

MBA-II Year

Course	Subject Code	Title of the Paper	Maximum Marks			Credits Allotted				Teaching Hours
	Semester III									
			Internal	External	Total	Lecture	Tutorial	Practical	Total Credits	
Core Course/ MOOC	MBACC 301	Entrepreneurship Development	30	70	100	3	1	0	4	04
Core Course	MBAEL 302	E-Commerce	30	70	100	3	1	0	4	04
		Choose any one Specialization								
		Any Two of the following: Marketing								
Elective I	MBAEL 303	Sales and Distribution Management	30	70	100	3	1	0	4	04
Elective II	MBAEL 304	Consumer Behaviour	30	70	100	3	1	0	4	04
Elective III	MBAEL 305	Integrated Marketing Communications	30	70	100	3	1	0	4	04
		Any Two of the following: Finance								
Elective I	MBAEL 306	Financial Systems and Institutions	30	70	100	3	1	0	4	04
Elective II	MBAEL 307	Security Analysis and Portfolio Management	30	70	100	3	1	0	4	04
Elective III	MBAEL 308	Banking and Insurance Services	30	70	100	3	1	0	4	04
		Any Two of the following: HR								
Elective I	MBAEL 309	Performance and Reward Management	30	70	100	3	1	0	4	04
Elective II	MBAEL 310	Talent Management	30	70	100	3	1	0	4	04
Elective III	MBAEL 311	Organisational Change and Development	30	70	100	3	1	0	4	04
Inter-departmental Course*	MBAIER 312	Applications of Information Technology in Business	30	70	100	3	1	0	4	04
Summer Internship	MBAIN 313	Summer Internship Project (SIP)	30	70	100	3	1	0	4	04
		Semester Total	180	420	600	18	6	0	24	24 Hours
Course	Subject Code	Title of the Paper	Maximum Marks				Credits Allotted			Teaching Hours
	Semester IV									
			Internal	External	Total	Lecture	Tutorial	Practical	Total Credits	
Core Course/ MOOC	MBACC 401	Strategic Management	30	70	100	3	1	0	4	04
		Any Two of the following: Marketing								
Elective	MBAEL 402	Retail Management	30	70	100	3	1	0	4	04
Elective	MBAEL 403	Services Marketing	30	70	100	3	1	0	4	04
Elective	MBAEL 404	Product and Brand Management	30	70	100	3	1	0	4	04
		Any Two of the following: Finance								
Elective	MBAEL 405	Working Capital Management	30	70	100	3	1	0	4	04
Elective	MBAEL 406	Financial Services	30	70	100	3	1	0	4	04

Elective	MBAEL 407	Corporate Tax Planning	30	70	100	3	1	0	4	04
		Any Two of the following: HR								
Elective	MBAEL 408	Team Work and Leadership	30	70	100	3	1	0	4	04
Elective	MBAEL 409	Employee Relations and Labour Laws	30	70	100	3	1	0	4	04
Elective	MBAEL 410	Strategic Human Resource Management	30	70	100	3	1	0	4	04
Intra-departmental Course*	MBAIRA 411	Marketing Management (For other department students) MBA students may choose from other departments offering Intradepartmental course from KMCL University	30	70	100	3	1	0	4	04
Master's Thesis	MBAMT 412	Dissertation	30	70	100	3	1	0	4	04
Viva-Voce	MBACC 413	Viva-Voce	30	70	100				4	04
		Semester Total	180	420	600	18	6	0	24	20 Hours
		GRAND TOTAL	720	1680	2400					96

MBACC – Core Course
MBAVC – Value Added Course (Credited)
MBAVNC – Value Added Course (Non-Credited)
MBAEL – Elective Course
MBAIER – Inter-Departmental Course
MBAIRA – Intra-Departmental Course
MOOC – Massive Open Online Course

MBA-III Semester

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBACC 301 Entrepreneurship Development

Course Objectives:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions of entrepreneurs, and problems faced by them in the real world.
2. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies.
3. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
4. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture.

Unit I: (9 Lectures)

Entrepreneurship: Evolution of the Concept of Entrepreneurship, Entrepreneurship Today, Types of Entrepreneurs, Entrepreneurship, Entrepreneurial Competencies

Entrepreneurial Development and Training: Introduction, Entrepreneurial Environment, Models of Entrepreneurial Development, Entrepreneurial Motivation, Entrepreneurship Training Methods

Unit II: (9 Lectures)

Women Entrepreneurs: Introduction, Women's Entrepreneurship in India, Challenges faced by women entrepreneurs, Strategies for the Development of Women Entrepreneurs, Institutions Supporting Women Entrepreneurs in India

Project Management and Financing: Introduction, Project manager, Project Life Cycle, Project Scheduling, Capital Budgeting, Generating and Investment Project Proposal, Project Evaluation and Selection Project Financing, Project Implementation Phase, Capital Structure and Cost of Capital, Detailed Project Report

Unit III: (9 Lectures)

Business Plans: Introduction, Purpose of a Business Plan, Contents of a Business Plan, Presenting a Business Plan, Why Do Some Business Plans Fail, Procedure for Setting up an Enterprise. Institutions Supporting Business Enterprises: Introduction, Central-Level Institutions, State-Level Institutions, Other Institutions

Unit IV: (9 Lectures)

Preventing Sickness in Enterprises: Introduction, Specific Management Problems, Industrial Sickness, Definition of Sickness, Sick Industrial Companies Act, 1985, Industrial Sickness in India, Symptoms of Industrial Sickness, Process of Industrial Sickness, Rehabilitation of Sick Units, Winding Up of a Company.

Unit V: (9 Lectures)

Managing Marketing and Growth in Enterprises: Introduction, India's Growing Services Sector, Common Marketing Problems Faced by Enterprises, Differences between Product and Services Marketing, Essential Marketing Mix of Services Marketing, Marketing Process, Costing and Pricing, Branding New Techniques of Marketing, International Trade, Organizational Life Cycle, Growth Strategies, Essence of Business Ethics and Corporate Social Responsibility.

Course Outcomes: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Developing understanding of basic concepts of entrepreneurship.	Knowledge (K2)/ Remembering (K1)
2	CO2. Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies.	Applying (K4)/ Analyzing (K5)/ Evaluating (K7)
3	CO3. Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources.	Analyzing (K5)/ Evaluating (K7)

4	CO4. Comprehend and develop skills to Develop a Business Plan.	Comprehending(K3)/ Synthesizing (K6)
5	CO5. Students to have a basic understanding of Launching a New Venture.	Applying(K4)/ Synthesizing (K6)/ Evaluating (K7)

Suggested Readings:

1. Roy :Entrepreneurship, OUP
2. Entrepreneurship 10th Edition (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill.
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing.
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
8. Entrepreneurship Development and small Business Enterprise, Second Edition, Pearson, Poornima M. Charantimath

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 302 E-Commerce

Course Objectives:

1. To understand the evolution of E-commerce and Internet from its early years to today and the impact of Mobile applications.
2. To provide the important considerations involved in developing a mobile website and the procedures and laws in creating e-commerce security.
3. To understand the components of E-commerce and to make analysis of consumer behaviour for digital marketing and the key elements of a mobile marketing campaign.
4. To discuss the various issues raised by E-commerce and the concept of media congruence.
5. To provide deep knowledge about different types of social networks and online communities and their business models.
6. To provide deep insight on the environment in which the online retail sector operates and the evolution of B2B type of E-commerce with its benefits and challenges.

Unit I: (9 Lectures)

Introduction to E-Commerce, Evolution of E-Commerce, Difference between E-Commerce and E-Business, World Wide Web, Trends in E-Commerce, Features of E-Commerce, Types of E-Commerce. Internet: Introduction, Evolution and Development of Internet, Key Concepts of Internet, Internet Protocols and Utility Programs, Internet Network Architecture, The Internet and the Web: Features and Services.

Unit II: (9 Lectures)

Building an E-Commerce Presence: Systematic Approach, Developing an E-Commerce Presence, Building the System: System Analysis, Web Server Software, Application Servers, Factors for Successful E-Commerce Site Design. E-Commerce Security and Payment Systems: Introduction to E-Commerce Security Environment, Dimensions of E-Commerce Security, Security Threats in the E-Commerce Environment, Developing an E-Commerce Security Plan, Electronic Payment Systems, Transaction Security.

Unit III: (9 Lectures)

E-Commerce Business Strategies: E-Commerce Business Model, Major Business Models, E-Commerce and Industry Value Chains. E-Commerce Marketing and Advertising: Consumer Behaviour on Online Purchasing Design, Consumer Decision Process and Supporting Communications, Search Engine for Marketing and Advertising. Introduction to Social, Mobile and Local Marketing.

Unit IV: (9 Lectures)

Ethics, Law and E-Commerce: Understanding Ethical, Social and Political Issues in E-Commerce, Basic Ethical Concepts, Ethical Dilemmas, Intellectual Property Rights. Online Media: Media Convergence, Online Content. Online Communities: Online Social Networks and their Types, Features, Online Auctions: Benefits, and Types.

Unit V: (9 Lectures)

E-commerce Retailing and Services: Online Retail Sector: Advantages and Challenges, Online Service Sector, Online Financial Services, Online Travel Services, Online Career Services. B2B E-Commerce: Definition, Evolution, Examples, Potential Benefits and Challenges, Electronic Data Interchange: Evolution of EDI as a B2B, B2B Marketing, E-Procurement.

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To understand the importance of E-commerce and its major themes as well as concept of Internet.	Knowledge (K2)/ Remembering (K1)
2	CO2. To understand the scope of E-commerce crime and Security and different types of digital payment platform.	Knowledge (K2)
3	CO3. To understand the various E-commerce models and consumer behaviour towards digital marketing.	Knowledge (K2)
4	CO4. To understand various security and ethical issues raised by E-commerce.	Knowledge (K2)
5	CO5. To be able to understand the environment for online retailing.	Knowledge (K2)

Suggested Readings:

1. Vandana Ahuja, Digital Marketing Oxford University Press India.
2. Laudon and Traver, Electronic Commerce Business, Technology, Society (Pearson Education).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 303 Sales and Distribution Management

Course Objectives:

1. To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.
3. To enable aptitude for salesmanship development.
4. To create an understanding and knowledge of channel management.
5. Help to pay special emphasis on the practising manager's problems and dilemmas.

Unit I: (9 Lectures)

Introduction to Sales: Sales and Sales Management, Role of Selling in Marketing, Personal Selling and Salesmanship, Types and Characteristics of Effective Sales Personnel, Role of an Effective Sales Manager, Theories of Selling, Process of Effective Selling, Role and Importance of Sales Management, Emerging Trends in Sales Management.

Practical: Interview Sales People from Various Industries/Sectors and Understand Personal Selling Process Practically.

Unit II: (9 Lectures)

Building Sales Organization: Forecasting Market Demand, The Forecasting Process, Sales Forecasting Methods, Factors Influencing Structure and Design, Types of Sales Organizations and their Structure, Determining Sales Related Marketing Policies: Sales Strategies, Sales Territory, Designing and Allocation of Sales Territory, Criteria for Selecting Geographical Control Units, Territory Shapes, Sales Quota-Workload Analysis, of Sales Quota, Methods of Setting Sales Quota, and Types of Sales Quota. Sales Budget.

Practical: Analyse Sales Strategies of Large Companies Like IBM, NESTLE, PEPSICO, ITC etc and Contrast with SMEs.

Unit III: (9 Lectures)

Sales Force Recruitment and Selection: Job Analysis, Sources for Sales Force Recruitment, Planning for Sales Force Recruitment, Procedure of Sales Force Selection, Planning Sales Training Program, Methods, Types and Duration of Sales Training, Sales Training Evaluation. Leading Sales Organization: Sales Force Motivation, Designing & Administering Sales Force, Compensation Plans, Objectives of a Sales Compensation Plan, Types of a Sales Compensation Plan, Designing Incentives and Contests, Building Sales Reporting Mechanism and Monitoring, Sales Force Productivity, Sales Force Appraisal, Evaluating Sales Performance, Sales Audit.

Practical: Review and Understand the Recruitment & Selection Process of any Sales Organization.

Unit IV: (9 Lectures)

Distribution Management: Introduction, Need and Scope of Distribution Management, Marketing Channels Strategy, Levels of Channels, Functions of Channel Partners, Evolution & Possible Channel Formats, Physical Distribution System; Designing Channel Systems: Channel Intensity, Channel Design Process, Selecting Channel Partners; Channel Management: Channel Policies, Power Bases in Managing Channel Partners, Channel Conflict Management

Practical: Visit Wholesalers and Understand their Territorial Plans.

Unit V: (9 Lectures)

Channel Information System: Components of Channel Information System, Role and Benefits, Designing a Channel Information System, Channel Performance Evaluation, Strategies of Channel Influence. International SDM: Nature of International Markets, Sales & Distribution Management in International Markets.

Practical: Understand Sales Strategies of Companies Like IBM, NESTLE, PEPSICO, ITC etc. in Global Market and Contrast with the Indian Market.

Course Outcomes: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Students will develop knowledge, understanding and skills in Sales force management.	Remember (K1)/ Understand (K2)
2	CO2. Acquainted with better understanding of implementation of sales management strategies.	(Understand (K1)/ Apply (K3)/ Analyse (K4)
3	CO3. Develop analytical skills for effective decision alternatives in sales management problems.	Analyse (K4)/ Evaluate (K5)/ Create (K6)
4	CO4. Develop the knowledge, understanding and skills in distribution management.	Understand (K2)/ Apply (K3)
5	CO5. Acquainted with better understanding of implementation of channel management strategies and develop analytical skills for effective decision alternatives in channel sales marketing	Analyse (K4)/ Evaluate (K5)

Suggested Readings:

1. Tapan Panda: Sales and Distribution Management, 3rd Edition, OUP.
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sandeep Puri: Sales and Distribution Management : Decisions, Strategies & Cases, Pearson.

3. Havaladar, K.K., and Cavale, V.M.; Sales and Distribution Management; McGraw- Hill Education.
4. Pradhan Swapna; Retailing Management; 5th Edition, McGraw-Hill Education.
5. Spiro, R.L., Stanton, W.J.and Rich, G.A.; Management of Sales Force; McGraw-Hill Education.
6. Berman, Evans, Chatterjee; Retail Management Strategic approach;13th Edition, Pearson.
7. David Jobber, Geoffrey Lancaster, Sales & Distribution Management, Pearson.
8. Johnson F.M., Kurtz D.L., Scheuing E.E., Sales Management: Concepts, Practice, and Cases, Tata McGraw Hill.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 304 Consumer Behaviour

Course Objectives:

1. To understand the concept of psychology and behaviour of buyer in a holistic manner and explain the consumer decision making process.
2. To define external and internal influences on buying behaviour.
3. To be familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.
4. To be equipped with frameworks to analyse consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Unit I: (9 Lectures)

Introduction: Introduction to Consumer Behaviour; Scope and Applications of Consumer Behaviour Knowledge in Marketing. Consumers and Customer, Consumer's Impact on Marketing Strategy, Impact of Technology in Consumer Buying Decision, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research, Interdisciplinary Nature of Consumer Behaviour, Market Segmentation and Buying Behaviour, Consumer Behaviour in the Contemporary Environment. Consumer Decision Making Process: Buying Motives, Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Post-Purchase Behaviour, Attribution Theory and Diffusion of Innovation.

Unit II: (9 Lectures)

Consumers as Individuals and in the Social Context: The Self-Concept and Self-Image, Extended Self, Consumers Needs and Motivation, Personality Traits and Consumer Perception, Theories of Consumer Learning, Consumer Research. Socio-Cultural Settings and Consumer Decision Making: Consumer Attitude and Effect of Communication on Consumer Behaviour, Effect of Reference Groups, Family, Social Class on Consumer Behaviour, Cultural, Sub-Cultural and Cross Cultural Influences on Consumer Behaviour. Opinion Leadership and Diffusion of Innovation. Green Consumers.

Unit III: (9 Lectures)

Consumer Learning, Behavioural Learning, Observational Learning and Cognitive Learning, Measures of Consumer Learning, Consumer Attitude, Tri-Component Attitude Model, Multi Attribute Attitude Models, Attitude towards Object Model, Attitude towards Behaviour Model, Attitude towards the Ad Model, Cognitive Dissonance.

Unit IV: (9 Lectures)

Consumer Persuasion: Designing Persuasive Messages, Persuasive Advertising Appeals, Consumer Decision Making Process: Organisational and Household Decision Making, Theories of Consumer Behaviour-Traditional Theories, Modern Theories, Economic Theories, Psychological Theories, Social Psychological Theories Sociological Theories Models of Consumer Behaviour: The Economic Model, Howard Sheth Model, The Nicosia Model, Webster and Wind Model, Consumer Reference Groups: Reference Groups amongst Youngsters; Consumption Related Reference Groups, Factors Affecting Reference Group Influence.

Unit V: (9 Lectures)

Family and Lifecycle, Stages in Family Life Cycle, Parental Styles and Consumer Socialization, Family's Supportive Roles, Family's Decision Making and Consumption Related Roles, Children's Influence on Social Class and Lifestyles, Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behaviour.

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand the three major influences on customer choice: the process of human decision making in a marketing context the individual customers make up; the environment in which the customer is embedded.	Understand (K2)
2	CO2. Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities.	Create (K6)
3	CO3. Be able to demonstrate how concepts may be applied to marketing strategy.	Apply (K3)
4	CO4. Develop an understanding how a consumer perceive different buying situations as an individual independently and when he is under the influence of any reference group	Understand (K2)
5	CO5. Explore different buying decisions at various family life cycle stage and analyze the logic behind.	Understand (K2)/ Analyze (K4)

Suggested Readings:

1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.
2. Kruti Shah & Alan D' Souza: Advertising & Promotions an IMC Perspective- McGraw Hill Education.
3. Sahney S: Consumer Behaviour, OUP.
4. Loudon & Della Bitta, Consumer Behaviour, Tata McGraw-Hill.
5. Blackwell and Engel, Consumer Behaviour, Cengage.
6. Majumdar Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI.
7. Evans, Consumer Behaviour, Wiley Indian Edition.
8. Peter and Olson, Consumer Behaviour & Marketing Strategy, Tata McGraw-Hill.

Maximum Marks: 100
Total: 45 Lectures + 15 Tutorial

Total Credit: 4
3 Theories + 1 Tutorial

MBAEL 305 Integrated Marketing Communications

Course Objective:

- To acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
- Help the students to understand the role of advertising in establishing marketing communication.
- To provide learning about various communication tools and its effectiveness, in a way that fosters creativity among the learners for development of effective marketing communication programme.

Unit I: (6 lectures)

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour, Relevant Case Studies.

Unit II: (12 lectures)

Understanding communication process: Changing Marketing Communication Environment, Process of Integrated Marketing Communication: Source, Message and channel factors, Communication response hierarchy models- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model, Relevant Case Study

Unit III:(12 lectures)

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget. Relevant Case Study

Unit IV: (10 lectures)

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom.Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and

information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.Relevant Case Study

Unit V:(5 lectures)

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR **Advertising Laws & Ethics:** Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI, Relevant Case Study

S. No.	Course Outcome	Bloom's Taxonomy
1	Students will develop understanding and knowledge related to concept of integrated marketing communication and its various tools.	K2 (Understand)
2	Create an understanding about the process of IMC and will be able to analyze the concepts with the help of various schools of thoughts related to this	K1 (Understand)/ K4 (Analyse)
3	Develop the knowledge, understanding and skills in marcom	K1 (Understand) K4 (Analyse)
4	Acquaint with better understanding of marketing strategies for marcom and media planning strategies	K2 (Understand)/ K3 (Apply)
5	Develop knowledge about Digital aspects of IMC and various laws pertaining to advertising in India	K2 (Understand) K4 (Analyse)/

Teaching Methods: The course will use the following pedagogical tools:

1. Lectures
2. Case Discussions and Role Playing
3. Audio-visual Material (Using CDs/Clippings/ online videos)
4. Assignments and Presentations

Suggested Readings:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising, Selling & Promotion, R. Narang, Pearson Education.
4. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
5. Integrated Advertising, Promotion and Marketing Communications, K.E. Clow & D.E. Baack, Pearson Education.
6. Integrated Marketing Communications, David Pickton & Amanda Boderick, PHI.

7. Integrated Marketing Communications: A Primer, Philips J. Kitchen & Patrick De Pelsmacker.

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 306 Financial Systems and Institutions

Course Objective:

- The objective of this paper is to introduce the students to the structure of the financial system, various financial markets and financial institutions in India, their roles and functions.
- It elaborates on the intricacies of the Indian Financial System.
- Evaluate and create strategies to promote financial products and services.
- To enrich student's understanding of the fundamental concepts and working of financial service institutions
- Equip students with the knowledge and skills necessary to become employable in the financial service industry.

Unit I: (9 Lectures)

Introduction to Indian Financial System, Institutions and Markets: Nature, Role and Structure; Financial System and Economy; Financial Sector Reforms; Regulatory and Promotional Institution: Role of Reserve Bank of India (RBI), Role of The Securities Exchange Board of India (SEBI), Role of Ministry of Finance; Monetary Policy and Fiscal Policy.

Unit II: (9 Lectures)

Introduction to Financial Institutions (Intermediaries), Banking Institutions: Scheduled Commercial Banks & Scheduled Cooperative Banks, Non-Banking Institutions, Non-Banking Finance Companies & Development Financial Institutions; Mutual Funds; Insurance, Role of IRDA and Housing Finance Companies, Role of NHR.

Unit III: (9 Lectures)

Introduction to Financial Markets, Role of Stock Exchanges (NSE, BSE), Money Market: Meaning, Constituents and Functions, Recent Trends in Indian Money Market. Capital Market: Primary and Secondary Markets, Meaning, Functions and Recent Developments, Government Securities Market.

Unit IV: (9 Lectures)

Financial Instruments: Short, Medium and Long Term, T-Bills, Call Money Markets, Commercial Bills, Commercial Papers, Certificates of Deposit, Term Money, Shares, Debentures/Bonds Including Floating Rate Bonds, Zero Coupon Bonds, Deep Discount Bonds, Warrants; Derivatives: Futures, Forwards, Options & Swaps, Global Financial Markets: ADRs, GDRs & IDRs.

Unit V: (9 Lectures)

Introduction to Financial Services: Depositories, Custodial, Credit Rating, Factoring, Forfeiting, Merchant Banking, Leasing, Hire Purchase, Guaranteeing, Portfolio Management, Underwriting, Financial Inclusion and Microfinance; Venture Capital Funds.

Pedagogy Assessment:

Case Studies, Lecture Based Learning, Class Discussions, Field Visits, Power Point Presentations, Term Paper, Projects, Internal Assessment, Final Examination.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. develop in depth understanding of the Financial System as regards the regulation and functioning of Capital and money markets	Knowledge (K2)/ Remembering (K1)
2	CO2. Understand the role of Reserve Bank of India (RBI), Role of The Securities Exchange Board of India (SEBI), Role of Ministry of Finance; Monetary Policy and Fiscal Policy.	Knowledge (K2)
3	CO3. Develop analytical and problem solving skills, based on understanding of financial market and the role of stock exchanges.	Analyzing (K5)
4	CO4. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	Comprehending (K3)
5	CO5. Apply the practical knowledge of the role of intermediation across the spectrum of financial institutions.	Applying (K4)

Suggested Readings:

1. Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Second Edition, 2008.
2. Saunders, Anthonu and Cornett, Marcia Millon, Financial Markets and Institutions: An Introduction to the Risk Management Approach, McGrawHill, Irwin, New York, 2007.
3. Bhole, L.M. , Financial Institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Fourth Edition, 2008.
4. Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Third Edition, 2005.
5. M.Y. Khan, Indian Financial System, McGraw Hill Publications, 9th Edition.
6. Vasant Desai, Fundamentals of the Indian Financial System, New Delhi: Himalaya PublishingHouse, Mumbai

7. Machiraju, H. R., Indian Financial system, New Delhi: Vikas Publishing House, New Delhi.
8. Machiraju, H. R., Working of Stock Exchanges in India, New Age International Publishers Limited, New Delhi.

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 307 Security Analysis and Portfolio Management

Course Objective:

1. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.
2. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
3. The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
4. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
5. To provide a theoretical and practical background in the field of investments.

Unit I: (9 Lectures)

Overview of Capital Market: Market of Securities, Stock Exchange and New Issue Markets: Their Nature, Structure, Functioning and Limitations, Trading of Securities: Equity and Debentures/Bonds. Securities Trading: Types of Orders, Margin Trading, Clearing and Settlement Procedures. Regularity Systems for Equity Markets, Type of Investors, Aim & Approaches of Security Analysis.

Unit II: (9 Lectures)

Risk & Return: Concept of Risk, Component & Measurement of Risk, Covariance, Correlation Risk. Fundamental Coefficient, Measurement of Systematic Analysis: Economic, Industry, Company Analysis, Portfolio Risk and Return, Beta as a Measure of Risk, Calculation of Beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III: (9 Lectures)

Technical Analysis: DOW Theory, Support and Resistance Level, Type of Charts & its Interpretations, Trend Line, Gap Wave Theory, Relative Strength Analysis, Technical Versus Fundamental Analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its Implications for Investment Decision. Capital Market Theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV: (9 Lectures)

Valuation of Equity Discounted Cash-Flow Techniques: Balance Sheet Valuation, Dividend Discount Models, Intrinsic Value and Market Price, Earnings Multiplier Approach, P/E Ratio, Price/Book Value, Price/Sales Ratio, Economic Value Added (EVA). Valuation of Debentures/Bonds: Nature of Bonds, Valuation, Bond Theorem, Term Structure of Interest Rates.

Unit V: (9 Lectures)

Portfolio Management and Performance Evaluation: Performance Evaluation of Existing Portfolio, Sharpe, Treynor and Jensen Measures, Finding Alternatives and Revision of Portfolio; Portfolio Management and Mutual Fund Industry.

Course Outcomes: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand about various investment avenues.	K1 (Remember)/ K2 (Understand)
2	CO2. Understand the value of assets and manage investment portfolio.	K1 (Remember)/ K2 (Understand)
3	CO3. Understand various Models of Investment and its application.	K2 (Understand)/ K3 (Apply)
4	CO4. Understand and create various investment strategies on the basis of various market conditions.	K1 (Remember)/ K2 (Understand)/ K3 (Apply)
5	CO5. Measure riskiness of a stock or a portfolio position.	K1 (Remember)/ K2 (Understand)

Suggested Readings:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Edition).
2. Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3rd Edition).
3. Bhatt- Security Analysis and Portfolio Management (Wiley ,1st Edition).
4. Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Edition).
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Edition).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 308 Banking and Insurance Services

Course Objective:

- To enable the students to get acquainted with banking and insurance products, procedures and operations necessary for running these services.
- To understand the issues and challenges facing new products development in this sector.
- To analyse the functioning of Banking and Insurance Institutions in the Indian scenario.

Unit I: (9 Lectures)

Evolution of Banking.Credit Creation by Commercial Banks.Banking Instruments: Negotiable Instruments.Types of Securities, Modes of Creating Charge, Bank Guarantees.

Unit II: (9 Lectures)

Sources and Uses of Funds by Banks.Financial Statements of Banking Institutions. Operational Aspect of Commercial Banks in India, Asset–Liability Management in Commercial Banks, Risk Management in Banks: Interest Rate Risk, Liquidity Risk, Credit Monitoring.

Unit III: (9 Lectures)

Managing and Measuring Credit Risk in Banks, Securitisation and Credit Derivatives, Capital–Risk, Regulation and Adequacy.Basel Norms.Electronic and Mobile Banking.

Unit IV: (9 Lectures)

Principles of Insurance Contract: Documentation/Underwriting and Claims. Risk Pooling and Insurance.Institutions for Insurance and Reinsurance, Economic Rationale and Requirements, Insurance Laws and Regulations, IRDA.

Unit V: (9 Lectures)

Insurance Pricing, Asymmetric Information, Moral Hazard, Adverse Selection, Marketing of Insurance Products, Coinsurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation and ESIC, Health, Transport and Marine Insurance.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop basic understanding of banking system in India	Remembering (k1)
2	CO2) Develop the basic concept regarding credit risk in India and its regulation and adequacy	K2 Knowledge
3	CO3) Develop the acumen required in structuring new Banking and Insurance products.	K2 Knowledge

4	CO4) Understands the functioning of Banking and Insurance Institutions in the Indian scenario.	K5 Understanding
5	CO5) Able to learn the skills required to understand the behaviour of securities and instruments used in these sectors	K4 Applying K5 Analysing

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 309 Talent Management

Course Objective:

1. This course focuses on the attraction, acquisition, and retention of talent in organizations.
2. A clear understanding of talent management and its linkage with organizational strategy and other HR practices.
3. To provide the understanding of acquiring and retaining the talent in the organization.
4. To provide them the process of identifying and developing the potential talent to fulfil the present and future need of the organization.
5. In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit I: (9 Lectures)

Introduction to Talent Management: Concept, Meaning & Objectives, Role of Talent Management in Building Sustainable Competitive Advantage to a Firm, Key Processes of Talent Management: Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices. Case Studies.

Unit II: (9 Lectures)

Talent Acquisition: Job Analysis, Questionnaires, Interviews, Developing job Description & Job Specification, Attracting and Recruiting the Best Talents, Strategic Trends in Talent Acquisition, Talent Acquisition Management Solutions. HR Planning for Talent Management: Process (Using MS-Excel and Quantitative Tools), Evaluation of Factors Affecting HR Planning, Strategic View of Recruitment & Selection. Case Studies.

Unit III: (9 Lectures)

Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimising Selection Errors, Reliability & Validity of Selection Tests, Choosing Suitable Types of Interviews, Formulating a Recruitment Strategy for Senior Level Executives. Employee Engagement: Process and Outcomes of Employee Engagement, Ways of Achieving Employee Engagement; Talent Development: Need Analysis, Knowledge Management, Competency Development and Developing Leadership Talent. Case Studies.

Unit IV: (9 Lectures)

Employee Retention: Comprehensive Approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal; Strategic Compensation Plan for Talent Engagement:

Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Career and Succession Planning. Case Studies.

Unit V: (9 Lectures)

Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-Engineering, Contemporary Talent Management Issues and Challenges. Case Studies.

Course Outcomes: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Knowledge of Talent Management Processes.	K1 (Remember)/ K2 (Understand)
2	CO2. Understanding for analysis of the impacts of talent management in the organization.	K1 (Remember)/ K2 (Understand)/ K3 (Apply)/ K4 (Analyse)
3	CO3. Competency to implement Talent Management practices.	K4 (Analyse)/ K5 (Evaluate)/ K6 (Create)
4	CO4. Competency to develop leadership qualities among subordinate.	K4 (Analyse)/ K5 (Evaluate)
5	CO5. Knowledge about the reward system to support talent management.	K2 (Understand)/ K3 (Apply)

Suggested Readings:

1. Gowri Joshi & Veena Vohra, Talent Management, cengage Learning.
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition.
3. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill.
4. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication.
5. Rob Silzer (Editor), Ben E. Dowell (Editor), Strategy-Driven Talent Management: A Leadership Imperative, Wiley.
6. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill.
7. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th Edition.
8. Sonal Minocha: Talent Management (Sage Publication).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 310 Performance and Reward Management

Course Objective:

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit I: (9 Lectures)

Introduction to Performance Management System: Meaning, Uses and Purpose of Performance Management, Performance Management vs Performance Appraisal, Performance Management and its Challenges in Current Scenario, Performance Management as a System and Process, Establishing Performance Criterion of Developing an Effective Appraisal System, Criteria (KRA, KSA VS KPI). Case Studies.

Unit II: (9 Lectures)

Managing Performance: Methods of Managing Performance of all the Levels of Management, 360 Degree Performance Appraisal, MBO and Performance Analysis for Individual and Organizational Development. Case Studies.

Unit III: (9 Lectures)

Contemporary Issues: Potential Appraisal, Competency Mapping & its Linkage with Career Development and Succession Planning, Balance Score Card: Introduction and Applications, Advantages and Limitations. Case Studies.

Unit IV: (9 Lectures)

Reward System: Compensation: Definition, Function, and Significance. Job Evaluation: Methods of Job Evaluation, Inputs to Job Evaluation, Practical Implication for Technical/non-Technical and Executive/Managerial Positions and Significance of Wage Differentials. Case Studies.

Unit V: (9 Lectures)

Compensation: Method of Pay and Allowances, Pay Structure: Basic Pay, DA, HRA, Gross Pay, Take Home Pay etc. Incentive Schemes, Methods of Payment: Time and Piece Rate. Fringe Benefits & Other Allowances: Overtime, City Compensatory, Travelling etc. Regulatory Compliance: Introductions, Wage and Pay Commissions, Overview of Minimum Wages Act: 1948 and Equal Remuneration Act:1976. Profit Sharing Options. Case Studies.

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Knowledge of Performance Management and Performance Appraisal.	K1 (Remember)/ K2 (Understand)
2	CO2. Competency to understand the importance of Performance Management.	K1 (Remember)/ K2 (Understand)
3	CO3. Knowledge about the Compensation and Reward Systems.	K1 (Remember)/ K2 (Understand)
4	CO4. Competency to implement the effective reward systems in the organization.	K3 (Apply)/ K4 (Analyse)/ K5 (Evaluate)
5	CO5. Ability to explain the relevance of competency mapping and understanding its linkage with career development.	K1 (Remember)/ K2 (Understand)/ K3 (Apply)

Suggested Reading:

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books).
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management : Strategies , Intervention & Drivers. Pearson.
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book.
6. Robert Bacal (2007). Performance Management ,McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 311 Organisational change and Development

Course Objective:

To develop students' understanding of change process and prepare them to plan and implement change with Organization Development interventions at individual, group, and organization level.

Unit I: (9 Lectures)

Organisational Change: Levels and Characteristics of Organizational Change, Forces for Change, Planned Change, Force Field Analysis, Models of Organization Change: Kurt Lewin's Model of Change, Kotter's S Model of Change, Resistance to Change, Approaches to Managing Organizational Change, Creating a Culture for Change, Organizational Growth and its Implication for Change.

Unit II: (9 Lectures)

Organizational Development (OD): Concept, Scope, Historical Perspective, Ethics and Values Driving OD, Characteristics, OD Process, Internal and External Consultants, Competencies for OD Professionals, Emerging and Future OD Competencies, Future of Organization Development.

Unit III: (9 Lectures)

Organizational Diagnosis: Techniques of Organizational Diagnosis: Questionnaires, Interviews, Workshops, Task-Forces and Other Methods; Collecting and Analyzing Diagnostic Information; Feeding Back Diagnostic Information.

Unit IV: (9 Lectures)

OD Interventions: Individual Interventions: Coaching, Mentoring, 360 Feedback, Career Planning and Development, Team Building Interventions, Inter-Group Interventions, Team Building, Survey Feedback, Grid OD, Organization Interventions; Relation with the Client System, Action Research.

Unit V: (9 Lectures)

OD Evaluation: Reasons for Evaluation of OD Interventions, Approaches to Evaluation of OD: Summative Evaluation, Return on Investment Models, Kirkpatrick's Four Levels for Evaluating Training, Balanced Scorecard, Control Group Experiment, Longitudinal Evaluation, Formative Evaluation.

S.No.	Course Outcome	Bloom's Taxonomy
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1.	CO1. To develop insight on the change process.	Knowledge (K2)/ Remembering (K1)
2.	CO2. To identify reasons for change and explain different change models.	Knowledge (K2)
3.	CO3. To describe people resistance to change.	Knowledge (K2)
4.	CO4. To design and develop approaches to manage change.	Knowledge (K2)
5.	CO5 To identify organizational development interventions to bring change at different levels of organization.	Knowledge (K2)
6.	CO6. . To assess OD consultant as a scope to practice by leading change from outside.	Knowledge (K2)
7.	CO7. To apply OD interventions in different organizational contexts.	Knowledge (K2)/ K4 Applying
8.	CO8. To evaluate use of OD interventions	Knowledge (K2)

Suggested Readings:

1. Anderson, D. L. (2013). Organization Development: The Process of Leading Organizational Change: The Process of Leading Organizational Change. Sage Publications.
2. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
3. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.
4. Hersey P., and Blanchard, H.B., Management of organisational behaviour: Utilising human resources, Prentice Hall, New Delhi.
5. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., New Delhi.
6. Cummings, T. G., Theory of organization development and change, South Western.
7. McLean Gary N., Organization Development, Berrett-Koehler Publishers Inc., San Francisco.

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAIER 312 Applications of Information Technology in Business

Course Objective:

1. To understand the concept and importance of data warehousing and data mining and its applications in Business.
2. To provide deep insight on Internet and its related technologies.
3. To provide information about various functional enterprise systems.
4. To understand the concept of Decision Support System and other information systems useful for business.
5. To understand the use and importance of various Artificial intelligence techniques in business.

Unit I: (9 Lectures)

Data Warehouse and Data Mining: Introduction to Data Warehousing, Operational Systems, Data Warehousing Systems, Difference between Operational and Data Warehousing Systems, Data Warehouse Architecture: Overall Architecture, The Data Warehouse, Data Transformation, Metadata, Access Tools: Query and Reporting Tools, Application Development Tools, Executive Information Systems Tools, OLAP, Data Mining Tools, Data Visualization, Data Marts, Information Delivery System, Data Mining: Introduction, Data Mining Concepts, Benefits of Data Mining, Data Mining Process: The Process Overview, Business Objectives Determination, Data Preparation: Data Selection, Data Pre-Processing, Data Transformation, Data Mining, Analysis of Results, Assimilation of Knowledge.

Unit II: (9 Lectures)

Internet and Web Technologies: Internet Revolution, Internet Service Providers, Internet Applications, Business Use of the Internet, Role of Intranet, Role of Extranet, Electronic Data Interchange, Business Process Re-Engineering. Enterprise Business Systems: Customer Relationship Management: Introduction, Contact and Account Management, Marketing and Fulfilment, Customer Service and Support, Retention and Loyalty Programs, Three Phases of CRM, Benefits and Challenges of CRM, CRM Failures, Trends in CRM, Enterprise Resource Planning: Introduction, Benefits and Challenges of ERP, Costs of ERP, Causes of ERP Failures, Trends in ERP.

Unit III: (9 Lectures)

Functional Business Systems: Introduction, IT in Business, Marketing Systems: Interactive Marketing, Targeted Marketing, Sales Force Automation, Manufacturing Systems: Computer Aided Manufacturing, Human Resource Systems: HRM and the Internet, HRM and Corporate Intranets, Accounting System: Online Accounting Systems, Financial Management Systems.

Unit IV: (9 Lectures)

Decision Support in Business: Introduction, Information, Decisions and Management, Information Quality, Decision Structure, Decision Support Trends, Decision Support System: DSS Components, Management Information Systems, Online Analytical Processing, Using Design Support Systems: What-If Analysis, Sensitivity Analysis, Goal-Seeking Analysis, Optimization Analysis, Data Mining for Decision Support, Executive Information Systems, Enterprise Portals and Decision Support, Knowledge Management Systems.

Unit V: (9 Lectures)

Artificial Intelligence Technologies in Business: Business and AI, An Overview of Artificial Intelligence, The Domains of Artificial Intelligence, Expert Systems: Components of an Expert System, Expert System Applications, Benefits of Expert System, Limitations of Expert Systems, Developing Expert Systems, Knowledge Engineering, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms, Virtual Reality, Intelligent Agents.

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To understand the concept and importance of data warehouse and data mining.	Knowledge (K2)/ Remembering (K1)
2	CO2. To provide deep insight on internet and its technologies.	Knowledge (K2)
3	CO3. To Understand the importance of various functional business systems.	Knowledge (K2)
4	CO4. To Understand the concept of decision support system and its utility for business.	Knowledge (K2)
5	CO5. To understand the use of various artificial intelligence technologies in business.	Knowledge (K2)

Suggested Reading:

1. Management Information System, James 'O' Brian.
2. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia.
3. Management Information Systems, Jawadekar, Tata McGraw Hill.
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. Database Management Systems: A Business Oriented Approach Using ORACLE, MySQL and MS Access, by Sotirios Zygiari.
6. Computer Applications in Business (CBCS) by Dr. Sushil Kumar Sharma & Ms. Mansi Bansal (Taxmann).
7. Excel 2019 All-In-One: Master the New Features of Excel 2019/Office 365, Lokesh Lalwani (BPB).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAIN 313 Summer Internship Project (SIP)

At the end of the second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The university will facilitate this compulsory training for students.

2. During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with the knowledge of actual functioning of an organization and problems faced by them for exploring feasible solutions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.

4. The student, after the completion of training will submit a report to the University which will form part of the third semester examination. However, the report must be submitted by the end of September 30.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Internship Project. The report should ordinarily be based on primary data. It should reflect in depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 100 pages in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the University. The report will be typed on A-4 size paper.

6. The report will have three certificates, one by the Head of the Department, another by the Faculty guide and third one from reporting officer of the organization where the student has undergone training. These three certificates should be attached in the beginning of the report.

7. The Summer Internship Project will carry 100 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva Voce.

The Project Report evaluation will comprise of 30 sessional marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 70 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to a third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.

8. The parameters on which external evaluation would be carried out are as under:
Project Report Evaluation:

Evaluation Criteria	Understanding of objectives with topic (10)	Understanding of reliance of topic (15)	Interpretation & analysis (15)	Presentation (15)	Query handling (15)
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9. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

10. The student shall prepare the Summer Internship Project as per the format given in the Summer Training Manual as prescribed by the University.

Maximum Marks: 100
Total: 45 Lectures + 15 Tutorial

Total Credit: 4
3 Theories + 1 Tutorial

Semester IV
MBACC 401 Strategic Management

Course Objectives:

1. A clear understanding of the key concepts and principles of strategic management.
2. A set of useful analytical skills, tools and techniques for analyzing a company strategically.
3. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.
4. To encourage students to think critically and strategically.
5. The ability to identify strategic issues and design appropriate courses of action.

Unit I: (9 Lectures)

Introduction: Meaning Nature, Scope, and Importance of Strategy; and Strategic Management, Introduction to Business Policy, Strategic Decision-Making, Process of Strategic Management and Levels at Which Strategy Operates, Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives.

Unit II: (9 Lectures)

Environmental Scanning: Factors Considered, Approaches, External Environment Analysis: PESTEL Analysis, EFE Matrix (External Factor Evaluation): Porter's Five Forces Model Methods and Techniques Used, Internal Appraisal: The Internal Environment, Organizational Capability Factors, Organizational Appraisal: Factors Affecting, Approaches, Methods & Techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE Matrix (Internal Factor Evaluation).

Unit III: (9 Lectures)

Strategy Formulation: Corporate, Business, Functional Strategy, Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization, Porters Model of Competitive Advantage of Nations, Cooperative: Mergers & Acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.

Unit IV: (9 Lectures)

Strategy Analysis: Process, Analysing Strategic Alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of Strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S Framework Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organization Structure and Systems in Strategy Implementation. Leadership and Corporate Culture, Values, Ethics and Social

Responsibility. Operational and Derived Functional Plans to Implement Strategy. Integration of Functional Plans.

Unit V: (9 Lectures)

Strategy Evaluation & Control: Nature, Importance, Organisational Systems and Techniques of Strategic Evaluation & Control.

Course Outcome: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Formulate organizational vision, mission, goals, and values.	Apply (K3)
2	CO2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.	Create (K6)
3	CO3. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.	Create (K6)
4	CO4. Evaluate and revise programs and procedures in order to achieve organizational goals.	Evaluate (K5)
5	CO5. Consider the ethical dimensions of the strategic management process;	Analyse (K4)

Suggested Readings:

1. Henry, A: Understanding Strategic Management, OUP.
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer: Strategy - Theory and Practice (Sage Publication, South Asia Edition).
3. Kazmi, Azhar, Business Policy and Strategic Management; McGraw-Hill Education. Fourth Edition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth Edition.
5. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education, Eleventh Edition.
6. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education, Fifth Edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education, Thirteenth Edition.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 402 Retail Management

Course Objectives:

1. To build knowledge, understanding, and skills in Sales and Retail Management.
2. Enable development and implementation of Sales and Retail Management strategies.
3. Help to analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management.

Unit I: (9 Lectures)

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues.

Unit II: (9 Lectures)

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation, Retail Targeting & Positioning: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions.

Unit III: (9 Lectures)

Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different Levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” Model, Theories of Retailing: Wheel of Retailing, The Retail Accordion, Melting Pot Theory, Polarization Theory, Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological Pricing, Mark-Up and Mark-Down Pricing, Integrated Marketing Communication in Retail, Customer Relationship Management in Retailing.

Unit IV: (9 Lectures)

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies, Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process, Private Branding in Retail: Introduction, Difference between a Store/Private, Brand and

a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label.

Unit V: (9 Lectures)

International Retailing: Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods, E-Tailing: Introduction, E-Tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-Tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing, Rural Retailing: Introduction, an Overview of the Indian Rural Market, Role of Rural Retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras/Melas), Rural Retail Players in India, Rural Retail Strategies, Future of Rural Retailing.

Course Outcome:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Students will develop knowledge, understanding and skills in retail management.	Remember (K1)/ Understand (K2)
2	CO2. Acquainted with better understanding of implementation of sales management strategies.	Understand (K1)/ Apply (K3)/ Analyze (K4)
3	CO3. Develop analytical skills for effective decision alternatives in retail management problems.	Analyze (K4)/ Evaluate (K5)/ Create (K6)
4	CO4. Develop the knowledge, understanding and skills for managing retail stores.	Understand (K2)/ Apply (K3)
5	CO5. Students will be acquainted with differing perspectives in retail.	Analyze (K4)/ Evaluate (K5)

Suggested Readings:

1. Pradhan Swapna, Retailing Management, 5th Edition, McGraw-Hill Education.
2. Berman, Evans, Chatterjee, Retail Management Strategic Approach; 13th Edition, Pearson.
3. Modern Retailing, Morgetein/Strongin, Prantice Hall.
4. Retail Management, Suja Nair, Himalaya Publications.
5. Retail Marketing Management, David Gilbert, Prantice Hall.
6. Retail Management, Astrategic Approach 10th Edition, Berman, Evans , Pearson Prantice Hall.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 403 Services Marketing

Course Objectives:

1. To develop an understanding of the basic concepts and issues in service marketing.
2. To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings.
3. To learn about key characteristics of service and service processes, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service.
4. To strengthen the ability to justify and support decisions through information acquisition and management.
5. To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.

Unit I: (9 Lectures)

Introduction to Services Marketing. Introduction: Definition, Characteristics and Classification of Services, Difference Between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

Unit II: (9 Lectures)

Understanding Consumer Behavior and Service Design, Understanding Consumer Behavior: Services vis-à-vis Goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services: Evaluation of Services. Service Development Design & Standards: New Service Development Process: Basic Service to Potential Service, Customer Defined Service Standards, Demand and Capacity Management.

Unit III: (9 Lectures)

Delivering, Pricing and Managing Service Promise, Delivering Services: Role of Employees and Customers in Service Delivery, Role of Intermediaries, Service Process: Blue Printing: Physical Evidence. Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Unit IV: (9 Lectures)

Service Performance. Evaluating Success of Service Offering: Service Quality and Measurement, Complaint Handling, Recovery Management, Service Guarantees. Role of CRM, The Gaps Model of Service Quality.

Unit V: (9 Lectures)

Overview of Current Trends in Service Industries. Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT Enabled Services), Travel & Tourism, E-Services and Professional Services.

Course Outcome:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand and explain the nature and scope of services marketing	Understand (K2)
2	CO2. Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence.	Apply (K3)
3	CO3. Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes.	Analyze (K4)
4	CO4. Provide a theoretical and practical basis for assessing service performance using company examples.	Apply (K3)
5	CO5. Identify and discuss characteristics and challenges of managing service firms in the modern world.	Understand (K2)

Suggested Readings:

1. Services Marketing Text and Cases, Vinnie Jauhari & Kirti Dutta, Oxford University Press.
2. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.
3. Services Marketing, Lovelock, Christopher. Prentice Hall.
4. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill.
5. The Essence of Services Marketing, Adrian Payne. PHI.
6. Services Marketing, Ravi Shankar. Excel Publishing.

Maximum Marks: 100
Total: 45 Lectures + 15 Tutorial

Total Credit: 4
3 Theories + 1 Tutorial

MBAEL 404 Product and Brand Management

Course Objective:

- Understanding the significance of product strategy as a critical source of business competitiveness and long term success.
- Understanding the theoretical and practical foundations to product management including product portfolio, development process and life cycle analysis.
- Acquainting students with the concepts of brand building and management to keep brands strong and relevant for years to come.
- Ability of managing a brand over geographic boundaries and measuring the brand's performance

Unit I: (6 Lectures)

Product in theory & in practice: Conceptualizing a Product, Meaning and Elements of a Product, Product Management, Levels of Products, Product Management Approaches, Classification of Products. Branding, Classification of new Product, **Competition & Product Strategy:** Marketing, Competitiveness and Product strategy, Marketing and Competitive success, Environmental change, Managing Competition, **Constituents of Product mix:** Product mix Decisions, Product Line Decisions, Product Line Strategies, Product Line Coverage Strategy, Factors Determining Scope of product lines, Role of new Product Development,

Unit II: (9 Lectures)

Product life cycle: Concept, Stages of PLC, Managerial Implications of PLC, Criticism of PLC, Product **Portfolio:** Concept, Factors influencing Product Portfolio, The BCG Growth Matrix, Shell's Directional Policy Matrix **New Product Development:** Process, **New product strategy:** The need for Product Innovation Strategy, Consumer Diffusion Process, consumer Adoption Process. The components of new Product Strategy, **Commercialization:** Test Marketing, Time to Market, Breaking into the Market, Managing Growth, Resistance to Change, Leveraging new Product Growth, Sustaining Differentiation, **Managing the mature Product:** Offensive Strategies, Extending the product life cycle, Customer Relationship Management

Unit III: (10 Lectures)

Branding & Brand Management: What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? Branding Challenges and Opportunities, The Brand Equity Concept, Strategic Brand Management Process, **Customer-Based Brand Equity and Brand Positioning:** Customer-Based Brand Equity, Sources of Brand Equity, Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining a Brand Mantra

Unit IV: (10 lectures)

Measuring and Interpreting Brand Performance Choosing Brand Elements to Build Brand Equity: Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements, **Leveraging Secondary Brand Associations to Build Brand Equity:** Conceptualizing the Leveraging Process, Sources of secondary Brand Associations. **Developing a Brand Equity Measurement and Management System:** The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, **Measuring Sources of Brand Equity:** **Capturing Customer Mind-Set:** Qualitative Research Techniques, Quantitative Research Techniques, Comprehensive Models of Consumer-Based Brand Equity

Unit V: (10 lectures)

Designing and Implementing Branding Strategies: Brand Architecture, Brand Hierarchy, Designing Branding Strategies, Using Cause Marketing to Build Brand Equity, Brand Extension, **Managing Brands over Time:** Reinforcing Brands, Revitalizing Brands,

Managing Brands over Geographic Boundaries: Global Brand Strategies

S. No.	Course Outcome	Bloom's Taxonomy
1	Students will develop in depth understanding and knowledge related to concepts of Product & Brand in marketing situation.	K1 (Remember)/ K2 (Understand)
2	Acquainted with better understanding and implementation of product mix strategies. Develop understanding about new product development and need of test marketing and innovation for better establishing new products in the market.	K1 (Understand)/ K3 (Apply)/ K4 (Analyse)
3	Develop the knowledge, understanding and skills in Branding and Brand management and Brand Equity	K1 (Understand) K4 (Analyse)
4	Acquaint with better understanding of measuring and interpreting Brand Performance	K2 (Understand)/ K3 (Apply)
5	Develop knowledge about designing and implementing various brand strategies while also getting an idea about global brand strategies.	K2 (Understand) K4 (Analyse)/ K3 (Apply)

Teaching Methods: The course will use the following pedagogical tools:

5. Lectures
6. Case Discussions and Role Playing
7. Audio-visual Material (Using CDs/Clippings/ online videos)
8. Assignments and Presentations

Suggested Readings:

1. Tapan Panda, Product and Brand Management (Oxford).
2. Keller, Strategic Brand Management (Pearson).
3. Verma, Brand Management (Excel).
4. Chitale, Gupta, Product Policy and Brand Management.
5. S.Sengupta, Brand Positioning Strategies for Competitive Advantage (TMH).
6. Kevin Lane Keller, M.G. Rameswaram, Isaac Jacob, Strategic Brand Management, Pearson
7. Kirti Dutta, Brand Management Principles and Practices, Oxford University Press
8. Donald R. Lehman and Russell S. Winer, Product Management, Tata McGraw Hill
9. Y.L.R.Moorthi, Brand Management, The Indian Context, Vikas Publications

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

MBAEL 405

Total Credit: 4

3 Theories + 1 Tutorial

Working Capital Management

Course Objectives:

1. To have a basic understanding of the concept and importance of sound working capital strategies of a firm.
2. To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability.
3. To gain an insight into the sources of working capital financing.

Unit I: (9 Lectures)

Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Types of Working Capital, Determinants of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity Trade-Off, Working Capital Policy: Aggressive & Defensive. Overview of Working Capital Management.

Unit II: (9 Lectures)

Meaning of Cash, Motives for Holding Cash, Objectives of Cash Management, Factors Determining Cash Needs, Cash Management Models, Cash Budget, Cash Management: Basic Strategies, Techniques and Processes, Lock Box System and Concentration Banking, Compensating Balances, Marketable Securities: Concept, Types, Reasons for Holding Marketable Securities, Alternative Strategies, Choice of Securities; Cash Management Practices in India.

Unit III: (9 Lectures)

Receivables: Nature & Cost of Maintaining Receivables, Objectives of Receivables Management, Factors Affecting Size of Receivables, Policies for Managing Accounts Receivables, Determination of Potential Credit Policy Including Credit Analysis, Credit Standards, Credit Period, Credit Terms, etc; Collection Policies; Credit Management in India.

Unit IV: (9 Lectures)

Need for Monitoring & Control of Inventories, Objectives of Inventory Management, Benefits of Holding Inventory, Risks and Costs Associated with Inventories, Inventory Management: Minimizing Cost in Inventory, Techniques of Inventory Management: Classification, Order Quantity, Order Point, ABC Analysis etc.

Unit V: (9 Lectures)

Need and Objectives of Financing of Working Capital, Short Term Credit, Mechanism and Cost-Benefit Analysis of Alternative Strategies for Financing Working Capital: Accrued Wages and Taxes, Accounts Payable, Trade Credit, Bank Loans, Overdrafts, Bill Discounting, Commercial Papers, Certificates of Deposit, Factoring, Secured Term Loans, etc. Pattern and Sources of

Working Capital Financing in India with Reference to Government Policies, Working Capital Control and Banking Policy, Deheja Study Group, Chore Committee, Tandon Committee.

Course Outcome: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	Understand the objectives and functioning of WTO.	Understand (K2)
2	Investigate funds flow cycles and their impact on working capital management objectives.	Understand (K2)
3	Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.	Apply (K3)/ Analyse (K4)/ Understand (K2)
4	Formulate appropriate working capital management policies to achieve corporate objectives.	Understand (K2)
5	Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.	Apply(K3)/ Analyze (K4)/ Evaluate(K5)

Suggested Readings:

1. Rustagi, Working Capital Management, Taxmann.
2. Bhalla V. K. Working Capital Management, Text and Cases, Anmol Publication, Delhi, 11th Edition.
3. Rangrajan, Working Capital Management, Excel Books.
4. Bhattacharya, Working Capital Management , 2nd Edition, PHI.
5. Periasamy, Working Capital Management –Theory & Practice, Himalaya.
6. Sharma, Working Capital Management ,Himalaya Publication.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 406 Financial Services

Course Objective:

The objective of this course is to familiarise students with the conceptual understanding of the various types of financial services available and an exposure for them to the regulatory environment in which they operate.

Unit I: (9 Lectures)

Financial Services: An overview: Concept, Nature, Characteristics, Functions of Financial Services, Constituents of Financial Service Markets, New Financial Products and Services, Innovative Financial Instruments, Challenges of Financial Service Sectors, Growth of Financial Services in India. Credit Cards, Housing Finance.

Unit II: (9 Lectures)

Merchant Banking: Introduction, Services by Merchant Bankers, Code of Conduct and General Obligations of Merchant Bankers, Conditions, Procedure of Registration, Renewal Fees and Validity of Registration, Merchant Bankers as Lead Managers, SEBI Guidelines for Merchant Bankers, Issue Management and Underwriting: Process of Issue Management, Role of Merchant Banker in Underwriting of an Issue, Buyback of Equity Shares, Role of Merchant Bankers in Buyback, Role of Merchant Bankers in Mergers & Acquisitions, Delisting of Securities, ESOPs and Disinvestment.

Unit III: (9 Lectures)

Hire Purchase: Features of Hire Purchase Agreement, Rights of Hirer, Hire Purchase and Credit Sale, Hire Purchase and Instalment System, Accounting for Hire Purchase. Leasing: Concept, Importance, Process of Leasing, Types of Lease Agreements, Hire Purchase vs Leasing, Legal Aspects of Leasing, Taxation Aspect of Leasing, Accounting Treatment of Leasing, Contents of Lease Agreements, Rights and Obligation of Leasing Parties, Technique of Ascertaining the Lease Rentals, Limitations of Lease Financing.

Unit IV: (9 Lectures)

Venture Capital: Genesis, Meaning, Features, Scope, Significance, Method of Valuation, Stages of Venture Capital Financing, Analysing Venture Capital Proposals, SEBI Regulations of 1996, Venture Capital Funds in India: Organization Structure, Registration of VCF, application for Registration, Grant of Certificate of registration, Buyouts, Investment nNurturing. Factoring: Meaning, Definitions, Modus Operandi, Parties to Factoring, Types of Factoring, Legal Aspects of Factoring, Factoring Cost, Factoring in India, Factoring vs Bill Discounting, Forfeiting: Introduction, Mechanism of Forfeiting, Parties to Forfeiting, Costs of Forfeiting, Difference between Factoring and Forfeiting.

Unit V: (9 Lectures)

Credit Rating: Introduction, Need, Credit Rating Agencies, Function of Credit Rating Agencies, Procedure of Credit Rating, Factors Affecting Credit Rating, SEBI Guidelines 1999, Benefits of Credit Ratings. Securitization: Concept, Meaning, Significance, SPVs, Securitization Process, Securitized Assets, RBI Guidelines to Securitization, SARFAESI 2002, Obstacles of Securitization in India.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To Understand the concepts and Significance of financial services.	Understand (K2)
2	CO2. To inculcate the skills to analyse and interpret the legal and accounting implications the financial services.	Understand (K2)
3	CO3. Be able in handling complexities and challenges related to financial services.	Analyse (K4)/ Understand (K2)
4	CO4. To develop competency for optimum utilisation of available financial services.	Understand (K2)
5	CO1. To understand the proper functioning and working procedure of various regulatory authorities like SEBI and RBI etc.	Analyse (K4)/ Understand (K2)

Suggested Readings:

1. Financial Services, R. Shanmugham, Wiley.
2. Financial Services, Gurusamy, McGraw Hill, latest Edition.
3. Management of Financial Services, C Rama Gopal, Vikas Publication.
4. Financial Services, M Y Khan , Tata McGraw Hill, latest Edition.
5. Merchant Banking, Machiraju H.R., New Age Publication.
6. Handbook of Merchant Banking and Financial Services, J.C Verma, Bharat Law House Pvt, Ltd.
7. Financial Markets and Services, Gordon &Natarajan, Himalaya Publication, Latest Edition.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 407 Corporate Tax Planning

Course Objectives:

1. The present course aims at familiarizing the participants with the principles, problems and structure of different types of taxes in Indian economy.
2. A student of taxation will have to make a detailed study of tax policy and tax provisions in India.
3. A broad understanding or role of taxation in economic and industrial development of an economy.
4. Acquaint about the relevance of direct and indirect taxes in taking corporate decisions.
5. Familiarize students about the relevance of GST in taxation policy of the economy.

Unit I: (9 Lectures)

Introduction: Definition, Canons of Taxation Person, Assessee, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Residential Status & Tax Incidence: Individual Income Exempted from Tax.

Unit II: (9 Lectures)

Heads of Income: Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other Sources., Clubbing of Incomes, Calculation of Taxable Income, Tax Calculation Including Surcharge and Marginal Relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses: Principles, Meaning, Inter-Sources & Inter-Head Set Off.

Unit III: (9 Lectures)

Tax Planning & Management, Tax Avoidance, Planning, Evasion, Income Tax Authorities: Their Appointment, Jurisdiction, Powers and Functions, Provisions Relating to Collection and Recovery of Tax, Refund of Tax, Offences, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Unit IV: (9 Lectures)

Corporate Tax Computation of Taxable Income, Carry-Forward and Set-Off of Losses for Companies, Minimum Alternative Tax (MAT), Set-Off and Carry-Forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

Unit V: (9 Lectures)

Introduction to GST: Concepts, Advantages and Limitations of VAT, GST as the Preferred Tax Structure. Model of GST. Need for Tax Reforms, GST Principles: Single GST, Dual GST,

Transactions Covered Under GST; Impact of GST. Registration and Filing: Rates of Tax, Rates in Foreign Countries & in India, Assessment and Administration of GST.

Course Outcome: After successful completion of this course students will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Understand about various Tax provisions and Tax planning.	K1 (Remember)/ K2 (Understand)
2	CO2. Understand the scope of tax planning concerning various business and managerial and strategic activities can be explored.	K1 (Remember)/ K2 (Understand)
3	CO3. Have knowledge about various Tax Dates, Rates and Forms.	K2 (Understand)/ K3 (Apply)
4	CO4. Measure Corporate Tax and Taxation in case of business restructuring.	K1 (Remember)/ K2 (Understand)/ K3(Apply)
5	CO5. Understand how GST can be calculated & managed.	K1 (Remember)/ K2 (Understand)

Suggested Readings:

1. Dr. Vinod K. Singhania & Dr. Monica Singhania, Students Guide to Income Tax (Taxmann Publication , Latest Edition according to assessment year).
2. Dr. B.K. Agarwal & Dr. Rajeev Agarwal, Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year).
3. Paolo M. Panteghini, Corporate Taxation in a Dynamic World (Springer, Latest Edition).
4. Girish Ahuja & Ravi Gupta, Direct Tax Laws & Practice (Bharat Law House, Latest Edition).
5. Datey V.S. Indirect Taxes – Law & Practice (Taxman , Latest Edition).
6. E. A. Srinivas. Corporate Tax Planning (Tata McGraw Hill, Latest Edition).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 409 Employee Relations and Labour Laws

Course Objective:

1. To Provide conceptual framework of Industrial Relation.
2. To make students aware with the Indian Labour legislation.
3. To make students aware with the basic requirements and mandate of labour legislations.
4. To help the students to understand the existing framework of Industrial Relation and Labour legislation.

Unit I: (9 Lectures)

Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations Management, Employee Relations Management Tool, Aspects of Industrial Relations, Emerging challenges of IR in India, Linking Industrial Relations with Economic Growth of a country, Trade Unionism: Development of Trade Unionism, Functions, Type and Structure, Problems & Suggestive Remedial Measures of Trade Unions, The Trade Unions Act 1926: Objective, Recognition and Registration, Industrial Democracy & Participative Management. Case Studies.

Unit II: (9 Lectures)

Collective Bargaining: Significance, Types & Procedure of Collective Bargaining Discipline: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, Grievance Handling in IR: Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. Case Studies.

Unit III: (9 Lectures)

The Factories Act 1948, The Shop & Establishment Act 1948, The Payment of Wages Act 1923, The Workmen's Compensation Act 1972, The Industrial Disputes Act 1947.

Unit IV: (9 Lectures)

The Payment of Minimum Wages Act 1936, The Contract Labor (Abolition & Regulative) Act, The ESI Act 1948, The Trade Unions Act 1926, Child Labour (Prohibition & Regulation) Act 1986 and its Latest Amendment.

Unit V: (9 Lectures)

The Payment of Bonus Act 1965, The Payment of Gratuity Act 1972, The Maternity Benefit Act 1961, Employee's Provident Fund & Miscellaneous Provisions Act 1952 .

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Knowledge of Industrial Relation framework.	Remember (K1)/ Understand (K2)
2	CO2. Competency to understand the importance of Employee Relation within the perspective of Industrial Relation.	Remember (K1)/ Understand (K2)/ Apply (K3)/ Analyse (K4)
3	CO3. Knowledge about relevant Laws of HR management.	Remember (K1)/ Understand (K2)/ Apply (K3)
4	CO4. Competency to interpreted and implement the Labour Laws within organization.	Analyse (K4)/ Evaluate (K5)
5	CO5. Competency to use Collective Bargaining and Grievance redressal Mechanism.	Remember (K1)/ Understand (K2)/ Apply (K3)

Suggested Readings:

1. Srivastava SC, Industrial Relations and Labour Laws (Vikas, 2000, 4th Edition).
2. Monappa Arun, Industrial Relations and Labor laws, Tata McGraw Hill Edition, New Delhi, 2007.
3. Taxmann (2009) Labour Laws, Taxmann Allied Services Pvt. Ltd.
4. Sinha, P. R. N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.
5. Mamoria, Mamoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
6. D. P Sahoo: Employee Relations Management: Texts and Cases (Sage Publication).

Maximum Marks: 100

Total Credit: 4

Total: 45 Lectures + 15 Tutorial

3 Theories + 1 Tutorial

MBAEL 410 Strategic Human Resource Management

Course Objective:

1. To ensure that students are able to identify and critically evaluate the various approaches to human resource management and acquire the skills and techniques to access future issues of relevance to various functions of HRM in an organization.
2. To equip the students with comprehensive knowledge of HR role in merger and acquisition.
3. To acquaint the students with the basic theories, concepts and interventions of Organization Development.
4. To help the students to think strategically and integrate the activities of HR with the organizations goals.

Unit I:

Conceptual Framework & Context of Strategic HRM, Impacts of Globalization on HRM, Changing Nature of Workforce, Development of SHRM, Models of Strategic HRM, Development & Delivery of HR Strategies, Challenges in Strategic Human Resource Management, Impacts of Strategic HRM, SHRM for Competitive Advantage. Case Studies.

Unit II:

Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development, Impacts of SHRM on Performance, Practicalities in Measuring SHRM Outcomes, Compensation, and Employee Separation. Case Studies.

Unit III:

HR Strategy, Components of Strategic HRM, Organizational HR strategies, Functional HR Strategies, Strategic HRM in Action, Improving Business Performance through Strategic HRM. Employee Engagement and Drivers of Engagement. Case Studies.

Unit IV:

Strategic Knowledge Management, Building Knowledge Management into Strategy Framework, Knowledge Sharing as a Core Competency, HR Dimension to Knowledge Management, Strategic Approach to Industrial Relations, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions Three-Stage Model of M&A. Case Studies.

Unit V:

Global Human Resource Management, Difference between Global HRM & Domestic HRM, Strategic HR Issues in Global Assignments, Expatriates Selection & Repatriation, Building a Multicultural Organization, Multinational Organization, Strategic Choice, Leadership & Strategic Issues in International Assignment. Case Studies.

Course Outcomes:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1: Understanding the dimensions of Strategic HRM.	Remember (K1)/ Understand (K2)
2	CO2: Apply the learning of SHRM in organizational context.	Understand (K1)/ Apply (K3)/ Create (K6)
3	CO3: Able to evaluate the impacts of SHRM on competitive advantages.	Analyse (K4)/ Evaluate (K5)
4	CO4: Desired level of expertise on organizational knowledge management through SHRM.	Analyse (K4)/ Evaluate (K5)/ Create (K6)
5	CO5: Understanding the International culture in SHRM.	Understand (K2)/ Apply (K3)

Suggested Readings:

1. Charles R Geer: Strategic Human Resource Management – A General Managerial Perspective (Pearson Education India).
2. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM, (Jaico Publishing House).
3. Mello, Jeffrey A, (2007), Strategic Human Resource Management. (Thomson South Western).
4. Regis, Richard, (2008), Strategic Human Resource Management & Development (Excel Books).
5. Catherine Truss, David Mankin, Clare Kelliher: Strategic Human Resource Management. (Oxford University Press).
6. Dhar, Rajib Lochan, (2008), Strategic Human Resource Management (Excel Books).

Gary Rees & Paul E Smith: Strategic Human Resource Management (Sage Publication).

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAEL 411 Team Work and Leadership

Course Objectives:

It aims to develop an awareness of the knowledge, skills, and attributes necessary for an effective leader. It also focuses on the importance of teamwork to better leverage on the diverse competencies of people in teams.

Unit I: (9 Lectures)

Teams: Developing Effective Teams, Self-Managed Teams Model, Guidelines for Creating Teams, Influences on Team Effectiveness, Teamwork Skills in the Workplace, Characteristics of Effective Teams, Inclusive Teams: Division of Labour, Respect and Unity, Building High Performance Teams, Reasons for Team Failure, Effective Team Performance. Managing Virtual Teams, Peer and Self-Assessment, Mitigating Conflict, Virtual Team Technology: Online Collaborating Tools and Communication Technology, Global Corporate Virtual Teams.

Unit II: (9 Lectures)

Collaboration in the Workplace, Building a Collaborative Team Environment, Team Members Roles for Effective Group Collaboration, Communicating in Team Based Organizations, Listening Effectively in Groups, Preparing, Conducting and Contributing to Productive Meetings, Setting Team Goals and Objectives, Aligning Individual Strengths with Team Goals, Trust Building in Business Teams, Becoming a Cohesive Group, Groupthink, Techniques for Group Decision Making, Building and Contributing to Team Culture, Team Conflict, Collaborative Problem Solving, Team Creativity, Robot and Human Teamwork-Issues and Challenges.

Unit III: (9 Lectures)

Concept of Leadership, Characteristics of the Leader, Importance of Context for Leadership, Perspectives on Effective Leadership Behaviour, Managing the Work, Managing Relations, Leadership and Emotions, Leadership and Ethics, Culture and Leader Effectiveness (GLOBE Study).

Unit IV: (9 Lectures)

Approaches to Leadership: Trait Approach, Behavioural Theories, Ohio State Leadership Studies, Michigan Studies, Group Dynamics Studies, Rensis Likert's Management System, The Leadership Grid, Contingency Theories-Tannebaum-Schmidt Continuum, Fiedler's Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model. Contemporary Leadership, Charismatic Leadership, Transformational Leadership, Authentic Leadership, Servant Leadership, Responsible Leadership.

Unit V: (9 Lectures)

Influence Tactics for Leaders, Influential Process and Managerial Effectiveness, Impression Management, Defensive Behaviour, Leadership in Teams and Self-Managed Group, Leading Meetings, Developing Leadership Skills: Leadership Development Strategy, Lean Leadership: Concept, Principles, Lean Leadership at Different Organization Levels, and Methods for Continuous Improvement.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To develop critical understanding of theories and concepts of teamwork and leadership.	K1 (Remember)/ K2 (Understand)
2	CO2. To understand techniques to develop teamwork and leadership behavior.	K1 (Remember)/ K2 (Understand)
3	CO3. To demonstrate individual behaviour as a team member and leader.	K2(Understand)/K3(Apply)
4	CO4. To engage and collaborate virtual teams and self- managed teams.	K2(Understand)

Suggested Readings:

1. John C. Maxwell, Teamwork, Jaico.
2. Uday K. Halder, Leadership and Teambuilding, Oxford University Press.
3. Alison Hardingham and Jenny Royal, Teamwork In Practice, Jaico.
4. Hellriegel, Slocum, and Woodman, Organizational Behavior, South-Western.
5. Jerald Greenberg and Robert A. Baron, Behavior in Organization, Prentice Hall.
6. Hersey, P., Blanchard. K. H., & Johnson, D. E. (2001). Management of Organizational Behaviour: Leading Human Resources. Prentice Hall.
7. Peter A. Topping, Managerial Leadership, McGraw Hill.
8. Biech Elaine. The ASTD Leadership handbook, VIVA Books.
9. Yukl Gary. Leadership in Organizations, Prentice Hall.
10. Jeffrey K. Liker and Gary L. Convis. Toyota Way To Lean Leadership.
11. Robert Ubell, Virtual Teamwork, Wiley.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAIRA 411 Marketing Management*

Course Objectives:

1. Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
2. Understand consumers' requirements and their behaviors.
3. Develop effective marketing strategies to achieve organizational objectives.
4. Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.
5. Develop the understanding the current global and digital aspect of marketing.

Unit I: (9 Lectures)

Introduction: Nature and Scope of Marketing, Various Marketing Orientations, Need, Want, Demand, Elements of Marketing Mix, Customer Value and the Value Delivery Process. Understanding Consumer Behavior: Buying Motives, Factors Influencing Buying Behavior, Buying Habits, Stages in Consumer Buying Decision Process, Types of Consumer Buying Decisions.

Unit II: (9 Lectures)

Market Segmentation, Targeting and Positioning: Meaning, Factors Influencing Segmentation, Market Aggregation, Basis for Segmentation, Segmentation of Consumer. Targeting: Meaning, Basis for Identifying Target Customers, Target Market Strategies. Positioning: Meaning, Product Differentiation Strategies, Tasks Involved in Positioning. Branding: Concept of Branding, Brand Types, Brand Equity, Branding Positioning.

Unit III: (9 Lectures)

Product Decisions: Concept, Product Hierarchy, New Product Development, Diffusion Process, Product Life Cycle, Product Mix Strategies. Packaging/Labeling: Packaging as a Marketing Tool, Requirement of Good Packaging, Role of Labelling in Packaging. Pricing Decisions: Pricing Concepts for Establishing Value, Pricing Strategies: Value based, Cost Based, Market Based, Competitor Based, New Product Pricing: Price Skimming & Penetration Pricing.

Unit IV: (9 Lectures)

Place Decision: Meaning, Purpose, Channel Alternatives, Factors Affecting Channel Choice, Channel Design and Channel Management Decisions, Channel Conflict, Retailing & Types of Retailers. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA Model, Public Relation: Meaning, Objectives, Types, and Functions of Public Relations. Sales Promotion: Sales Promotion Mix, Kinds of Promotion, Tools and Techniques of Sales Promotion,

Push-Pull Strategies of Promotion, Personal Selling: Concept, Features, Functions, Steps/Process Involved in Personal Selling, Direct Marketing: Meaning, Features, Functions, Growth and Benefits of Direct Marketing, Different Forms.

Unit V: (9 Lectures)

CRM: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. Global Marketing: Current Scenario, Global Marketing Environment, Entry Strategies, Global P's of Marketing., Recent Trends and Innovation in Marketing: Green Marketing, Agile Marketing.

Course Outcomes: Upon the successful completion of this course, the student will be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	Remembering (K1)/ Knowledge (K 2)
2	CO2. Understand marketing Insights on application of basic marketing concepts.	Synthesizing (K6)/ Comprehending(K3)
3	CO3. Able to Apply and develop Marketing Strategies and Plans.	Applying (K 4)
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting.	Analyzing (K 5)
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	Evaluating (K7)

Suggested Readings:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page Third Edition, Oxford.

Maximum Marks: 100

Total: 45 Lectures + 15 Tutorial

Total Credit: 4

3 Theories + 1 Tutorial

MBAMT 412 Dissertation

In fourth semester, the candidates will have to submit a Dissertation on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department. The Dissertation will carry 100 marks. The evaluation of the dissertation will be done by two examiners (external & internal). The evaluation will consist of (1) Evaluation of Dissertation (2) Presentation and Viva. The evaluation of dissertation will comprise of 70 marks and would be evaluated by the internal and external examiner. The evaluation of Presentation and Viva Voce of dissertation would comprise of 30 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research Methodology, use and importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the department certifying the authenticity of the report shall be attached therewith. The student will submit two copies of the report to the Head of department. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

The scheme of evaluation for Dissertation: (70 Marks)

Criteria	Relevance of Objectives with topic (20)	Relevance of Research Methodology(25)	Interpretation & Analysis (25)	Total (70)
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The scheme of evaluation of Presentation and Viva: (30 Marks)

Evaluation Criteria	Understanding of Objectives with topic (6)	Understanding of the relevance of Research (6)	Interpretation & Analysis (6)	Presentation & Communication skills (6)	Query Handling (6)
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The student shall prepare the dissertation as per the format given in the dissertation Manual as prescribed by the University.

Maximum Marks: 100

Total Credit: 4

MBACC 413 Comprehensive Viva-Voce

In last semester a Comprehensive Viva-Voce will be conducted by the department of 100 marks (30 Internal and 70 External). It will be evaluated by two examiners (one internal and one external).