorized as Normal or Below Normal **Frostbite Risk**—categorized as Severe or Not Severe **Altitude Sickness**—categorized as At Risk or Not at Risk

Students need to refer to this screen each day, as their health status can change throughout the climb and may impact their decision to advance to the next camp.

Weather Screen

The weather screen shows the weather on the mountain. Students can view predictions for any of the camps by using the drop-down menu.

Hiking Speed Screen

On the hiking speed screen, students will see their own speed plus the speed of their fellow climbers. Hiking speed is updated each round.

Supplies Screen

The supplies screen shows their personal food supply and the shared medical supplies carried by the physician. The team members must be located on the same part of the mountain as the physician in order to receive any of these supplies.

The supplies include:

- **Acetazolamide**—an acclimatization drug that can be used to relieve the symptoms of altitude mountain sickness (AMS)
- **Gamow Bag**—an inflatable pressure bag, large enough to accommodate a person, used to treat severe AMS
- **Asthma Inhaler**—a pressurized container delivering medicine as a mist that is inhaled into the lungs, the physician is also carrying extra liters of water. This screen indicates how many times a particular medical supply can be distributed. If a supply is distributed when there is not sufficient cause for it, it will have no effect.

Chat

Students can talk face to face with their teammates if they are sitting together, but the chat window also enables virtual conversation. Simulating a walkie-talkie system, the chat feature allows students to communicate online with the entire team, or with individual

climbers on their team. It is up to the students to choose the best mode of conversation for the situation.

Advancing to the next day

Either the team leader or the instructor will advance the simulation to the next day, depending on how their exercise is configured. The team leader should not advance the simulation until all climbers have submitted their decisions.

23MBA44

Research Seminar-II

The Research Seminar II comprises of comparative analysis of the Firms, Industries Sectors and Regions as explained below:

This activity helps students to learn how to do comparative analysis of:

- Firms (Tata Steel Vs JSW Steel, Bridgestone tyres Vs Michelin tyres etc)
- Industries (Pharmaceutical Vs Medical Technology Industry, Internet Vs Finance Industry, Organized Vs Unorganized Industry etc)
- Sectors (Manufacturing Vs Service Sector, Agriculture VS Textile etc)
- Regions (South India Vs North India, Asia Vs Europe etc)

For sake of illustration of the above, we have taken the case of a typical comparative analysis of firms. In case two firms are taken up for comparative analysis, the analysis may cover the following parameters.

Basic firm level data (History, Corporate Governance, Milestones, 4 Ps, Alliances, Innovative Practices, Major customers/business segments, most profitable product/customer/business segment, CSR Initiatives etc)

Corporate strategies (M&A, FDI, Dividend Policy and Greenfield Vs Brownfield expansion, Marketing, HR, Digitalization, Supply Chain Management etc)

Strategic tools (BCG Matrix, Porter's 5 Force model, SWOT analysis, Perceptual Mapping, Product life cycle etc)

The presentations may cover the following financial data such as Capital Structure, Market Capitalization, ROI, Financial Statement, Ratio Analysis, Growth rate etc. All projects may not necessarily cover all the above aspects in equal measure. Depending on the context, the coverage may vary. In addition, other relevant parameters too can be considered for effective comparative analysis.

This is a credit course to be undertaken by each mentee group. The group will be evaluated for **100** marks, of which **30** marks will be awarded for the presentation. The presentation will be made to the mentor and another faculty member. These two faculty members will form a team that will evaluate their respective student presentations one after the other. The team

shall submit the marks to the PGP office immediately after the two presentations. The faculty pair shall be randomly allocated by the co-ordinator. **70** marks will be for overall write-up. The marks would be given by the mentor to the PGP office after the submission of final report. There could be differential marks given based on the contribution of individual students. However, this has to be done impartially and transparently. The faculty may use a suitable student peer evaluation system. The teams can submit the write-up of their duly signed their mentor work. After incorporating all the suggestions given during the presentations and after the **Turnitin Plagiarism** check. The Similarity Index should not exceed 15%.

Report Guidelines- The report should not be more than 2000 words and should be in MS Word file, font Times New Roman, font size 12, line spacing 1.15. The tables and graphs should be numbered chronologically, and source(s) has to be mentioned wherever applicable. The side headings are to be numbered. References cited in text should conform to the style used by the **American Psychological Association** (<https://apastyle.apa.org/>).

Few typical examples of comparative analysis are shown below.
https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Emerging%20Markets/A%20tale%20of%20two%20financial%20systems/A_tale_of_two_financial_systems.pdf

[https://www.academia.edu/4892719/A Comparative Study of Financial Statement of ICICI and HDFC through Ratio Analysis](https://www.academia.edu/4892719/A_Comparative_Study_of_Financial_Statement_of_ICICI_and_HDFC_through_Ratio_Analysis)

[https://www.researchgate.net/publication/320809393 COMPARATIVE ANALYSIS AND ASSESSMENT FOR BUSINESS MODELS OF STEEL COMPANIES' DYNAMICS](https://www.researchgate.net/publication/320809393_COMPARATIVE_ANALYSIS_AND_ASSESSMENT_FOR_BUSINESS_MODELS_OF_STEEL_COMPANIES_DYNAMICS)

<https://ideas.repec.org/a/cmj/journal/y2015i8p99-114.html>

23MBA45

Professional Growth and Individual Development-IV

| Si. NO. | Event | Faculty In-charge |
|---------|---------------------------------|-----------------------|
| 1 | Bancore-Banking Association | Prof. Saravanan S |
| 2 | Converge - HR Association | Dr. Sudhir Raj K |
| 3 | Event Management | Prof. Karthik Kudroli |
| 4 | Finsight-Finance Association | Prof. Arun G.D'Souza |
| 5 | Industry - Placement | Mr. Guruprshanth Bhat |
| 6 | Macground-Sports Association | Dr. R.K.Sharma |
| 7 | Maestro-Marketing Association | Dr. Sandhya Rao K P |
| 8 | Nitte Centre for Data Analytics | Dr. Sudhir M |
| 9 | Samvahana-Speakers' Club | Dr. Ashalatha K |
| 10 | Samvedana | Prof. Rakhesh Shetty |
| 11 | Srajana-Cultural Association | Dr. Sudhir Raj K |
| 12 | Techbugs – IT Association | Dr. Sheetal Kumar |
| 13 | Branding and Promotion | Prof. Nidhisha H |

Evaluation: The students will be evaluated on four-point criteria on their participation and contribution for 100 Marks by the individual faculty who will be in charge of the activity

Criteria:

1. Enthusiasm, Engagement and sustained Interest.
2. Teamwork and Interpersonal Skills
3. Leadership and Initiative
4. Idea Generation, Creativity and Innovation

Equal weight age will be given to all the four criteria above and each student will be evaluated on a total score of 100 Marks which will be converted into letter grades as per NDU Norms.

Each student will be evaluated for 2 credits.

23MBA46

Project / Internship

All the students of Fourth Semester MBA shall undertake a Project work/ Internship in the area of their interest for a during the specified 08 weeks. Project work or Internship can be on a specific topic identified by the student in consultation with the faculty or the external in the sponsoring organization.

The Project work may fall under one of the three categories as follows:

- i) Projects with Research Focus; ii) Projects with Decision Focus.**
iii) Projects with Description Focus.

The guidelines for the three types are provided below.

(i) Projects with Research Focus

In this case the project will address a research question where there will be a hypothesis/hypotheses framed and tested. The structure of the report may be as follows:

- Introduction to the study
- Research question/ problem
- Review of literature Hypothesis/hypothesis
- Research Methodology (Research Design, sampling technique, Nature of data, methods of data collection, analysis of data (statistical tools used) Findings Suggestions
- Improvements for further research

(ii) Projects with Decision focus

The organizations may define an issue (problem or an opportunity) and ask the students to do a project to either solve the problem or cash in on the opportunity. Such projects may involve market research, organizational studies, productivity studies, process mapping studies, soft skills development studies etc. etc. There are any numbers of possibilities. In some cases, the student may be asked to identify the study too. The guidelines for company- defined projects would typically follow the guidelines given below.

Provide a profile of the organization (nature of firm, type of organization, age of no. of employees, types of employees, products or services, competitors, type of customers /clients, industry structure)

Provide Value chain of the industry and the location of the company in the value chain Describe the context in which the company wants the student to undertake the project Define the problem or opportunity studied.

Outline the Scope of the project.

Provide the methodology/ frameworks you have followed. Here mentions how the required information will be obtained (primary vs. secondary, source of information etc.) Address the issues identified in the scope

Suggest changes and decisions based on the nature of study Summarize the study and provide limitations of the study.

(iii) Projects with Description Focus/Process Execution

In some cases, the company may require the student to provide a description of a situation or a process etc. Here the objective would only be to describe something without any decision- making component. Even here you should look for improvements and provide mature suggestions, if possible. Here, the project should:

Describe the context in which the company wants the student to undertake the project.

Scope the learning that are expected. Frame this in terms of processes/ methods. Initially outline the process as one would expect it. This may be based on preliminary discussion with the client. This would change later and treat this as the first step in the iteration. Here make sure you map the process in a detailed way showing flow of information, material, money, who makes the decision, basis for decisions, time taken, documentation,

A priori outline improvements based on theory/ initial discussions with the management/ employees. Any innovative value adds possible?

Provide a profile of the organization (nature of firm, type of organization, age of the organization, geographical spread, rough estimate of the business size, no. of employees, types of employees products or services, competitors, type of customers /clients)

Provide Value chain of the industry and the location of the company in the value chain

Provide the actual description and mapping of the situation/ process mapping/ case or Suggest Improvements. You may provide tables with columns: “What is” “What is ideal” Learning from the description/ process mapping/ cases

1. Based on the above guidelines the student can discuss the nature of his/her research topic depending on the requirements of the organization and finalize in consultation with the faculty concerned. If the sponsoring company wants something different, please provide the same. Keep your guide informed so that there are no last-minute hitches.
2. No two students of the Institute shall work on the same/similar problem in the same organization. But two students are at liberty to choose the same organization but may work on different problems/ Issues or work on two independent functional areas which they are confident of defending as genuinely independent project.
3. The students need to submit complete draft of their final work for provisional approval of the faculty with his detailed remarks for improvements recorded therein. He or she is expected to improve upon their work based on guidelines to the satisfaction of the faculty.
4. The candidates are advised to work closely with the guidelines to ensure that their work is finally of acceptable standards. The student shall keep the internal guide updated about the progress of the work at weekly intervals. The faculty will review the progress of

the candidates working under them and record their observations. Such weekly reports shall be attached as Annexures in the final report submitted to the institute. The candidates need not meet their faculty guide in person. It can happen on e-mails.

5. The Project Work must be prepared using .odt/ .docx or doc format and printed on A4 size paper with one side printing in 12 font size, Times New Roman and one-inch margin on three sides with 1.5 line spacing. The margin on the left side should be 1.5 inches.
6. Two copies of the hard-bound project report with facing sheet in white color (A4Size) must be submitted to the PGP Office.
7. Final Viva-Voce Examination on Project/ Internship Report ***will be announced by the PGP.***
8. On completion of the project work, the student shall obtain a certificate to that effect from the organization if he/she has worked in an organization or an e-mail from Executive who supervised the candidate on behalf of the organization will suffice.
9. The report shall not exceed 25 pages. The number of pages will not be a criteria for evaluation. The report should be in MS Word file, Font- Times New Roman, Font size 12 and Line spacing 1.15. The tables and graphs (if any) should be numbered chronologically, and source(s) has to be mentioned wherever applicable. The side headings are to be numbered.
10. All referencing will be as per APA/ MLA format. Ideally use Mendeley.com / Zotero.

Marketing Management Specialization

23MBAMM411 Digital Marketing

Module 1

08 Hours

Digital Marketing - Introduction, Overview & Project Start, Scope and Challenges, Difference between traditional marketing and digital marketing, Dynamic environment of digital marketing, Integrated approach in digital marketing through digital marketing plan.

The POEM framework, ASCOR digital marketing framework the digital landscape, Concepts related to advertising in the digital space-CPC-Cost per click, CPM-Cost per Mille, CPA-Cost per Acquisition-Affiliate Marketing- Affiliate Networks and Affiliate Tracking.

Module 2

08 Hours

Digital Estate – Website / Facebook Page / Twitter handle: Targeting, how to create content for Websites-Responsive websites and the need for it; Need for Information Structuring, Keyword Structuring and Why it's good to be organized; Creating a hub and spoke model for digital assets, Connecting to social networks - Social Hub in a page.

Search Engine Optimization: Basics of SEO, Factors to rank higher in search engines organically. **Search engine Advertising:** Search Engine Marketing- Google AdWords and Keyword research, Bidding for keywords, how to run ad campaigns on Google, Display Advertising.

Module 3

08 Hours

Social Media Marketing: Facebook Advertising, Creating Page, Posts and updates; LinkedIn Advertising- LinkedIn Company Pages; Twitter Advertising – Tweets, Hashtag marketing; Instagram and Snapchat usage for business: Video Marketing – basics, how to make videos, optimizing videos; How to run ad campaigns on various social media platforms, Blog Marketing- Blogging as a tool to communicate and build a reputation.

Online PR –Online Public Relations, Reputation Management – building and sustaining.

Module 4

08 Hours

Content Marketing- B2B Lead Generation & Nurturing the leads, how to generate leads, how to nurture leads

Web analytics: Analytics – analytics providers, important factors to look in Mobile Analytics, Landing Pages – what are landing pages, Conversion optimization, factors of conversion optimization.

Mobile Marketing: Basics of mobile marketing, different forms of mobile marketing, Short Code, Mobile Website, Mobile Apps with emphasis on WhatsApp, and QR Code

Module 5

07 Hours

Email Marketing: Basics of email marketing, how does email marketing add value, e-Newsletters.

Ecommerce: Basics of E-Commerce, E-Commerce in India, factors for growth in E-Commerce, Sourcing, Payment Gateway, Drop Shipping & Fulfillment,

Gamification: How does it work? Factors to consider implementing Gamification, Gamificationproject execution challenges.

Reference Books:

1. Digital Marketing by Seema Gupta, Mcgraw Hill
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson
3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation [Paperback] Calvin Jones (Author), Damian Ryan (Author)
4. Digital Marketing: Strategy, Implementation and Practice [Import] [Paperback] Dave Chaffey (Author), Fiona Ellis-Chadwick (Author)
5. eMarketing: The essential guide to marketing in a digital world; Fifth Edition By Rob Stokes and the Minds of Quirk
6. For the Win: How Game Thinking Can Revolutionize Your Business Paperback by Kevin Werbach (Author), Dan Hunter (Author)
7. The Art of Game Design: A book of lenses by Jesse Schell

Other references:

1. Digital Minds: 12 Things Every Business Needs to Know About Digital Marketing [Kindle Edition] WSI (Author)
<http://www.amazon.in/Digital-Minds-Things-Business-Marketing-ebook/dp/B00E9I9H80/>
2. Quick win Digital Marketing: Answers to Your Top 100 Digital Marketing Questions [Paperback] Hanlon Annmarie (Author), Akins Joanna (Author)
<http://www.amazon.in/Quickwin-Digital-Marketing-Answers-Questions/dp/8120344812/>
3. The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly [Kindle Edition] David Meerman Scott (Author)
<http://www.amazon.in/The-New-Rules-Marketing-Applications-ebook/dp/B00DDOTKHM/>
4. Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment [Import] [Hardcover] Eric Greenberg (Author), Alexander Kates (Author)
<http://www.amazon.in/Strategic-Digital-Marketing-Tangible-Investment/dp/0071819509/>
5. Digital Marketing for Everyone: Connect With Your Customers, Grow Your Business & Demystify Social Media [Import] [Paperback] Eric Morrow (Author), Shannon Chirone (Author)
<http://www.amazon.in/Digital-Marketing-Everyone-Customers-Demystify/dp/1481253476/>
6. Strategic Digital Marketing [Paperback] Greenberg (Author)
7. SEO Made Simple (4th Edition): Search Engine Optimization Strategies: How to Dominate Google, the World's Largest Search Engine [Kindle Edition] Michael Fleischner (Author)
<http://www.amazon.in/SEO-Made-Simple-4th-Edition-ebook/dp/B00IK1SIG4/>
8. Ultimate Guide to Optimizing Your Website (Ultimate Series) [Import] [Paperback] Jon Rognerud (Author)
<http://www.amazon.in/Ulimate-Guide-Optimizing-Your-Website/dp/1599185202/> Rognerud (Author)
<http://www.amazon.in/Ulimate-Guide-Optimizing-Your-Website/dp/1599185202/>

23MBAMM412

Strategic Brand Management

Module 1

08 Hours

Strategic Brand Management- What is a Brand? - Why Do Brands Matter? -Can Anything be Branded? -What are the Strongest Brands? Why is Branding so Strategic? -What Does Branding Really Mean? - Branding Perspectives-Branding Challenges and Opportunities-The Brand Equity Concept- Strategic Brand Management Process -How Brands Create Value For the Customer and Marketers - Brand Identity- A Necessary Concept -Kapferer's Brand Identity Prism Model **Identifying and Establishing Brand Positioning & Values**-Customer Based Brand Equity Model

– Making a Brand Strong: Brand Knowledge-Sources of Brand Equity-Four Steps to Building a Brand- Creating Customer Value-Brand Positioning- Identifying and Establishing Brand Positioning- Defining and Establishing Brand Mantras

Module 2

08 Hours

Planning and Implementing Brand Marketing Programs -Choosing Brand Elements to Build Brand Equity-Criteria for Choosing Brand Elements -Options and Tactics for Brand Elements **Leveraging Brand Knowledge and Building Brand Equity** -Concept of Leveraging-Using Secondary Brand Associations to Build Brand Equity-Conceptualizing

the Process Company-Country of Origin and other Geographic Areas-Channels of Distribution-Co-Branding-Licensing-Celebrity Endorsement-Sporting, Cultural, and other Events-Third-Party Sources

Module 3

08 Hours

Measuring and Interpreting Brand Performance-Developing a Brand Equity Measurement and Management System-The New Accountability-The Brand Value Chain Brand Audit-Designing Brand Tracking Studies-Establishing a Brand Equity Management System **Measuring Sources of Brand Equity**- Capturing the Customer Mindset- Qualitative Research Techniques-Quantitative Research Techniques

Module 4

08 Hours

Designing and Implementing Branding Strategies- Brand Architecture -Brand Product Matrix-Brand Hierarchy-Designing a Branding Strategy-Using Cause Marketing to Build- Brand Equity **Brand Extension**- Introducing and Naming New Products and Brand Extension- Need for Brand Extension-Forms of Extension- Category Related Extension- Advantages & Disadvantages

Module 5**07 Hours**

Brand Imitations- Types of Brand Imitations - First Movers' Advantages- Free Rider Effect
Managing Brands Over Geographic Boundaries and Market Segments-Rationale for Going International-Advantages & Disadvantages of Global Marketing Programs
–Standardization versus Customization- Global Brand Strategy- Building Global Customer Based Brand Equity with the Ten Commandments of Global Branding

Reference Books:

Keller, Kevin Lane, Strategic Brand Management, Building Measuring & Managing Brand Equity, 4th Edition, PHI / Pearson Education.

A Moorthi, Y L R., Brand Management -The Indian Context, Vikas Publication. B Jean, Noel, Kapferer,

and Kogan, Strategic Brand Management, Page India. C Chunnawalla, C., Brand Management, HPH. D Kaptan, S S., S Pandey, Brand Imitations ,HPH. EKumar, S Ramesh, Managing Indian Brands, Vikas.

FJohn Philip Jones, what is in a Name? Advertising & The Concept of Brand, Pearson/PHI

23MBAMM413

Rural and Social Marketing

Module 1

08 Hours

Rural Marketing: A Conceptual Framework - Definition – Scope of Rural Marketing – Concepts – Evolution of Rural Markets in India-Components of Rural Markets – Classification of Rural Markets – Rural Vs. Urban Markets

Indian Rural Market: A Brief Overview - Population – Occupation Pattern – Income Generation – Location of Rural Population – Expenditure Pattern – Literacy Level – Land Distribution – Land Use Pattern – Irrigation – Development Programs – Infrastructure Facilities – Rural Credit Institutions – Rural Retail Outlets – Print Media in Rural Areas – Rural Areas Requirement – Problems in Rural Marketing – Rural Demand – Rural Market Index

Module 2

08 Hours

Rural Consumer Behavior- Fundamentals of Consumer Behavior, Factors Affecting The Rural Consumer Behavior, Profile of Rural Consumer, Rural Shopping Habits-Consumer Insights. **Rural Marketing Strategies** -Rural Marketing Segmentation – Product Strategies – Brand Management, Pricing Strategies – Distribution Strategies – Promotion Strategies. Marketing of FMCG and Durables

Module 3

08 Hours

Innovation in Rural Markets - Corporate India in Rural Market; Governmental Bodies and Innovative Practices, Importance of Information Communication Technology in Rural Marketing, Ict Initiatives in Rural Markets- Itcs E-Choupal, Tarahaat, Project I-Shakti.

Rural Retailing - Emergence of organized Retailing, Kvic, Drivers of organized Retail formats. Examples of organized Retailing in India.

Module 4

07 Hours

Understanding the social marketing – Defining social marketing, Steps in the strategic marketing planning process; **Analyzing the social marketing environment** – Determining research needs and options, Situational analysis

Module 5

08 Hours

Selecting target audiences, objectives and goals – Segmenting, Evaluating and selecting the target audiences; Setting behavior objectives and goals; Identifying barriers, benefits, the competition, influencing others

Developing social marketing strategies – Positioning, 4 Ps of social marketing

Prescribed text

- 1) Kashyap Pradeep, *The Rural Marketing Book*, Biztantra, New Delhi, 2006
- 2) Sameer Deshpande., *Nancy R Lee. Social marketing in India*. Sage. 2013

Reference Books:

- 1) Dogra Balram and Karminder Ghuman, *Rural Marketing- Concepts and Cases*, -
Tata Mcgraw Hill Publishing Co. Ltd, 2007.
- 2) Gopalaswamy T.N, *Rural Marketing; Environment, Problems and Strategies*, Wheeler
Publishing, Allahabad. 1998.
- 3) Ramkishen Y., *New Perspectives on Rural Marketing*., Jaico Publishing House, Mumbai, 2002.
- 4) Sanal Kumar, Velayudhan, *Rural Marketing*, Sage Publications, New Delhi, 2002
- 5) Rahman Habeebur K.S, *Rural Marketing in India*, Himalaya Publishing House, New Delhi 2003
- 6) Singh, Sukhpal, *Rural Marketing Management*, Vikas Publishing House, New Delhi, 2003
- 7) Nancy R Lee., Philip Kotler. *Social Marketing influencing behaviors for good*. Sage. Fourth
edition 201

23MBAOM461

Retail Management

Module 1: Introduction to retailing

08 hours

Introduction, significance of retailing, structure of distribution and retailing channels around the world. Retail management decision process, types of retailers, merchandise, variety and assortment. Services retailing and how is it different from merchandise retailers. Understanding types of ownership. Multichannel Retailing: Retail channels and types. Benefits of multichannel retailing.

Module 2: Retail strategy and Customer buying behavior

08 hours

The buying process, types of needs, buying decisions, social factors influencing the buying process, market segmentation, VALS framework.

Understanding retail strategy with examples, methods to develop sustainable competitive advantage, perceptual maps and global growth opportunities.

Module 3: Retail planning

08 hours

Stages in strategic retail planning process, understanding the process for an organization. Setting and measuring performance objectives. Retail locations, types, evaluating specific areas. Evaluating a site, estimating potential sales for a store site

Module 4: Merchandise management, pricing and communication mix

08 hours

Merchandise management overview, developing assortment plan, Inventory and product availability, establishing control system for managing inventory. Insight into buying merchandise. Retail pricing: pricing strategies, setting retail prices, techniques to increase sales, legal and ethical pricing issues. Communication Mix: develop brand images and customer loyalty programs, planning the retail communication program.

Module 5: Store Management

07 hours

Responsibilities, recruiting and selecting store employees, motivating, evaluating, compensating and rewarding employees. Controlling costs, increasing efficiency and reducing inventory shrinkage. Store layout, design and visual merchandising: Design objectives, elements, space management, visual merchandising, website design.

Customer service: the gaps model for improving retail customer service quality. Service recovery. retail research, retail audits, pilferage threats and handling those pilferages. The rise and importance of technology and tech-based solutions in retailing will debated on to draw curtains to the course

Reference:

1. Retailing Management by Levy, Weitz and Pandit, McGraw hill
2. Retail Management by Bajaj, Tuli and Srivatsava, Oxford Publication
3. Gupta, S.L., Sales & Distribution Management: An Indian Perspective, Excel Books, 2/e
4. Pradhan Swapna, Retailing Management, text and cases Tata McGraw Hill, 4/e.

Financial Management Specialization

23MBAFM421

Mergers and Acquisitions

Module 1

08 Hours

Corporate Restructuring & Strategic Approaches- Internal and External change forces contributing to M & A activities, Industry Life Cycle and Product Life Cycle Analysis, M&A Decision- Strategic Approaches to M&A- SWOT Analysis, BCG Matrix, Porter's Five Forces Model

Module 2

08 Hours

Different Methods of Restructuring – Mergers- Types of Merger – Motives Behind Mergers – Value Creation in Horizontal, Vertical and Conglomerate Mergers. Operating, Financial and Managerial Synergy of Mergers. Joint Ventures – Sell off and Spin off– Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO), Simple Problems on LBO –Management Buy Outs – Master Limited Partnerships – Employee Stock Ownership Plans (ESOP).

Module 3

08 Hours

Due Diligence in M&A Process and Integration in Mergers and Acquisition -Types of Integration, Role of HRM in M&A Integration, Steps for Organizational Integration, Integration for M&A Success, Theories of Mergers.

Module 4

08 Hours

Valuation and Purchase Consideration - DCF method of valuation – Share Exchange Ratio – P/E Ratio– EPS – Merger as a Capital Budgeting Decision. Purchase Consideration– Pooling of Interest Method, Purchase Method – Procedure laid down under Indian Companies Act of 1956.

Model 3

07 Hours

Takeovers- Types- Hostile Takeover Approaches- Takeover Defenses – Defensive Measures –Anti-Takeover Amendments. Procedural Aspects under the Company Rules, The IncomeTax Act 2013 for M&A, SEBI Takeover Code.

Recommended Books:

1. I. Ieston, Fred, Kwang S Chung and Susan E Hoag, *Mergers, Restructuring and Corporate Control*, 4th Edition, Pearson Education.
2. Damodaran, Ashwath, *Corporate Finance-Theory and Practice*, John Wiley & Sons.
3. Kamal Ghosh Ray, *Mergers & Acquisition Strategy, Valuation and Integration*, Eastern Economy Edition, PHI Learning Pvt. Ltd., New Delhi.

Further Readings:

1. Sudi, Sudarsanam, *Value Creation from Mergers and Acquisitions*, 1st Edition, Pearson Education, 2003.
2. Murthy, Krishna, Chandrashekar Vishwanath. S.R, *Merger Acquisitions & Corporate Restructuring*, Sage Publication.

23MBAFM422

Tax Management

Module 1

8 Hours

Basic concepts: Assessment Year, Previous Year, Person, Assessee, Income, Charges on Income, Gross Total Income, Capital and Revenue Receipts, Residential status, Connotation of income, Deemed to accrue or arise in India, Incidence of tax, Tax Planning, Tax Evasion, Tax Management. (*Problems on Residential Status of Individual assessee*)

Module 2

08 Hours

Explanation under various Heads of Income: Income from Salary (*theory, basic and full-fledged problems*), Income from Other Sources (*theory only*)

Module 3

08 Hours

Income under Capital Gain: Basis of charge, Transfer of capital asset, inclusion & exclusion from Capital Asset, Capital Gain, Computation of Capital Gains (*theory & problems*), Exemptions/deductions from capital gains

Module 4

08 Hours

Income under the head Profit and gains of Business or Professions and its computation - basis - Method of accounting - Scheme of business deductions/ allowance - Deemed profits - maintenance of books, Depreciation (*Problems on computation of Income from Business/ Profession of Individual assessee and Depreciation*)

Setoff and carry forward of losses - Permissible deductions under Chapter VIA - under section 80C to 80U (*basic problems*)

Module 5

07 Hours

Goods and Services Tax - Objectives and basic scheme of GST - GST Council - Structure of GST - Types of GST - CGST/ UT GST and IGST - Aggregate Turnover - Taxable turnover under CGST, SGST and IGST, Input Tax Credit, Nature of Supply - Composite, Mixed, Exempt, Outward, Inward - Rates of GST

Reference Books:

1. VinodSinghania- Students Guide to Income Tax - Taxman Publications
2. Mehrotra&Goyal - Direct Tax - SahityaBhavan
3. Lal&Vashisht - Direct Tax - Pearson Ed. 28E.
4. V S Datey - Indirect Taxes - Taxman Publications, Recommended book for
5. VinodSinghania - Direct Taxes - Taxman Publications
6. T N Manoharan - Students Guide to Income Tax - Snow White
7. How to deal with VAT- KulBushan - Pearson Education/PHI, 1/e
8. Income Tax Law & Practice, Mahesh Chandra &Shukla - Pragathi Publications
9. VAT- Dr.Pillai - Jaico Publications
- 10.Nitya Associates [2017] - Basics of GST, Taxmann Publications, New Delhi
- 11.Pullani and Maniyar [2017] - Goods and Sevice Tax, Law Journal Publishers, Bengaluru

23MBAFM423

Wealth Management

Module 1

08 Hours

Overview of Financial Planning and Wealth Management - Meaning and Process of Wealth Management- Steps in financial planning-Goal Orientation- Smart Goals- Long term and short term goals- Client Goals and Constraints – Need for Client profiling- Understanding Risk Tolerance- Demographics- Life Cycle approach and Psychographics- Types of Goals- Time Dimensions- Data gathering- Role of Asset Allocation in Wealth Management – Types of asset classes and their suitability to investors-Debt, equity, commodities, real estate etc., Easy Money Schemes (Ponzi Schemes).

Module 2

08 Hours

Management of Equity and Debt Oriented Investments- Return and risk of investing in Equity- Inflation Effect-Rolling return analysis- Value Drivers in Equity- Pearls of Wisdom and Best

Practices- Behavioural Issues- Mutual Funds and ULIPS- Types of funds and its suitability- Scheme Selection- SIP-SWP-STP- Plans and Options- PMS Products- Selection Criterion- Venture Capital Funds- Structured Products- Angel Investing- Derivatives. Debt and Debt Oriented Investments- Debentures and Bonds- Government Security- Risk and Return from Debt Instruments- Rolling Return Analysis- Debt Oriented Mutual Funds – Allocation to Debt in Mutual Funds, ULIPS and NPS Plans- Pros and Cons of Deposit and Fixed Income Products.

Module 3

08 Hours

Retirement Planning – Objectives of Retirement Planning- Choice of investment Products for retirement- Sources of Income for Retirement- Expected and Unexpected expenses during Retirement- Pension Plans- Defined Contribution and Defined Benefit plans- Choice of Portfolio and Fund Managers- Annuity- Commutation- Family Benefit- NPS and its Features and Options- Points to be considered while deploying retirement corpus, Annuities- Excel application for retirement planning.

Module 4

08 Hours

Insurance and Tax Planning- Role of Insurance in Wealth Management – Need for protection products- Insurance Needs Assessment- Types of products- Life, Health and Disability Insurance-Other Insurance Products for Wealth Management- Riders and Top-ups- Free look period- Tax Planning –Tax reduction, income Vs. gains, Provisions of Tax Laws relating to various Investments.

Module 5

07 hours

Liabilities Management and Estate Planning- Loan for different purposes- EMI analysis- Good and Bad Loans- Credit Card Loans- Credit Scores- Estate Planning- Need for Estate Planning- Assets and Records- Will Writing- Inheritance laws- Life time Gifts- Estate Taxation Laws.

Books for Study

1. Sankaran, Sundar, *Wealth Engine*, Vision Books, 2012
2. Dun and BradStreet, *Wealth Management*, Tata McGraw Hill Edition, 2010
3. Bagchi, S.K, *Wealth Management*, Jaico Publication, 2009.
4. Victor G , Hallman , *Private Wealth Management*, McGraw Hill Publication
5. Charlotte B, Bayer, *Wealth Management Unwrapped*, Wiley publications
6. David M, Berns, *Modern Asset Allocation for Wealth Management*, Wiley, Publication.

23MBAFM424

Futures, Options and Other Derivatives

Module 1

08 Hours

Introduction to Derivatives Meaning - History of Derivatives in India- Need for Derivatives- Uses of Derivatives in Hedging, Trading and Arbitrage- - **Forward and Futures Contract**- Features and uses of forwards- Limitations- Forward Rate Agreement (FRA) and Range Forwards- Currency forwards- Valuation of Forwards- Hedging and Speculation- Futures Contract- Features- Valuation of Futures, Mechanics of Buying & Selling Futures- Margins and Types of Margins- Pricing-Futures-Basis and Spread- Hedging-Speculation- Arbitrage - Specification Using Futures –Index Futures and Stock Futures- Meaning and use of Currency Futures

Module 2

08 Hours

Fundamentals of Options Contracts and Options Trading Strategies - Types of Options- Call and Put Options-American and European Options– Intrinsic Value and Time Value- Maximum and Minimum Value of Call and Put Options- Trading and Settlement- Options to Option Holders-Corporate Actions and Options- Put-Call Parity- Arbitrage Profits in Options- Mechanics of Options- Stock Options- Options on Stock Index- Options on Futures – Currency Options- Hedging & Trading Strategies Involving Options- Spreads and Combination Strategies - Option Pricing- Factors Affecting Option Pricing – Valuation of Options- Black and Scholes Model- Option Greeks- - Exotic Options.

Module 3

08 Hours

Commodity and Interest rate Derivatives- Commodity Derivative Exchanges and Regulation- Derivative Products Traded – Trading and Settlements – Physical Delivery of Commodities- Commodity Options- **Interest Rate Derivatives**- Uses- Forward Rate Agreements (FRA) - Interest Rate Futures, Options and Swaps- Interest Rate Caps, Floors and Collars and their uses.

Module 4

08 Hours

Financial Swaps - Meaning of Swap- Kinds of Swaps - Interest Rate Swaps- Currency Swap- Commodity Swaps and Equity Swaps- Dividend Swap- Uses of Swaps
–Comparative Advantage Principle-- Mechanics of interest rate Swaps – Advantages of Swaps.

Module 5**07 Hours**

Credit and other Derivatives - Uses and Significance of credit derivatives- Credit risk- Credit derivative products- Credit Default Swaps- Total Return Swaps- Credit Spread Options and Forwards- Collateralized Debt Obligations- Asset Backed Securities. Weather and Energy Derivatives.

Books for Study

Hull, John C., *Options Futures & Other Derivatives*, 10th Edition, Pearson Education, New Delhi, 2018.

Reference Books:

1. Vohra, N.D., & Bagri, *Options & Futures*, 2nd Edition, TMH, New Delhi, 2003.
2. Kumar, S.S.S., *Financial Derivatives*, PHI, 1st Edition, New Delhi, 2008.

Human Resource Management Specialization

23MBAHR431

HR Analytics

Module 1: Foundations of HR Analytics

07 Hours

Introduction to HR Analytics– Business Foundation of HR Analytics–Data–Data Analysis Strategies– Variables and Types – Parametric and Non-Parametric Tests.

Module 2: Workplace Diversity Analytics

08 Hours

Need–Components of Measuring Workplace Diversity –Using Frequency Tables, Descriptive Statistics, and Cross–Tabulation to Develop Basic Reports– Comparing Means of Two-Groups [independent sample t-test; paired sample t-test; Mann-Whitney test; Wilcoxon Signed-Rank test]

Module 3: Measuring Employee Attitudes and Workplace Perceptions

08 Hours

Concepts and Theoretical Dimensions–Work Engagement, Organizational Commitment, Job Satisfaction, Job-Embeddedness, and Job-Involvement – Psychometric Assessment/ Psychometrics– Factor Analysis – Reliability estimation – Using t-tests/ANOVA to Determine Difference in Work Engagement/Commitment Levels Between Two More Groups [t-test; ANOVA]; Linear Regression to Predict Team-Level Engagement–Multi-level Modeling.

Module 4: Hiring, Performance Management and Turnover Analytics

08 Hours

Introduction to Hiring, Performance Management, and Turnover Analytics– Concept of Yield Ratio– Recruitment and Selection Reliability–Bias metrics in Selection–Predictors of Individual Performance– Outcomes of Performance–Turnover and its importance as an HRIS metric for Companies–measuring Turnover at Individual and Team Level–Hiring, Performance Management ,and Turnover Analytics Real Case Examples Using–Frequency Tables and Cross Tabulation– Linear Regression - Binary and Multi- Nomial Logistic Regression – ANOVA/ Repeated Measures ANOVA– PANEL Data Regression -Attrition Rate Index.

Module 5: HR Intervention Impact Assessment Strategies and Tools

8 Hours

Scenario Building Applications [Predictive Modeling Scenarios]–Statistical Examples on Beforeand After Interventions, Value Change Initiative, Effectiveness of Training Interventions Using Different Parametric and Non-Parametric Tests.

Please Note:

Questions for Module II, Module III, Module IV, and Module V should test the conceptual clarity of students specific to given scenarios in the question paper and questions that involve statistical analysis should only gauge students' ability to draw inference and interpret the output tables (given in questions) emanating from parametric and non-parametric tests. Paper setters are requested to avoid questions that involves actual manual calculations.

Suggested readings

Edwards, M & Edwards, K(2016), Predictive HR Analytics–Mastering the HR Metric (1stedition), Kogan Page; USA.

Additional Readings

1. Holley, N(2015), Big Data and HR: The Henley Centre for HR Excellence, Henley Business School [Online]
<http://www.henley.ac.uk/html/hwss/files/Henley-Centre-for-HR-Excellence-Big-Data-Research-paper.pdf>.
2. Coolican, H(2009), Research Methods and Statistics in Psychology, Hodder Education, Abingdon.
3. Field, A(2009), Discovering Statistics through SPSS, Sage Publications; USA.
4. Howell, D.C.(2002), Statistical Methods for Psychology (5th edition), Duxbury, Belmont CA.

23MBAHR 432

Performance Management

Module 1

08 Hours

Performance - Determinants of Performance - Performance dimensions – Performance Management– Characteristics - Contribution - Dangers of poorly implemented PM Systems – PM and PA -Performance management process - Performance management and strategic planning

Module 2

08 Hours

Performance Appraisals - Approaches to measuring Performance - Diagnosing the causes of poor Performance - Differentiating task from contextual Performance - Choosing a Performance measurement approach - Measuring results and behaviors - Gathering Performance information - Implementing Performance management system Conducting Staff Appraisals: Introduction - Need - Skills required - The role of the appraiser- Job description & job specification - Appraisal methods - Raters errors - Data collection -Conducting an appraisal interview - Follow up & validation - Present thoughts & future directions

Module 3

08 Hours

Performance Analysis –Scope - Performance Coaching–Principles–Techniques – Self Development - Performance management & employee development - Personal Development plans - 360-degree feedback as a developmental tool - Performance management & reward systems: Performance linked remuneration system Performance Counselling - Concept – Conditions - The need for Performance counselling - Role of the Performance consulting– Stages – Mentoring – Benefits - Performance linked career planning & promotion policy

Module 4

08 Hours

Introduction to Competency: Definition of competency - characteristics - types
-Competencies for Competitive Advantage - Myths about Competency - History of Competency;
Developing Competency Models: Various Models - Development of the Personal Competency Framework – Transcultural Managerial Competencies

Issues Related to Developing Competency Models: Goal—Quality or Excellence, Development Effort Periodic or Continuous, Assessment a Continuous Process or One-time Endeavour, Competencies Reflecting Current Activities or Future Activities, Time Frame for the Project – Results - Value addition for organization and employees – determinants of success – desired outcomes.
– Ownership of the process – target, involvement, assessment, and validation

Module 5

07 Hours

Competency-based Application: Position Requirement - HR Competence Audit – Analysis Position Fulfillment - Performance Management - Promotion

Formation of a Competency Framework: Sources of Competency Information – Behavioral Event Interview - Established Models; **Competency Mapping and Assessment Centers:** History of Assessment Centre - Types of Exercises

Required Books:

1. Herman Aguinis, Performance Management, Pearson Education, 2007.
2. Sangvi Seema, A handbook of Competency mapping, Response Books, 2004

Additional Resources:

1. Lance A. Berger & Dorothy R. Berger, The Talent Management Hand Book, Tata Mc-GrawHill
2. T. V. Rao, Appraising & Developing Managerial Performance, Excel Books
3. TV Rao et all, 360-degree feedback & assessment & development Centres, Volume I, II and III, Excel Books
4. Dixit Varsha, Performance Management, Ist edition, Vrinda Publications Ltd.
5. Shermon Ganesh, Competency Based HRM, TMH, 1st Edition, 2004
6. Radha Sharma, 360 Degree feedback, Competency Mapping and assessment Centres, TataMc-Graw Hill

23MBAHR433

Compensation Management

Module 1

08 Hours

Compensation Management: Compensation management process; basis of compensation management; Factors influence compensation in an organization, Financial and non -financial compensation; compensation philosophies; Theories of Wages - Wage Structure, Wage Fixation, Wage Payment, Salary Administration, computer applications and automation in salary and wage administration. Recent developments in compensation management. Innovations in the area of compensation management in Indian and MNCs operating in India. Emerging philosophies and practices around the world.

Module 2

08 Hours

Employee benefits and total remuneration; Designing a base pay structure, Job analysis as a basis for compensation determination Strategic and tactical compensation; Pay structure architecture; Interlocking multiple pay structures; Employee Benefits; Benefits Need Analysis, Funding Benefits, Benchmarking Benefit Schemes, Employee Benefit Programs, Security Benefits. The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

Module 3

07 Hours

The Budget Process: Pay relationships as a fairness issue; methods of surveying market pay and compensation practices. Budget process and inter relativity with organisation performance.

Module 4

08 Hours

The expanding or fan-type pay structure: An optional approach; pay sectors and levels of education, experience and training; Market pricing approach; Executive Compensation – Incentive Plans – Team Compensation – premiums and differentials as incentives; Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations.
Employee benefits, benefits need analysis assessing job values and relativities; pay structures; paying for performance& skills; competence assessment.

Module 5

08 Hours

Legal Aspects in Compensation Management: Objectives, structure, and provisions of legislations on wages and bonus i.e. the minimum wages act, 1948, the payment of wages act, 1936, The payment of bonus act, 1965, etc.; determination of wages, Dearness Allowance and other monetary benefits, role of IR and Labour Union in wage determination in an organizations, Industrial tribunals; antidiscrimination in employment, legislations to support; case law; recent trends and working of these laws; Wage Boards and Pay Commissions, Creating a Work Life Setting – Designing Benefit Packages.

Suggested Readings:

1. Compensation Management in a Knowledge – Based World, Henderson - Pearson
2. Understanding Wage and Compensation System, A.M. Sharma, HP
3. Compensation and Reward Management, B.D. Singh - EB
- 4, Compensation Management in a Knowledge Based world – *Prentice Hall India, New Delhi*

23MBAHR434

Training and Development

Module 1

08 Hours

Introduction - Objectives and Benefits of Training - The Role of Training in Organizations - Place of Training in Organizational Structure - A Training Process Model - Difference between Training and Development.

Training Needs Analysis - Why conduct Training Needs Analysis? - When to Conduct a Training Need Analysis? - Where to Look for Performance Discrepancies? - The Framework for Conducting Training Needs Analysis: Organizational Analysis - Operational Analysis - Person Analysis - Gathering Training Needs Data- Outcomes of Training Needs Analysis.

Module 2

08 Hours

Training Design - Factors - Organizational Constraints - Developing Objectives - Training objectives - Facilitations of Learning-Focus on Trainee - Facilitation of Learning-focus on Training Design - Facilitation of Transfer-focus on Training - facilitation of Transfer Focus on Organizational Intervention - Design theory - Outcomes of Design Training Methods - Techniques and Aids - Approaches to Training - Matching Methods with Outcomes. Lectures and Demonstrations – Straight Lectures - Discussion Methods – Demonstrations Computer – Based Training-Programmed Instruction - Intelligent Tutoring Systems - Interactive Multimedia- Virtual Reality

Module 3

08 Hours

Games and Simulations – Equipment Simulators - Business Games - In-Basket Technique – Case studies- Role Play – Behaviour Modelling. On-The-Job Training – Job Instruction Technique - Apprenticeship Training - Coaching - Training The Trainer For On-The-Job Training. Audio Visual Enhancements to Training. Development a Implementation of Training - Facilities – The Training Room - Off-Site Training Facilities -The Strategy – Alternatives - Implementation – Dry Run - Pilot Program - Tips for Trainers - Training Policy.

Module 4

08 Hours

Trainer's Skills and Styles - Attitude knowledge and Skill Competence of Trainer - Communication Skill - Questioning Skill - Body Language Gestures - Handling Difficult Situation - Creativity Skills - Technical Skills - Interpersonal Skills - Managerial Skills - Designing Skills- Feedback Sensitivity. Personal Needs of Trainers - Different Training Styles adopted by a Trainer - Trainer's Role - Trainer and Motivation. Validation a Evaluation of Training - Validation Concepts - Types – Methods - Rationale For Evaluation - Need - Principles - Criteria - Objectives - Approaches - Resistance to Evaluation - Types of Evaluation Instruments - Types of Evaluation Data - Evaluation Designs - Training Audit

Module 5

07 Hours

Management Development - Focus on Management Development - Approaches to Management Development - Management Development Implications - Sources of Knowledge and Skill - Special Needs of Technical Manager - Training for Executive Level Management. Workplace Diversity and Training.

Reference Books

1. Effective Training, P Nick and Blanchard, Pearson Education
2. Training for Organizational Transformation, Rolf Lynton and Udai Pareek, Sage Publications, New Delhi.
3. Training in Practice, A H Anderson, Infinity Books
4. Training and Development, ISTD Publications-Excel Books
5. An Introductory Course in Training and Training Methods for Management Development –ILO Publication – Sterling Publications (P) Ltd.
6. Training and Development – S True Love Sage Publications
7. ASTD Handbook of design & development of Training – Philip - TMH

Banking Specialization

23MBABF441

Credit & Credit Risk Management

Module – 1**08 hours**

Principles of Lending. Forms of advances. Interest rates-Base rate &MCLR. Types of borrowers-individual, proprietary, partnership, companies, &trusts. Types of credit facilities – fund based and non – fund based. Term loans, cash credit, overdraft facilities, bills purchase/discount, BG and LC. Introduction to lending arrangements- sole/multiple/consortium/syndication. Overview of Lending norms & appraisal. Due diligence. CIBIL, Equifax, Experia & CRIF Brief introduction into RBI Defaulters list, ECGC caution list, RED Flag accounts, Funds diversion & the Caution List.

Module – 2**07 hours**

Financial Statement Analysis- Balance Sheet Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis. Credit policy of the bank. Fair practices code for lenders. Overview of retail credit, Corporate & Institutional credit. Advances to large industries-general principles &exposure norms. Operating cycle and working capital requirements. Inventory and receivable norms.

Module – 3**08 hours**

Types of Working capital facilities. Projected turnover method (Nayak Committee), Projected Balance Sheet Method, CMA, Flexible approach to Current Ratio. Concept of MPBF (Tandon Committee - II method of Lending), Credit Monitoring Arrangement (CMA)], Cash Budget Method of Lending. Financial Follow up Reports, QIS, Credit Delivery System, Bank's prescribed formats for reporting (like PSR, MMR, QMR), Proposal Writing for Working capital advances.

Module – 4**07 hours**

Bridge Finance, Bills Finance, LC and Bank Guarantees -financial, performance, deferred payment, RBI guidelines on LCs/Guarantees, Proposal Writing for BGs and LCs. Term Loan Assessment and Appraisal, Technical feasibility, economic viability, Sources of Capital and Funds Flow projected profitability, repayment methods & schedules, documentation, disbursement and monitoring, verification of end use, Proposal Writing, Monitoring & follow- up. Overview of Project Finance. Channel Financing. Recent guidelines of RBI on 5:25 scheme.

Module – 5**09 hours**

MSME Financing-Bank's schemes, Financing of Trade and Services sector. Special thrust on MUDRA Scheme and CGTMSE. Types of Securities. Charge creation, search, filing, modification, satisfaction & CERSAI. Credit Monitoring. Compliance with sanction terms. Pre & Post- sanction follow-up.

Documentation-Importance & need. Early warning signals & credit monitoring tools. CRILIC utility. SMA concept. Credit Risk Assessment - borrower/ facility rating; internal/external; hurdle/default rating; risk assessment for new borrowers. CIBIL. Credit Risk Management.

1. Risk management, IIBF, Macmillan Publishers India Pvt Ltd
2. Treasury, Investment and Risk Management, IIBF, Macmillan Publishers India Pvt Ltd
3. Theory and Practice of Treasury & Risk Management in Banks, IIBF, Macmillan Publishers India Pvt Ltd
4. Banker's Handbook on Credit Management, IIBF, Taxmann Publications (P) Ltd
5. Accounting & Finance for Managers, 3rd Edition, IIBF, Macmillan Publishers India Pvt Ltd
6. Bank Financial Management, IIBF, Macmillan Publishers India Pvt Ltd

23MBABF442

FOREX, Treasury & Market Risk Management

Module – 1

08 hours

Introduction to Treasury, Banking & trading books, Treasury & its role in Banks, Responsibilities of treasury including ALM, Structure of Treasury, Front, Back and Mid Office, SGL and Constituent SGL Accounts. Introduction to Investment Portfolio of a Domestic Treasury, Role of FIMMDA. Treasury Risk Management- Treasury settlements, Internal Control-accounting and control, MIS and reporting, control limits, dealing and settlement systems.

Module – 2

07 hours

Overview of treasury instruments including treasury bills, bonds, CDs, CPS, Repo and reverse repo, gilt edged securities, Hedging products. Domestic treasury & Forex Treasury. Introduction to Foreign Exchange, Exchange Market, salient features of FEMA, Statutory Basis of Foreign Exchange Outline of Exchange Rates and Types.

Module – 3

08 hours

Inward and Outward Remittance in foreign exchange, paper based & electronic remittance, [remittance through private exchange houses, drawing arrangements, Canara Bank branded remittances]. Different Types of Non-Resident Accounts, features and operational guidelines. NRO, NRE and FCNR accounts-opening- operations- benefits.

Module – 4

09 hours

Forward Contracts, Booking, Cancellation and Extension. Various types of merchant rates, selection of rate for forex transactions, Facilities available for Residents, Foreign Currency accounts for Residents- Exchange Earners Foreign Currency Accounts, Resident Foreign Currency Accounts, Resident Foreign Currency (Domestic) accounts.

Module – 5

07 hours

Definition and introduction to types of market risks with special reference to Banks & its mitigation, BASEL norms, RBI Directives on Risk Management (including capital charge). Operational risks in forex business with special reference to prevention of frauds. Cross border exposure, country risks-for banks and customers.

Reference Books:

1. Treasury, Investment and Risk Management, IIBF, Macmillan Publishers India Pvt Ltd
2. Theory and Practice of Treasury & Risk Management in Banks, IIBF, Macmillan Publishers India Pvt Ltd
3. Treasury Management, IIBF, Macmillan Publishers India Pvt Ltd
4. Foreign exchange facilities for individuals, IIBF, Macmillan Publishers India Pvt Ltd
5. International Banking Operations, IIBF, Macmillan Publishers India Pvt Ltd

23MBABF443

Digital Banking & Alternate Delivery Channels

Module – 1**08 hours**

Need for and concept of Digital Banking, replacement of traditional F2F services, future of banking services channels, cost-benefit analysis, why digitization. customer education on security, assistance in migration. Payment and Settlement Systems. Movement of funds – wallet to e-wallet, competitors, and security features, risk management, role of NPCI – products and initiatives. UPI, Architecture, impact on mobile wallets and card payment system.

Module – 2**08 hours**

Automated Teller Machines, types, finer aspects of working (including that of cash dispensers), deployment, maintenance, monitoring for optimum utilization, customer convenience. Role of service providers and accounting entries. Cash recyclers, utility and validation process and overall implementation strategy. Multi- function kiosk, facilities available, advancement in kiosk- b a s e d solutions, utility and ease of customization, installation and maintenance requirements.

Module – 3**08 hours**

Self-service Lobbies – e lobbies, features, facilities available, educating customers, enabling migration of customers. Self-service passbook printers – features, benefits to customers and the bank, operation of the system and trouble shooting. Mobile Banking – NUUP. E Tax payment & Geo-tagging, Missed call facility – procedure, scope, Need and costing. Contact Centre – services offered, scope and support for the branches, how it works, languages, load distribution, TAT and processes. Mobile wallet.

Module – 4**08 hours**

Internet Payment Gateway – concept of payment gateways, e-gateway, scope of transactions, tracking movement of funds, floats and costs at each touch- points. Debit and Credit cards – types, features, and cost benefit analysis, customer ducation. Prepaid foreign currency travel card types, scope and purpose, advantages, functions, function perspectives, issuing procedure.

Module – 5**07 hours**

Digital Signage System – purpose, contents, operational perspectives, scope of information broadcast and for yield-enhancement. Cash Management Services (CMS). Cyber security and Digital marketing - Introduction.

Reference Books:

1. Digital Banking, IIBF, Macmillan Publishers India Pvt Ltd
2. Information Technology, IIBF, Macmillan Publishers India Pvt Ltd
3. ITSecurity, IIBF, Taxmann Publications (P) Ltd
4. Security in Electronic Banking, Macmillan Publishers India Pvt Ltd

23MBABF444

Sales and Service Orientation

Module – 1

07 hours

Service economy -definition of service economy, nature, characteristics of services and its relevance to banking industry. Financial Services-Characteristics of financial services, different types of financial services. Challenges in Marketing of financial products/services. Product Life Cycle- Stages of Product life cycle with specific reference to Banking Products

Module – 2

08 hours

Sales Management- Introduction to sales, Difference between Selling & Marketing, Sales process, sales planning, sales management, personal selling, prospecting, Sales funnel. Forms of Direct Marketing- Kiosk installations, tele- marketing, new digital technologies & online marketing. Lead Management Cycle, management from lead generation to closure, matching the products of the bank with the customer requirements including both liability and asset product and services.

Module – 3

07 hours

Service Delivery-Employee Role. Features & responsibilities of a successful banking professional. Customer co- production, customer roles, service failure and recovery, customer satisfaction and delight. Customer complaints and redressal of grievances. The ombudsman schemes. Ethics in selling- Impact on business.

Module – 4

09 hours

Examples of mis-selling and their consequences-RBI Guidelines. Marketing of Bank product/services through CBS. Marketing through social media networks and other digital channels like Tab Banking, Internet banking, Mobile banking and its challenges. Customer Grievance Redressal Mechanism- Various channels and platforms available to the customers for their grievance redressal and the escalation matrix in the bank. Harnessing customer grievance and feedback for business opportunities and enhancing customer service.

Module – 5

08 hours

Competition Analysis-segment wise analysis (gold loans, housing loans, remittances, priority sector advances) study of USPs. Future trends in banking. Relationship Marketing: CRM, Basic determinants of CRM, Functions of CRM model -Relationship banking, Importance of building relationship and its advantages to the Bank.

Reference Book:

1. Customer Service & Banking Codes and Standards, IIBF, Macmillan Publishers India Pvt

Information Technology [Specialization]**23MBAIT451****Managing Technology Business****Module 1: Introduction****08 hours**

Technology origin and evolution, tailoring technology to fit specific industry requirements, Organization redesign, Organizational re-engineering, financial considerations for technology Planning, Technology cycle and understanding technologies change, responding to technological changes, Adoption of technology, Overcoming resistance.

Module 2: Technology Forecasting and Assessment:**08 hours**

Technology Forecasting, Need, Methodologies: Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC), Dissemination of technology information and strategic planning, Technology choice and evaluation methods, Analysis of alternative technologies, Implementing technology program

Module 3: Technology Negotiation and Diffusion:**08 hours**

Technology Negotiation, Preparation and conduct of negotiations, Technology outsourcing, Socio, economic, political, legal and cultural considerations. Technology diffusion, Technology transfer, modes, Technology up- gradation, Technology modernization, Adoption of new technologies, Absorption of new technologies, Absorption process, Relocation issues.

Module 4: Technology Licensing and Partnering:**08 hours**

In-house development, Partnerships with intermediaries, Sponsored development, Joint development, Collaborative development, international networks of technology brokers. Technology Licensing, Financial terms, documentation, cross licenses, Collaboration and public policy.

Module 5: Technological Competitiveness in Countries:**07 hours**

Factory and office automation, Business Process Reengineering, Quality Management, Use of Transferred Technology, Collaborative innovation environment, Collaborative knowledge, intensive industry environment, Business and government relations, Technological competitiveness in some of the developing and developed countries.

Reference Texts:

1. White/Bruton, The Management of Technology and Innovation: A strategic approach, Cengage learning, 1st Edition 2010.
2. Robert Szakonyi, Handbook of Technology Management, Viva Books Private Limited, 2008.
3. Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 1996.
4. Betz, Frederic, Strategic Technology Management, New Delhi, McGraw Hill, 1996.
5. Tarek M. Khalil, Management of Technology, McGraw Hill, 2003.
6. Vijay Kumar Khurana, Management of Technology and Innovation, Ane books India, Chennai, 2007.
7. Zeans Block & Lan C. Macmillan, Corporate Venturing, Harvard Business School Press, 2003.
8. A Innovation Management, Strategies, Implementation and Profit by Afuah Oxford University Press 2nd edition, 2012.

23MBAIT452

IT Business Development and Contracting

Module 1-Sales in IT

08 hours

Sales Strategy in IT, Software product and Services-Value added resellers (VAR's), Typical sales scenario in ERP implementation project.

Module 2: Pricing of IT products and service

07 hours

“Seven P”s of marketing in IT products and services, Overview of Pricing, Price Theory, Pricing Process – Pricing objectives, Pricing policies, Pricing strategy and Pricing methods/Models, Impact on Revenue recognition, Determining costs, Software Effort/Price estimation techniques, Pricing Maintenance and support projects, Pricing NRE projects, Discounting, Pricing discrimination- Academia pricing, International Pricing, Bundling-Product bundling and Price bundling, Price wars, Price capping, Price protection, Pricing strategies in existing market, pricing strategies for new markets, Current Market trends in Pricing, Shifting trends- Implication to Software vendor

Class Activity: Determining costs involved in a software project/company.

Class Activity: Effort Estimation and Pricing a deal using Excel (Simulated from tools)

Module 3: Contract Management life cycle

08 hours

Cases/ Scenarios to understand the importance of Contract, Stages in contract Management life cycle - Pre award phase, award phase and post award, Roles and responsibilities, Contract types- Fixed price, Time and material, Capped T&M, Importance of contract administration – managing outsourcing engagements. Contract termination and exit clauses.

Class Activity: Analyzing a sample IT project contract.

Module 4: Understanding RFP's and Proposals

08 hours

Understanding Proposals, Persuasive Proposal Writing, responding to an RFP, developing a Value proposition, Contents of the Proposal, structuring a Proposal, Testing the soundness of a proposal, Different types of proposal, why every proposal is different, Proposal writing process in a software company.

Class Activity: Analyzing a sample IT project proposal.

Module 5: Technology components and Ethics

08 hours

Technology components in IT business: ERP, Cloud computing-SaaS, IaaS, PaaS, MaaS, cloud computing concepts-clustering, web applications, terminal services., Internet of Things, Virtual reality, Augmented reality Issues connected with obsolescence, Ethical practices in pricing-Do's and Don'ts. The role of talent management and its impact on pricing

Reference Texts:**Recommended Books:**

1. Daniel Shefer -Articles
[http://www.shefer.net/Articles/Pricing_for_Software_Product_Managers](http://www.shefer.net/Articles/Pricing_for_Software_Product_Managers.pdf)
http://www.shefer.net/Articles/Product_and_Pricing_Strategies.htm
http://www.pwc.dk/da_DK/dk/publikationer/assets/software-pricing-trends-2007.pdf
2. Robertson & Robertson “Mastering the Requirement Process” Addison Wesley
3. Leslie P. Willcocks, Sara Cullen, and Andrew Craig “The Outsourcing enterprise”
4. Karl E. Wieggers, “Software Requirements”, Microsoft Press
5. Software Engineering – A Practitioner’s Approach – Roger Pressman
6. Aligning IT Solutions with Business Processes – A Methodological Approach – VenkyShankar Raman, Pearson

References:

- a. Power Pricing. By: Robert J. Dolan & Hermann Simon.
- b. Pricing – Making Profitable Decisions. By Kent B. Moore.
- c. The Strategy and Tactics of Pricing. By: Thomas Nagle & R. Holden

Supply Chain Management [Specialization]

23MBAOM461 Retail Management

Module 1: Introduction to retailing

08 hours

Introduction, significance of retailing, structure of distribution and retailing channels around the world. Retail management decision process, types of retailers, merchandise, variety and assortment. Services retailing and how is it different from merchandise retailers. Understanding types of ownership. Multichannel Retailing: Retail channels and types. Benefits of multichannel retailing.

Module 2: Retail strategy and Customer buying behavior

08 hours

The buying process, types of needs, buying decisions, social factors influencing the buying process, market segmentation, VALS framework. Understanding retail strategy with examples, methods to develop sustainable competitive advantage, perceptual maps and global growth opportunities.

Module 3: Retail planning

08 hours

Stages in strategic retail planning process, understanding the process for an organization. Setting and measuring performance objectives. Retail locations, types, evaluating specific areas. Evaluating a site, estimating potential sales for a store site

Module 4: Merchandise management, pricing and communication mix

08 hours

Merchandise management overview, developing assortment plan, Inventory and product availability, establishing control system for managing inventory. Insight into buying merchandise. Retail pricing: pricing strategies, setting retail prices, techniques to increase sales, legal and ethical pricing issues. Communication Mix: develop brand images and customer loyalty programs, planning the retail communication program.

Module 5: Store Management

07 hours

Responsibilities, recruiting and selecting store employees, motivating, evaluating, compensating and rewarding employees. Controlling costs, increasing efficiency and reducing inventory shrinkage. Store layout, design and visual merchandising: Design objectives, elements, space management, visual merchandising, website design.

Customer service: the gaps model for improving retail customer service quality. Service recovery. retail

research, retail audits, pilferage threats and handling those pilferages. The rise and importance of technology and tech-based solutions in retailing will be debated on to draw curtains to the course

Reference:

1. Retailing Management by Levy, Weitz and Pandit, McGraw hill
2. Retail Management by Bajaj, Tuli and Srivatsava, Oxford Publication
3. Gupta, S.L., Sales & Distribution Management: An Indian Perspective, Excel Books, 2/e
4. Pradhan Swapna, Retailing Management, text and cases Tata McGraw Hill, 4/e.

23MBAOM462**Advanced Supply chain Management and Analytics****Module 1: Recent trends in Logistics and Supply chain management****7 Hours**

Logistics outsourcing: Benefits, third party logistics and fourth party Logistics, Selection of Service provider, logistics service Contract, Critical issues in Logistics outsourcing, E-commerce logistics- E-Logistics Structure and operation, Impact of technology on Logistics and Supply chain, reverse Logistics- Global Logistics- Strategic Logistics.

Module 2: Coordination in a Supply chain**8 hours**

Lack of Supply chain Co-ordination and Bullwhip effect, Effect on performance of lack of coordination, VMI, CPFR.

Module 3: Supply chain Analytics**8 hours**

Warehousing Decisions • Considerations in Location Modelling • Basic Methods like COG, etc. • Guided LP Approach • Balmer-Wolfe Method • Discrete Location Modelling and Mathematical Programming Models • Greedy Drop Heuristics • Dynamic Location Models • Use of SITATION Software.

Module 4: Supply chain Analytics**8 hours**

Inventory Management • Inventory Aggregation Models (Complete and Tailored) • Inventory under Probabilistic Environment and Stochastic Inventory systems • Dynamic Lot sizing Models • Aggregate Inventory system and use of LIMIT (LOT SIZING INVENTORY MANAGEMENT INTERPOLATION TECHNIQUE) •

Module 5: Supply chain Analytics**8 hours**

Multistage Transshipment and Transportation Problems • Set covering and Set Partitioning Problems • Traveling Salesman Algorithms • Advanced Vehicle Routing Problems and Heuristics • Scheduling Algorithms-

Learning Resources

1. Chopra Sunil & Peter Meindl, Supply Chain Management, Pearson Education, 4th Ed., 2010.
2. John T Menzer, Supply Chain Management, Response Books, Sage Publishers, 2001.

Note:

Course will be assessed (SEE) as two separate components (Theory and Practical)

- First two modules will have Theory SEE Examinations and remaining 3 modules will have practical SEE components

- Final marks will be compiled and awarded for a course.

SEE Question Paper Setting (MBA Batch: 2023-2025)

- † Question paper setting for subjects of all the Semesters shall be entrusted to **Internal Examiners/ External Examiners. The Allotment of Question Paper will be processed by the Office of Controller of Examinations, NDU.** The question papers shall be set on ‘**Unit / Module System**’ Pattern. The SEE Question papers shall be set covering the entire syllabus and the students are given opportunity to answer questions from the full syllabus of the course.
- † **Internal Choice of Questions should be given only for one Unit / Module out of the Five Units/ Modules as deemed necessary by the Question Paper setter. There will be no Internal choice for the rest of the Four Units/ Modules.**
- † **The allocation of marks for each sub-question (out of 20) will be at the discretion of the Question Paper setter.** For Eg. 10+10, 15+05, 05+05+10, 05+05+05+05 and so on. **The number of Sub-questions for each Unit / Module shall not exceed four.**

SEMESTER-END-EXAMINATIONS QUESTION PAPER PATTERN

| | | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|--|
| USN: | | | | | | | | | | | |
| JUSTICE K S HEGDE INSTITUTE OF MANAGMENT, NITTE | | | | | | | | | | | |
| M.B.A. (Credit System) Degree Examinations | | | | | | | | | | | |
| SUBJECT CODE WITH NAME: | | | | | | | | | | | |
| Duration: 03 Hours Max. Marks: 100 | | | | | | | | | | | |
| <i>Note: 1)</i> | | | | | | | | | | | |
| Unit – 1 | | | | | | | | | | | |
| 1.a | | | | | | | | | | | |
| 1.b | | | | | | | | | | | |
| 1.c | | | | | | | | | | | |
| Unit – 2 | | | | | | | | | | | |
| 2.a | | | | | | | | | | | |
| 2.b | | | | | | | | | | | |
| 2.c | | | | | | | | | | | |
| Unit – 3 | | | | | | | | | | | |
| 3.a | | | | | | | | | | | |
| 3.b | | | | | | | | | | | |
| 3.c | | | | | | | | | | | |
| Unit – 4 | | | | | | | | | | | |

| | |
|-----------------|------------|
| 4.a | |
| 4.b | |
| 4.c | |
| Unit – 5 | |
| 5.a | |
| 5.b | |
| 5.c | |
| | Or* |
| 6.a | |
| 6.b | |
| 6.c | |

* This model question paper has choice in the fifth unit.

SEE Question Paper Setting for Communication I and II (MBA Batch: 2023-2025)

1. Question paper setting for subjects of all the Semesters shall be entrusted to **Internal Examiners/ External Examiners. The Allotment of Question Paper will be processed by the Office of Controller of Examinations, NDU.** The question papers shall be set on ‘**Unit / Module System**’ Pattern. The SEE Question papers shall be set covering the entire syllabus and the students are given opportunity to answer questions from the full syllabus of the course.
2. **Internal Choice of Questions should be given only for one Unit / Module out of the Five Units/ Modules** as deemed necessary by the Question Paper setter. **There will be no Internal choice for the rest of the Four Units/ Modules.**
3. The **allocation of marks for each sub-question (out of 20) will be at the discretion of the Question Paper setter.** For Eg. 10+10, 15+05, 05+05+10, 05+05+05+05 and so on. **The number of Sub-questions for each Unit / Module shall not exceed four.**

SEMESTER-END-EXAMINATIONS

QUESTION PAPER PATTERN

| | | | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|------|--|
| USN: | | | | | | | | | | | | | | | | | | | |
| JUSTICE K S HEGDE INSTITUTE OF MANAGEMENT, NITTE | | | | | | | | | | | | | | | | | | | |
| M.B.A. (Credit System) Degree Examinations | | | | | | | | | | | | | | | | | | | |
| SUBJECT CODE WITH NAME: | | | | | | | | | | | | | | | | | | | |
| Duration: 02 Hours | | | | | | | | | | | | | | | | | | Max. | |
| Marks: 60 | | | | | | | | | | | | | | | | | | | |
| Note: 1) | | | | | | | | | | | | | | | | | | | |
| Unit - 1 | | | | | | | | | | | | | | | | | | | |
| 1.a | | | | | | | | | | | | | | | | | | | |
| 1.b | | | | | | | | | | | | | | | | | | | |
| 1.c | | | | | | | | | | | | | | | | | | | |
| Unit - 2 | | | | | | | | | | | | | | | | | | | |
| 2.a | | | | | | | | | | | | | | | | | | | |
| 2.b | | | | | | | | | | | | | | | | | | | |
| 2.c | | | | | | | | | | | | | | | | | | | |
| Unit - 3 | | | | | | | | | | | | | | | | | | | |
| 3.a | | | | | | | | | | | | | | | | | | | |
| 3.b | | | | | | | | | | | | | | | | | | | |
| 3.c | | | | | | | | | | | | | | | | | | | |
| Or* | | | | | | | | | | | | | | | | | | | |
| 4.a | | | | | | | | | | | | | | | | | | | |
| 4.b | | | | | | | | | | | | | | | | | | | |
| 4.c | | | | | | | | | | | | | | | | | | | |

* This model question paper has choice in the fifth unit.

Annexure 1 - Definitions, terminology and abbreviations

1. Nitte DU / University

Refers to Nitte (Deemed to be University)

2. BoM

Refers to Board of Management of Nitte (Deemed to be University)

3. BoS

Refers to Board of Studies in Master's in Business Administration.

4. Institute/Institution

Refers to Justice K S Hegde Institute of Management (JKSHIM), Nitte.

5. Program

A range of learning experiences over a specified period, leading to the award of the MBA degree. A program is completed when the courses that make up the program are completed, and other requirements as specified in the program regulations are met.

6. Program Committee

A Program Committee shall be constituted for each program of the University to review and advise on academic and administrative issues and function as an appellate body for academic issues. The composition will be as follows:

| | |
|-------------------------|--|
| Chairperson | Director, JKSHIM |
| Three members | Teaching faculty from the colleges offering the program. (Nominated by Vice Chancellor, for period of two years). |
| Member Secretary | Controller of Examinations |

7. Course

A unit of learning that typically lasts one semester, led by one or more teachers, for a fixed roster of students. Often referred to as a "subject". A course has identified course outcomes, modules / units of study, specified teaching-learning methods and assessment schemes. A course may be designed to include lectures, tutorials, practical's, field work, project work, internship experiences, seminars, self-study components, online learning modules etc. in any combination.

8. Semester

An academic session, usually of 16 to 20 weeks duration, with a minimum of 90 working days during which coursework and assessments are to be completed. Typically, two semesters make up an academic year, with the first of these referred to as Odd Semester and the second as Even Semester.

An additional short semester (usually 4 weeks) may be offered to enable students to register for:

- a.** Fast-tracked courses required for clearing backlog courses.
- b.** Fast-tracked courses for earning additional credit / completing non-credit mandatory requirement.
- c.** Value added courses.

Such supplementary semesters are usually offered between an even semester and subsequent odd semester (in the interval between two academic years) and are termed as Summer Semesters. The courses offered in supplementary summer semesters are bound by the same regulations as that of regular

semesters, except that they are run at an accelerated pace to provide the required contact hours and conduct assessments within the 8 -week period.

9. Credit

A unit by which the course work is measured. It determines the number of hours of formal learning (contact hours) required per week. Credits are calculated based on the concept of “notional learning time”. Notional learning time is the number of hours which a learner is expected to spend, on average, to achieve the specified learning outcomes of the course. This may comprise a variable combination of scheduled learning activities, (lectures, seminars, labs etc.) and self-directed learning time (reading required prior to classes, working on assignments, examination preparation and completion of assessments etc.).

| Total credits | 100 credits | 79 credits |
|--------------------------------------|--|------------|
| | | 21 credits |
| Credits for classroom teaching | 79 credits | |
| Credits for non-classroom components | 21 credits | |
| Credits per course | 3 credits | |
| Number of notional courses | 34 (102/3) | |
| 1 credit is equal to | 13contact hours per semester or equivalent | |
| Hours required for each course | 39 hours (3*13) | |
| Total hours required for the program | 1326 hours (34 notional courses*39 hours) | |

| Course Category | Percentage of Total Credits | | Actual No. of Credits (Typical) |
|---|-----------------------------|---------|------------------------------------|
| | Minimum | Maximum | |
| Core Courses (Hard/Soft) | 45 | 60 | 55 |
| Electives (Specialization/Others) | 20 | 35 | 24 |
| Non-Classroom Components: (Internship/Project Work (5), MIA (4), PGID (4), Capstone simulation (1), Research Presentation (2), Comparative Analysis of Firms (2),Leadership Simulation (2), Bloomberg Market Concepts (1) | 10 | 25 | 21 |
| Total | | | 100 |

10. Credit equivalence of notional learning time for different types of activities. The credit values assigned to various teaching-learning activities are as follows:

| Type of teaching-learning | Nature of activity | No. of contact hours per week equivalent to one credit | Total number of contact hours over a 16-week semester that is equivalent to one credit |
|--|------------------------------------|--|--|
| Lectures / Seminars / Tutorials / Synchronous virtual classes / synchronous webinars | Scheduled instruction | 1:1 | 15 |
| Supervised Demonstrations / Practicals / Workshops / Workplace simulation / Skill Practice Sessions/ Tutorials | Scheduled instruction | 2:1 | 30 |
| Scheduled self-directed study. (Individual or group) | Scheduled instruction | 2:1 | 30 |
| Asynchronous E-Learning Modules (structured self-directed study) | Independent learning | 2:1 | 30 |
| Student Seminar | Independent / small group learning | 2:1 | 30 |
| Project work / dissertation/ internship | Independent / small group learning | 3:1 | 45 |

11. Choice-based credit system (CBCS)

A program structure for higher education which requires students to earn a minimum of credits by completing various types of courses, including electives, which facilitate a student to have some freedom in selecting his/her own choices, within as well as across disciplines.

12. Course registration

Refers to formal registration of the Courses in the study in every semester (Credits and Audit) by every student under the supervision of a Faculty Advisor. The institution will maintain records of the same and communicate it to the University.

13. Types of courses

- a. Core courses (CC)** – Courses that are mandatory for every student of the program in order to obtain the degree. Core courses will cover the basics that a student is expected to master in discipline. Collectively, core courses are part of a core curriculum.
- b. Ability Enhancement Courses (AEC)** – Mandatory courses that are knowledge and/or skill-based courses and are aimed at providing training in communication skills, language, and personality development.
- c. Elective Courses**

An elective is a course which can be chosen from a pool of courses. While a certain number of elective courses may be mandatory requirement for completion of a program, students can choose from a pool of courses to meet those requirements. Elective courses provide opportunities for students to extend the breadth and depth of study with an

element of flexibility. These are an integral feature of CBCS.

Discipline specific electives (DSE) - electives related to the discipline of study.

- i. These are usually offered by the Department / institution that hosts the program.
- ii. They aim at providing opportunities to students for greater depth study in some areas related to the main discipline.
- iii. DSEs may be offered in each of the major / minor concentrations identified for the program.

14. Learning outcomes

Program Outcomes (PO) - Statements defining the skills, knowledge and attitude that graduates of a program will be able to demonstrate upon completing the program

Course Outcomes (CO) - Statements defining the skills, knowledge and attitude that students will be able to demonstrate upon completing the course. COs are mapped to the POs such that attaining the course outcomes leads to attainment of program outcomes.

15. Continuous Internal Evaluation (CIE)

Refers to periodic and continuous *formative assessment* of student's performance during the semester by the teacher(s) of the course with the aim of providing timely feedback to students and for guiding "course corrections" by the teachers. The assessment methods may include tests, quizzes, assignments, project evaluations, portfolio evaluations, seminar assessments etc. CIE will have a weightage of 50% in the determination of final grading of the course.

16. Semester End Evaluation (SEE)

Refers to *summative assessment* that covers the entire course syllabus, conducted by the University, at the end of semester. Appropriate assessment methods aligned with the learning domain and teaching-learning methods are to be used. CIE will have a weightage of 50% in the determination of final grading of the course.

17. Grading

Course Grade refers to a qualitative measure of performance of a student in each course, based on the percentage of marks secured in Continuous Internal Evaluation (CIE) and Semester End Evaluation (SEE). A Letter grade is awarded for each course.

18. Semester Grade Point Average (SGPA)

Refers to the measure of a student's academic performance in a semester. It is calculated based on the credits and the grades obtained in the courses offered in the semester.

19. Cumulative Grade Point Average (CGPA)

Refers to the measure of the cumulative performance of a student in all the previous semesters and is computed from the 2nd semester onwards. It is calculated based on the credits and the grades obtained in all the courses taken.