

# **ACADEMIC REGULATION AND COURSE CONTENTS**

**GOVERNING MBA DEGREE OF TUMKUR UNIVERSITY**

**2018 -2019 (ONWARDS)**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**



**DEPARTMENT OF STUDIES & RESEARCH IN BUSINESS  
ADMINISTRATION  
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## **MASTER OF BUSINESS ADMINISTRATION (MBA) 2018-2019 (Choice Based Credit System)**

### **Preamble**

1.1 The Curriculum & Syllabus for MBA programme of 2018–19 will be different from the previous one in terms of following aspects:

- Greater clarity in course objectives and learning outcomes
- Appropriate Pedagogy and Evaluation
- Greater focus on skill component and mini projects.
- Industry oriented syllabi

### **1.2 Curriculum Objectives –**

The curriculum is designed to -

- ❖ To develop young MBA aspirants into professional managers who can contribute to the growth of business and industry.
- ❖ To develop astute leaders who can efficiently and effectively manage business amidst of environmental turbulences
- ❖ To nurture entrepreneurial skills among young generation and make them effective change agents
- ❖ To contribute towards better Management practices in the country by offering quality Management education.

**1.3 Need for Revision of the Curriculum:** The MBA programme curriculum of Tumkur University was last revised in the AY 2013 and there was a need for revision of the curriculum in view of the dynamism in the industry practices- evolution in technology and the evolving expectations of key stakeholders viz. students- industry and faculty members at large. It also has relevance due to changed technological- social- cultural and economic environment of the nation.

#### **1.4 Specifically- the triggers for the comprehensive revamp of the curriculum are -**

- a) New Skills & Competencies desired due to dynamic business environment that has a direct linkage with contents and structure of syllabus across the Knowledge- Skills and Attitude (KSA) dimensions
- b) The industry has expressed concerns about the need for improvement in the communication skills- inter-personal skills- domain knowledge basics- business environment awareness- technology proficiency- and attitude of the MBA graduates. Newer and innovative evaluation methods are necessary to address these concerns of the industry.
- c) Imbibe application Orientation thinking- based on sound knowledge of Management theories- principles and concepts.
- d) There is a need to supplement the classroom teaching with group activity- field work- experiential learning and skill oriented activities.
- d) Changing mindset of the Learner:
- e) Integrate a basket of skill sets to imbibe varied aspects of 'learning beyond the syllabus through innovative curriculum design- contemporary syllabus- effective delivery and comprehensive evaluation.
- f) Entrepreneurial aspirations and preparedness for the same to start the new ventures. These will create further growth opportunities.

#### **1.5 MBA Programme objective**

The revised curriculum for MBA is developed keeping into consideration the changes and the developments in the business. It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations. to enable students acquire the knowledge- skills- and competences required for successful practice of Management and develop leadership skills and help them develop a holistic personality to lead fulfilling personal and professional lives.

To equip the students with requisite knowledge- skills & right attitude necessary to provide effective leadership in a Global environment

2. To develop competent Management professionals with strong ethical values- capable of assuming a pivotal role in various sectors of the Indian Economy & Society- aligned with the national priorities.

3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

4. To harness entrepreneurial approach and skillsets.

### **1.6 Highlights of the New Curriculum:**

The New Curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Enhancing the brand value of the MBA programme of the Tumkur University
2. Providing much needed flexibility to individual Institutes to carve a niche for themselves.
3. Emphasizing the centrality of the student and teacher-student relationship in the learning process.
4. Focusing on ‘Concurrent Evaluation’ i.e. continuous evaluation throughout the programme.
5. Supplementing traditional classroom teaching/learning with focus on group activity- field work- experiential learning- self-study- projects- Industry Exposure Programmes etc.
6. Emphasizing on Research- Inter-personal- Analytical- Cross-Cultural- Entrepreneurial Skills- and Global aspects of managerial careers throughout the curriculum.

### **1.7 Pattern of MBA programme**

The Programme comprises of 4 Semesters and adopts the Choice Based Credit System (CBCS) **each paper have 4 credits and a total of 104 credits** for all the semesters as per the **AICTE norms** and internship/ project report have zero credit.

**1.8 Evaluation:** A continuous assessment system in semester system through internal assessment spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement. As a part of concurrent evaluation- the learners shall be evaluated on a continuous basis.

### **1.9 Suggested components for internal assessment -:**

1. Case Study / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test / Open Book Test
3. Small Group Projects/ Mini projects
4. Written Home Assignment
5. Industry Analysis – (Group Activity or Individual Activity)
6. Student Driven Activities
7. Newspaper reading/analysis
8. In-depth viva
9. Students' activity / programmes organized by the students.
10. Awareness programmes / campaigns by the students

### **1.10. Teaching pedagogy**

Since the MBA Programme is a professional course- the teaching methods shall be carefully designed at the Institution level and the faculty members may adopt a variety of teaching methodologies- The teaching methods in MBA programme should ideally include the following component in addition to class room teaching.

- Class room lectures with participation from students.
- Case Studies/ analysis and presentation
- Practical Illustrations & Simulations.
- Role Plays- Group discussions- Brain storming
- Quizzing
- Class seminars & presentations.

Use of technology and innovative techniques beyond the lecture method is desirable. **MBA being Post-Graduate professional Programme- students are also expected to assimilate certain topics through self-study.**

**1.11 Medium of Instruction:** The medium of Instruction & Evaluation shall be English.

**1.12** There shall be **no Minimum Marks** in respect of internal assessment.

1.13 **Open Elective** is offered in second and third semester of MBA Programme. Open elective is a multi-disciplinary student from other courses can opt if they are interested.

**1.14 Specialization:**

Students may choose to ‘specialize’ in any one functional area/domain of Management based on their interest and competence.

**1.15. Attendance:**

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Chairman may condone the shortage in attendance in exceptional circumstances- up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

**1.16 Minimum for pass.**

The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

1.17 A Candidate who fails in any of the unit / project work / Project Report / dissertation / viva-voce shall reappear in that unit / project work / Project Report / dissertation / viva-voce and pass the examination subsequently.

1.18. Candidates who fail the lower semester examinations may take higher semester examinations.

### **1.19 Completion of the MBA Programme:**

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme- or as per the rules and regulations of the Tumkur University in this regard.

**1.20 Dissertation:** In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in **TWO hard copies & one soft copy (CD)**. In the interest of environmental considerations- students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct research on a topic related to one (or more) of contemporary issues in Management. The topic is chosen in consultation with the guide. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Chairman/ Director of the university/Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem- including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and **make an oral presentation of the same**. Through the dissertation- the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the chairman/Director.

### **1.21 Internal Marks Awarding**

The teacher would evaluate a student towards a course through interaction throughout the semester which would include one or more activity for the award of internals of maximum 20 marks. (but not less than 4 activities including compulsory written test/s) of the following mechanisms with their maximum weightage of 05 marks for each activity.

- a. Written test / open book Test – Max 2 test with not more than 20 marks for each- test average of two tests to be taken for the award of marks.
- b. Assignment – Max 2
- c. Seminar presentation.

- e. Field/ small group projects/ mini projects
- g. Report/Note on research paper/s or industry tours
- h. Industry oriented extension activity
- i. Students activity / programmes organized by the students
- j. Awareness programmes / Campaigns by the students.

A teacher may propose any other mean/ activity that may suit for a particular subject and implement only after the approval of the Departmental Council constituted and approved by the chairperson.

1.22. Project work will be carried out in fourth semester and shall be evaluated for 80 marks. The internal assessment will be made for 20 marks. In the examination- the total marks of 100 shall be allotted as follows: 80 marks each for report evaluation by internal and external examiners respectively and remaining 20 marks can be awarded on – 1. the oral presentation of the project work evaluated by the internal examiners before the commencement of the subject examination **OR** 2. Project viva voce examination can be conducted after the subject examination assessed by external examiners, either of the project internal assessment method can be adopted only after the approval of the Departmental Council constituted and approved by the chairperson.

1.23. Every year compulsory industry visit has to be arranged and students are asked to submit a report on industry visit to the chairman/ Director of the institute. **Industrial visit is a mandatory activity with zero credits.**

1.24. Practical /Field Work / Extra Mural Activity Assignment are a part of contact hours for the faculty and must be considered in the workload.

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**Detailed programme structure**  
**Course Matrix of CBCS for MBA programme**  
**Ist Semester**

Sl.no	Paper	Title of the paper	Instruction Hrs per week	No of Credits	Duration of the Exam	Marks		
						Internal Assessment	Semester end Exam	Total Marks
1.	CPT-1.1	Management& Organizational Behavior	4	4	3 hrs	20	80	100
2.	CPT-1.2	Accounting for Business	4	4	3 hrs	20	80	100
3.	CPT-1.3	Economics for Business Decisions	4	4	3 hrs	20	80	100
4.	CPT-1.4	Analytics for Business	4	4	3 hrs	20	80	100
5.	CPT-1.5	Business Environment	4	4	3 hrs	20	80	100
6.	CPT-1.6	Corporate Skills and Leadership	4	4	3 hrs	20	80	100
7.	CPT-1.7	Technology for Management	4	4	3hrs	20	80	100
		<b>TOTAL</b>		<b>28</b>		<b>140</b>	<b>560</b>	<b>700</b>

**Four Case analysis and presentations is a compulsory component in each subject**

## IInd Semester

Sl.no	Paper	Title of the paper	Instruction Hrs per week	No of Credits	Duration of the Exam	Marks		
						Internal Assessment	Semester end Exam	Total Marks
1.	CPT-2.1	Research methodology	4	4	3 hrs	20	80	100
2.	CPT-2.2	Financial Management	4	4	3 hrs	20	80	100
3.	CPT-2.3	Marketing Management	4	4	3 hrs	20	80	100
4.	CPT-2.4	Human Capital Management	4	4	3 hrs	20	80	100
5.	CPT-2.5	Operations and Quality Management	4	4	3 hrs	20	80	100
6.	CPT-2.6	Sustainable Development and environment	4	4	3 hrs	20	80	100
7.	OEP -2.7	Soft Skills values and Ethics	4	4	3 hrs	20	80	100
8.		<b>TOTAL</b>		<b>28</b>		<b>140</b>	<b>560</b>	<b>700</b>

**Four Case analysis and presentations is a compulsory component in each subject**

### IIIrd Semester

Sl.no	Paper	Tittle of the paper	Instru ction Hrs per week	No of Credi ts	Durati on of the Exam	Marks		
						Inte rnal Asse ssm ent	Semes ter end Exam	Total Mar ks
1.	CPT-3.1	Strategic Management	4	4	3 hrs	20	80	100
2.	CPT-3.2	Creativity and innovation Management	4	4	3 hrs	20	80	100
3.	<b>SPT 4.4</b>	<b>Finance</b>						
	SPT- 4.4.1	Corporate Finance	4	4	3 hrs	20	80	100
	SPT- 4.4.2	Financial Institutions and Services	4	4	3 hrs	20	80	100
	SPT- 4.4.3	Equity markets and Behavioral Finance	4	4	3 hrs	20	80	100
4.	<b>SPT3.4</b>	<b>HRM</b>						
	SPT 3.4.1	Industrial Relations	4	4	3 hrs	20	80	100
	SPT- 3.4.2	Training and organization Development	4	4	3 hrs	20	80	100
	SPT 3.4.3	Strategic HRM	4	4	3 hrs	20	80	100
5.	<b>SPT3.5</b>	<b>Marketing Management</b>						
	SPT 3.5.1	Internet and E - Commerce	4	4	3 hrs	20	80	100
	SPT- 3.5.2	Product Development and Brand Management	4	4	3 hrs	20	80	100
	SPT 3.5.3	International Marketing	4	4	3 hrs	20	80	100
6.	OEP 3.6	Business Planning and Development	4	4	3 hrs	20	80	100
		Total		<b>24</b>		<b>120</b>	<b>480</b>	<b>600</b>

**Four Case analysis and presentations is a compulsory component in each subject**

## IVth Semester

Sl.no	Paper	Tittle of the paper	Instr uctio n Hrs per week	No of Credi ts	Durat ion of the Exam	Marks		
						Inter nal Asses sment	Seme ster end Exam	Tota l Mar ks
1.	CPT-4.1	Enterprise Management	4	4	3 hrs	20	80	100
2.	CPT-4.2	Legal Aspects for Business	4	4	3 hrs	20	80	100
3.	<b>SPT 4.4</b>	<b>Finance</b>						
	SPT-4.4.1	Investment Analysis and Portfolio Management	4	4	3 hrs	20	80	100
	SPT-4.4.2	Infrastructure and Project Finance	4	4	3 hrs	20	80	100
	SPT-4.4.3	International Financial Management	4	4	3 hrs	20	80	100
4.	<b>SPT4.4</b>	<b>HRM</b>						
	SPT 4.4.1	Performance Management and Competency Mapping	4	4	3 hrs	20	80	100
	SPT-4.4.2	Talent and Knowledge Management	4	4	3 hrs	20	80	100
	SPT 4.4.3	Cross Cultural Management	4	4	3 hrs	20	80	100
5.	<b>SPT3.5</b>	<b>Marketing Management</b>						
	SPT 4.4.1	Social Marketing	4	4	3 hrs	20	80	100
	SPT-4.4.2	Green Marketing and CRM	4	4	3 hrs	20	80	100
	SPT 4.4.3	Digital and Social Media Marketing	4	4	3 hrs	20	80	100
6.		Internship				20	80	100
		Total		<b>24</b>		<b>120</b>	<b>480</b>	<b>600</b>

**Four Case analysis and presentations is a compulsory component in each subject**

## Specialization offered in III and IV Semester

<b>III Semester</b>	<b>IV Semester</b>
<b>Finance</b>	<b>Finance</b>
Corporate Finance	Investment Analysis and Portfolio Management
Financial Institutions and Services	Infrastructure and Project Finance
Equity markets and Behavioral Finance	International Financial Management
<b>HRM</b>	<b>HRM</b>
Industrial Relations	Performance Management and Competency Mapping
Training and organization Development	Talent and Knowledge Management
Strategic HRM	Cross Cultural Management
<b>MARKETING MANAGEMENT</b>	<b>MARKETING MANAGEMENT</b>
Internet and E - Commerce	Social Marketing
Product Development and Brand Management	Green Marketing and CRM
International Marketing	Digital and Social Media Marketing

**MASTER OF BUSINESS ADMINISTRATION**

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**COURSE CONTENT OF FIRST SEMESTER**

**DEPARTMENT OF STUDIES AND RESEARCH IN BUSINESS  
ADMINISTRATION**

**TUMKUR UNIVERSITY, TUMKUR**

## Course Matrix First Semester

<b>Sl.no</b>	<b>Paper</b>	<b>Title of the paper</b>
1.	CPT-1.1	Management& Organizational Behavior
2.	CPT-1.2	Accounting for Business
3.	CPT-1.3	Economics for Business Decisions
4.	CPT-1.4	Analytics for Business
5.	CPT-1.5	Business Environment
6.	CPT-1.6	Corporate Skills and Leadership
7.	CPT-1.7	Technology for Management

# Management and Organizational Behaviour

**Module -1:** Functions- levels Roles and responsibilities of managers- process of Management- Management and leadership- Evolution of Management Thought- issues and challenges of 21<sup>st</sup> Century managers- managing Ethics and Social Responsibility- managing Small Business Start-ups.

**Module;-2** Functional Management-planning- process- levels of planning strategy formulations and implementation- Decision making- types of decision making- organising- Types and Structure of organization- leading – Motivation Theories ( Maslow’s- Two Factor Theory and X& Y Theory)- leadership- types and theories of leadership- controlling – process- types- and techniques of control.

**Module :3-** OB Models and Theories of OB- individual Behaviour- Group behavior & Group Dynamics- Types of Groups- The Five -Stage Model of group development- personality – Determinants- perception- perceptual process Attitude-Components of attitude- cognitive Dissonance Theory- Developing Emotional intelligence at the workplace.

**Module :4-** Organizational Culture- Creating & Sustaining Organizational Culture- Types of Culture Creating Positive Organizational Culture- organizational Change- types of Change-managing resistance to change- methods of implementing organizational change- developing a learning organization- Knowledge Management-

**Module: 5-** Ethics and Management- Green Business- Green Management and Sustainability-competitive advantage from Corporate Sustainability.

## Practical Component

1. Report on Success Stories of today’s Global and Indian leaders.
2. Studying organizational structures of any 10 companies and classifying them into different types of organizations.
3. Prepare a report on the leadership profiles of any 6 business leaders and studying their leadership qualities.
4. Identifying any five job profiles at different levels and listing the various types abilities required for those jobs

## References-

1. Management– by Stephen P. Robins & Mary Coulter- pearson Indian Education
2. Bateman Snell- Management: Competing in the new era- McGraw-Hill Irwin- 2002.
3. Chandan J.S.- Management Concepts and Strategies- Vikas Publishing House- 2002.
4. Koontz- Essentials of Management- Tata McGraw-Hill- 5th Edition- 2001.
5. Organizational Behaviour by Robins
6. Organizational Behaviour by Nelson & Quick

# Accounting for Business Decision

**Module – 1** – Principles and GAAP- Systems / Types of Accounting- Accounting concepts and conventions- users of Accounting- Difference between financial Accounting- Cost Accounting and Management Accounting- Use and applicability of Tally in accounting.

**Module:2-** Indian Accounting Standards- need for Accounting Standards- IFRS standards- Challenges of IFRS- Financial planning and Forecasting. Emerging Issues in Accounting - Human Resource Accounting- Forensic Accounting- Window Dressing- Sustainability Reporting

**Module:3-** Preparation of Trading Account- Profit and Loss Account and Balance Sheet with adjustments Depreciation - Straight line and Diminishing Balance Method. . Making financial decisions on the basis of financial statements

**Module:4-** Financial Statements analysis - Objectives - Techniques of Financial Statement Analysis -Trend analysis- common size balance sheet and Ratio analysis - DU point analysis- Fund Flow statement - Cash Flow Statement - Budgetary Control- Cost Control: Material cost control- Procurement- Pricing of issues- Inventory control techniques

**Module: 5-** Decision making tools: Marginal costing- Break-even point- Cost Volume Profit analysis- Optimizing product mix- pricing decisions- Budgeting Cash and Flexible budgets only- Standard costing – Material and Labour Variances only.

## Practical Component

1. Collect Annual reports of two different companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Analyzing the companies' cash flow statements and fund flow statements presenting the same in the class.
3. Exposing the students to usage of accounting software's (Preferably Tally)
4. Report on the various ratio analysis used in analyzing the balance sheets of a firm

## References-

1. Maheshwari- S.N.- Sharad K. Maheshwari- and Suneel K. Maheshwari (2013). A Textbook of Accounting for Management- 3/e; New Delhi: Vikas Publications
2. Jain- S.P.- and K.L. Narang (2014). Cost Accounting- 24/e; New Delhi: Kalyani Publications
3. Khan- M.Y.- and P.K. Jain (2013). Management Accounting: Text- Problems and Cases- 6/e; New Delhi: Tata McGraw-Hill
4. Accounting for Managers-Lyrich -TMH



## **Economics for Business Decisions**

**Module :-1** concepts of Managerial Economics – kinds and process of economic decisions- Basic model of the Firm and Role of profits; Optimization – Concepts & Techniques; Concept of increments and Margin- Discounting- principle- Theory of firm.

**Module:-2** Demand and Supply- Demand analysis and Forecasting- Determinants of Demand- law of Demand- Elasticity of Demand- Techniques of Demand forecasting- law of Supply- Elasticity of Supply and market Structure- pricing under monopolistic competition - Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.

**Module: 3-** Cost of production analysis - Cost Concept- Economics and Diseconomies of scale- short run and long run Cost curves- laws of return to scale- Iso-quants curves- Cost Volume Profit Analysis- Breakeven Point- profit volume analysis. Risk Analysis and Decision Making: Concept of risk- Expected value.

**Module:-4-** Money and Capital Markets in India: Role and Functions of Money Markets- Composition of Money Market- Money Market Instruments - Reserve Bank of India – Regulatory Role of RBI w.r.t. Currency- Credit and Balance of Payment- Open Market Operations. Role and Functions of Capital Markets- Composition of Capital market- Stock Exchanges in India- Role of SEBI.

**Module:5-**Public Finance Infrastructure: Familiarity with inflation and Deflation- Recession Business Cycle- National Income GDP- PPP- Growth Rate- Foreign Trade (such as GATT- WTO) and union budget (such as Revenue Account- Capital Account- Revenue Deficit- Fiscal Deficit- Plan and Non-plan expenditure) is expected.

### **Practical Component**

1. Preparing a project proposal for starting a New Business vVnture-
2. Preparing a report on Inflation trend-
3. Prepare a report on the trading in Stock markets.
4. Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method

### **References**

1. Managerial Economics by Peterson- Lewis- Sudhir Jain- Pearson- Prentice Hall
2. Indian Economy by Datt & Sundaram- 61st Edition- S Chand
3. Managerial Economics by D. Salvatore- McGraw Hill- New Delhi.
4. Managerial Economics by Pearson and Lewis- Prentice Hall- New Delhi
5. Managerial Economics by G.S. Gupta- T M H- New Delhi.
6. Managerial Economics by Mote- Paul and Gupta- T M H- New Delhi.

# Analytics for Business

**Module – I** -Break-even problems and Index numbers- Measures of Central Tendency-Mean- Mode and Median Dispersion- Standard Deviation- Quartile and Mean Deviation- Coefficient of Variation.

**Module – 2**- Correlation and regression analysis- multiple regression analysis- Method of least square- Time series analysis- Demand forecasting-

**Module – 3**- Operations research concepts and scope- phases Introduction to LPP. Solving the LLP by Excel simplex- Big-M and Graphical methods- Duality- Artificial Variables and Sensitivity analysis

**Module -4** Assignment and transportation methods and problems- Game theory: Introduction-games with pure strategies- games with mixes strategies- Dominance property- and Graphical methods

**Module -5**- Replacement analysis with and without time consideration- Sequencing methods- Queuing Models- Monte Carlo simulation applications- Decision theory and Decision tree analysis-

## Practical Component

1. Students are expected to have a basic excel classes
2. Students should be able to categorize the data and find out the basic statistical values.
3. Case analysis should be made on decision theory and decision tree.
4. Students are expected to use soft wares for solving Linear Programming problem.

## References

1. James R. Evans- Business Analytics – Methods- Models and Decisions- Prentice Hall- 1st edition- 2013- ISBN – 978-0-13-295061-9
2. J K Sharma- Operations Research – Theory & Applications- Macmillan publishers- 5th edition- 2013- ISBN 978-9350-59336-3
3. Purba Halady Rao- Business Analytics – an application focus- PHI Learning- 2013- ISBN 978-81-203-4819-6
4. N D Vohra- Quantitative Methods- Tata McGraw Hill- 4th Edition- 2010- ISBN 978-0-07014673-0
5. S C Gupta- Fundamentals of Statistics- Himalaya Publishing House- 6th edition- 2007- ISBN 978-81-8318-755
6. James Lattin- Douglas Carroll and Paul Green- Analyzing Multivariate Data- 2003- ISBN 0-534-34974-9- Thomson Learning

# Business Environment

**Module 1**-Business Environment- Environmental Factors- Recent Political Environment- Recent Economic and Financial Environment- Planning In India-Planning Commission- Liberalization and Planning- Industrial Policy: New trade policy-1991 onwards- Industrial Licensing in India

**Module-2**- Environmental preservation-role of stakeholders- international issues- sustainable development- costs and benefits of environmental regulation- industrial pollution- role of corporate in environmental Management- waste Management and pollution control- key strategies for prevention of pollution- environmental audit- Laws governing environment.

**Module -3** -. Concept of GDP- national income- per capital income- national income accounting-estimation- trends- methods (income- product and expenditure) and difficulties of measurement in India- circulation/ flow of income- business cycle and business forecasting. Demonetization- International Business Environment: India's international market place-its position and prospects

**Module -4** - Liberalization- Privatization and Disinvestments- Special Economic Zone (SEZ) and their role and impact in International Business Environment- World Trade Organization (WTO)- Redefining Value Proposition to MSMEs

**Module -5** - New Economic Policy- Globalization- EXIM policy and role of EXIM bank- FDI policy- Multinational Corporation (MNCs) and Transnational Corporations (TNCs)- Global Competitiveness- technology and competitive advantage- technology transfer - importance and types- Introduction to GST and its applications.

## Practical Component

1. Prepare a report on relationship between Business- Government and Society in Indian context.
2. Prepare a report on the environmental protection law.
3. Study the Economic policy of India and discuss in the class.
4. Analyze the EXIM policies and discuss in the class.

## References

1. Shaikh & Saleem - Business Environment (Pearson- 2nd Edition)
2. Francis Cherunilam – Business Environment- Text and Cases.
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications- 2nd Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K & Puri V K - Economic Environment of Business (H P H 3<sup>rd</sup> Edition).
7. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill)

# Corporate Skills and Leadership

**Module:-1** communication skills- interpersonal communication- 7C of effective communication- listening- communication in a cross cultural setting- anatomy of poor listening- public speaking and Steven Coveys 7 habits of Highly Effective people- interpersonal relationship.

**Module:2-** Soft skills and Hard skills- soft skills and Johari window decision making Skills- problem solving- creative thinking- lateral thinking and Critical thinking- Conflict Management skills- negotiation skills-

**Module 3-** Leader- leadership- qualities and functions and role leadership styles- leadership theories- Positive thinking & Attitude- Motivation- Character Building- Self Esteem- Goal Setting SMART goals- time Management and effective planning and stress Management.

**Module 5:** English Conversation- Pronunciation- Voice Modulation- Stressing and stretching- Accent Improvisation- Facial Expressions- Body language -Office Wear- Meetings/Interviews- Business Etiquettes Office Etiquettes- Phone Etiquettes- Dining Etiquettes- Party Etiquettes.

**Module -5** Team building- team building process- innovations and creativity- Press release - Press conference- Media interviews- Meetings- Planning Meeting Documentation: Notice-Agenda- and Resolution & Minutes- role of social media in communication- report writing- business presentations.

## Practical Component

1. Conducting SWOT analysis of your institution.
2. Demonstrating Video conferencing & teleconferencing in the class.
3. Conduct a Mock meeting of students in the class identifying on an issue of their concern ask the students to prepare notice- agenda and minutes of the meeting.
4. Each student to give presentation of 5 minutes on corporate speech (this can be spread throughout the semester) and to be evaluated by the faculty

## References

- 1 Corporate Soft skills: Sarvesh Gulati
2. The ACE of Soft Skills: Attitude- Communication and Etiquette for Success: Gopalaswamy Ramesh- Mahadevan Ramesh
4. Advanced Business communication - Penrose- Rasberry- Myers-Thomson Learning.
5. Excellence in Business Communication - Bovee- thill – Pearson Education.
6. Avison & Fitzgerald Information Systems Development-Methodologies- Techniques and Tools- Mcgraw Hill.
7. Avison And Wood-Harper Multi View-An Exploration In Information Systems Development-

# Technology for Management

**Module1:** Technology- S curve of technology evolution- Technology trends and progression- technology change agents Impact of technology on business- Forms of technological change- Concept and significance of Management of technology- Technological environment- recent developments in Technological environment- Competitive advantages through new technologies.

**Module -2** Competing with Information Technology- Fundamentals of Strategic Advantage – Using Information Technology for Strategic Advantage- Technology Sources- Managing R& D Organization –issues and recent trends. Linkage between technology development and competition-

**Module:3-** : Information Systems in Business: Introduction of IS- Components; Business as an Information system- MIS- Knowledge/ Expert systems and Artificial Intelligence (AI) and technologies in Business - strategic information system (SIS)- ERP- CRM- E-business / E-commerce. Office Programs: Working with MS WORD- MS EXCEL- MS POWERPOINT- Internet – email- accessing e-books- Journals. Orientation on emerging technologies

**Module4** Enterprise Resource Planning- Business Intelligence- and data warehouse- data-mining Decision Support Systems: Decision Support in Business –Developing Business/IT strategies: Planning Fundamentals – Implementation Challenges- Cloud Computing- Big data-

**Module – 5:** Information system security and issues: ethical issues- computer crimes- electronic data monitoring and morality of IS usage; socio-cultural issues- social environment- development of trust- power asymmetry- policy implementation.

## Practical component

1. List out the ethical issues in IT companies/ service sector.
2. Prepare a report on the computer crimes.
3. Visit an organization and study the soft used in ERP
4. Prepare an MIS plan for a hotel / Hospital

## References

1. John McManus and Trevor Wood-Harper-2010. Information Systems Project Management- Pearson Education- Noida
2. Strategic Technology Management by Betz. F. - McGraw-Hill
3. Managing Technology and Innovation for Competitive Advantage by V K Narayanan- Pearson Education Asia
4. Management of Technology by Tarek Khalli - McGraw-Hill
5. Strategic Management of Technological Innovation by Schilling - McGraw-Hill- 2nd Edition
6. Handbook Of Technology Management by Gaynor- McGraw Hill

**MASTER OF BUSINESS ADMINISTRATION**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2018 - 2019 ONWARDS)**

**COURSE CONTENT OF SECOND SEMESTER**

**DEPARTMENT OF STUDIES AND RESEARCH IN BUSINESS  
ADMINISTRATION**

**TUMKUR UNIVERSITY, TUMKUR**

**SECOND SEMESTER  
COURSE MATRIX**

<b>Sl.no</b>	<b>Paper</b>	<b>Title of the paper</b>
1.	CPT-2.1	Research methodology
2.	CPT-2.2	Financial Management
3.	CPT-2.3	Marketing Management
4.	CPT-2.4	Human Capital Management
5.	CPT-2.5	Operations and Quality Management
6.	CPT-2.6	Sustainable Development and Environment
7.	OEP -2.7	Soft Skills values and Ethics

# Business Research Methods

**Module: 1-** Research- objectives- types and process- literature Review- formulation of research problems- Research Proposal: – Elements of a Research Proposal- Drafting and evaluating a Research Proposal.

**Module: 2-** Research Design: -Concept- Features of a good research design- Use of a good research design- Qualitative research and Quantitative research approaches. Exploratory Research Design, Descriptive Research Designs- Cross-sectional and Longitudinal Research.

**Module: 3--** Sampling- sampling errors- sample size- types of sampling- probability and non-probability sampling determination of sample size. Hypothesis- types of hypothesis- formulation of Hypothesis- Errors in hypothesis.

**Module 4-** Measurement & Data: Levels of measurement Attitude Scaling Techniques- Types of Data - Secondary Data- Primary Data- methods of Data collection. Designing of Questionnaire- Data Analysis- Editing- coding- classification tabulation interpretation and analysis.

**Module:5-**Bivariate analysis and Linear Regression analysis- Bivariate Correlation Analysis - Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots- Chi-square - Test of Significance: Small sample tests: t (Mean- proportion) and F tests- Z test- Non-parametric tests: Binomial test of proportion- Analysis of Variance: One way and two- way Classifications –Use of SPSS and Excel for data analysis, Research Reports: Structure of Research report- Report writing and Presentation.

## Practical Component

1. Identify research problem and collect relevant literatures for data analysis
2. write the research design by using Exploratory and Descriptive Research methods
3. Prepare the questionnaire on brand awareness, and effectiveness of training in public sector organization- Investors attitude towards Mutual funds in any financial institutions.
4. Conduct Market survey to investigate consumer perception towards any FMCG products prepare a report and present in the class.

## References.

1. Research Methodology- C R Kothari- Vishwa Prakashan-2002
2. Business Research Methods. Donald R. Cooper & Pamela s Schindler- TMH/9e/2007
- 3 Business Research Methods-SL Gupta and Hetesh Guptha- McGraw hill - 2012
4. Marketing Research- Naresh K Malhotrs- Pearson Education /PHI/5e/2007
5. Business Research Methodology – J K Sachdeva – HPH-2e-2011



# Financial Management

**Module:1-** Concept of Finance- financial Management- Profit maximization vs. Wealth maximization- changing role and Functions of Finance Manager- financial planning and decisions- Indian Financial System.

**Module:2-** Techniques of Time value of Money- present value- Future value - Valuation of Share- Risk and return Portfolio- CAPM and WACC. Financial and operating leverage- capital structure- Cost of capital and revaluation- designing capital structure. Dividend policy- Aspects of dividend policy- practical consideration- forms of dividend policy- practical considerations- forms of dividends- share splits, Value of firms- EBIT- EPS analysis

**Module :3-** Capital Budgeting- Importance of Capital Budgeting- Complexities Involved in Capital Budgeting Decisions- Phases of Capital Expenditure Decisions- Identification of Investment Rationale of Capital Budgeting Proposals- Capital Budgeting Process- Investment Evaluation- Appraisal Criteria

**Model 4-** Risk Analysis in Capital Budgeting- Types and Sources of Risk in Capital Budgeting- Risk Adjusted Discount Rate- Certainty Equivalent Approach- Probability Distribution Approach- Sensitivity Analysis- Simulation Analysis- Decision Tree Approach- Capital rationing Types- Steps Involved in Capital Rationing- Various Approaches to Capital Rationing

**Module -5** - Working Capital Management Components of Current Assets and Current Liabilities- Operating Cycle- Determinants of Working Capital- Approaches for Working Capital Management- Estimation of Working Capital

## Practical Component

1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
2. Using the annual reports of selected companies- study the working capital Management employed by them.
3. Choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
4. Study the working capital Management of manufacturing and service industry.

## References

1. Financial Management- Prasanna Chandra- TMH
2. Financial Management- I.M. Pandey- Vikas Publishing House- New Delhi
3. Financial Management- Khan and Jain
4. Financial Management and Policy - James C. Vanttorn

# Marketing Management

**Module 1:** Introduction to Marketing – Elements of Marketing Concepts – Functions of Marketing – Marketing Management Philosophies – Marketing process – Marketing environment – Marketing mix – Consumer market and Consumer Buying Behavior – Marketing to the 21<sup>st</sup> century customers.

**Module 2:** Product Decision - Market Segmentation- Positioning and Targeting - Branding Strategies – Packaging as a Marketing tool – Concept of Product - Price Decision – Objectives – Pricing policies – Pricing Methods and Strategies – Channel decision – Factors affecting channel choice – Channel Management Decision – Designing a Physical Distribution System- Network Marketing .

**Module 3:** Promotion Decision – Kinds of Promotion – Tools and Techniques of Sales Promotion – Push and Pull Strategies – Advertising campaign – Developing advertising strategy – Evaluating advertising sales promotion – Developing the sales promotion programmes.

**Module 4:** Integrated Marketing Communication –IMC strategies- Marketing Research – Procedure of Marketing research – Marketing Control – Marketing Audit – Direct Marketing – The role & Impact of public relations.

**Module 5:** New trends in Marketing Scenario- Holistic Marketing – Green Marketing – Content Marketing – Social Media Marketing – Viral Marketing – Event Marketing .

## Practical Component:

1. Identify a company Marketing FMCG products and analyze its Marketing Strategies
2. Prepare a report on strategies adopted by firms to create Brand awareness of Automobile-cosmetics, electronics and jewelry products
3. Prepare a report on the consumer buying behavior for lifestyle products and electronic goods.
4. Design an advertisement for print and electronic media for the marketing of two wheelers and kids products and enact the same in the class.

## References

1. Philip Kotler: Marketing Management: Analysis- Planning and Control- PHI
2. Cundiff- Still & Govoni : Fundamental of Morden Marketing - PHI
3. Ramaswamy V S & Namakumari S: Marketing Management- Planning- Implementation and Control- Macmillan
4. Michael J. Etzel- Marketing - TMH
5. William O Bearden- Marketing principles and perspectives- International Edition
- 6 Advertising and Promotions IMC Perspectives- Belch and Belch - TMH
- 7 O'Guinn- Alien- Serpenik- Advertising and integrated Brand Promotion- Thomson Learning

# Human Capital Management

**Module-1** Human Capital Management– HRM Functions- HRD & HRM- Sub systems of HRD- Competency based HRM- Human Capital Management and HCM measurement and Reporting- Contemporary issues and practices in HRM- Changing concept of HRM in India and in the globe.

**Module :2-** Human Capital Planning Hiring and Development - job Analysis- job design- Job evaluation- Human resource planning- Demand forecasting- HR supply forecasting- Career planning- Promotion- transfer- demotion and separation; Employee hiring- Employee selection- process of employee selection- New recruitment practices- Training- methods of Training and TNA and evaluation

**Module: 3-** performance Appraisal and Competency Mapping- methods of Appraisal- ethical issues in performance appraisal- potential Appraisal- performance Management cycle Competency mapping steps and process of Competency Mapping

**Module:4-** Employee Engagement and Talent Management- Drivers of Employee Engagement- employee value proposition- Employer branding- Talent Management- process of Talent Management- Talent Management Strategy- Career planning and Succession Planning.

**Module:5-** Compensation and Human Resource Accounting- components of Compensation- recent trends on Compensation- Human Resource Accounting- Methods of HRA- HRIS- HR Auditing process- Balance Score Card and HR Score Card.

## Practical Component-

1. Mini Project on HRM practices in organization-
2. Identify the various training methods and design a training program
3. Design a Job Analysis- job description and job specification for various levels of employees.
4. Visit an organization and prepare a report on the performance appraisal methods adopted in various sectors.

## References.

1. Gary Dessler and Biju Varkkey (2013)- Human Resource Management
2. P. Jyothi and D.N Venkatesh (2013)- Human Resource Management. Oxford Publication.
3. Biswajeet Pattanayak (2014)- "Human Resource Management"- PHI Publications-
4. V.S.P.Rao and C.B. Mamoria (2012)- "Personal Management(Text and Cases)"-
5. A.M Sheikh- Human Resource development and Management- 3rd Revised edition
6. Snell and Bohlander- Human Resource Management- South-Western
7. Uday Kumar Halder and Juthika Sankar- Human Resource Management. Oxford Higher Education- 2012

# Operations and Quality Management

**Module 1:** Introduction- Operations Evolution of POM and Scientific Management- Production system- Recent Trends in POM. Role of Operations Management in Strategic Management- Operations Strategy in Services.

**Module 2:** Production Process & Layout and Services Design and Operations: product design- process design and planning- Types of Process designs- Facility Location- Facility Layout- Manufacture Facility Layouts- Flexible Manufacturing and Lean systems- Computer applications.

**Module 3:** Production planning and control functions- Types of PPC- Aggregate Planning- Capacity Planning- Material Requirement planning (MRP)- Capacity Requirement Planning- Introduction to CPM and PERT- Comparison of PERT and CPM- Network problems

**Module 4:** Inventory Management- Q and P System- ABC- VED Analysis EOQ and other inventory methods- Concepts of SCM- Process of SCM- Purchasing Process and Policies- vendor Ratings- Make or Buy Analysis- Introduction to e-business- Concepts and Benefits of JIT.

**Module 5:** Concept of Quality- Masters of Quality(Deming- Crosby- Ishikawa- Taguchi) Statistical Quality Control- Control Charts- Total Quality Management- QFD- Quality Circles- kaizen- pokayoke. Six Sigma. Quality Management systems- ISO 9000 and 14000 Standards- Quality Audit- Quality awards.

## Practical Component

1. Prepare a Mini project by visiting a manufacturing plants and report on its operations.
2. Report on Quality policies of any two organization
3. Report on the various quality awards and its criteria for award.
4. Visit an organization and study the plant layout and TQM practices followed in its operations.

## References

1. Production and Operations Management- by K. Aswathappa and K Shridhara Bhat-
2. Operations Management by Norman Gaither and Greg Frazier- South Western Cengage Learning
3. Production and Operation Management- Everett Adam Ronald- Ebert- PHI
4. Production and Operation Management- R Panneer Salvam- PHI
5. Production and Operation Management- Chary S.N- TMH

# **Sustainable Development and Environment**

**Module 1.** The concept of green Management; evolution- green Management in India; relevance in twenty first century Sustainable Millennium Goals (SMG)- Evolution of sustainable development

**Module 2.** Internal and External environment; Indian corporate Structure and environment; how to go green? Environmental and sustainability issues for the production of high-tech components and materials. Corporate Social Responsibility (CSR) - Corporate Environmental Responsibility

**Module 3.** Indicators of sustainability; Ecosystem services and their sustainable use; Bio-diversity; Indian perspective.

**Module 4.** Environmental Reporting- Climate change business and ISO 14064; Green financing; financial initiative by UNEP; Green energy Management; Green product Management.

**Module 5.** Sustainability Climate change and entrepreneurship- concept and meaning of climate change- impact of Global warming- meaning of sustainability- need for sustainability in business- entrepreneurship and sustainability.

## **Practical Components:**

1. Report on Sustainable development practices of any two organizations-
2. Mini project on the Application of SMG to Indian business context.
3. Report on Global warming and climate change by UNEP
4. Report on the various quality environmental protection standards.

## **References:**

1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida - ZEW Publications.
2. Green Marketing and Management: A Global Perspective by John F. Whaik- Qbase Technologies.
3. The Green Energy Management Book by Leo A. Meyer- LAMA books.
4. Green Project Management by Richard Maltzman And David Shiden- CRC Press Books.
5. Green and World by Andrew S. Winston- Yale Press Books.

## **(OEP) Soft skills values and Ethics**

**Module 1-** Soft skills determinants- Soft vs hard skills- decision making skills- problem solving skills- positive thinking- negative thinking- lateral thinking and critical thinking.

**Module 2** Goal setting- dreams vs goals- why goals setting fail? Smart Goals- Time Management- Body language- norms of social behavior- good manners and etiquettes  
Positive thinking & Attitude- Motivation- Character Building- Team building -Effective Team Characteristics.

**Module -3** Personality –determinants, Personality types- Self-esteem- self-empowerment self-confidence. Transactional Analysis- Johari Window. Dale Carnegie and personality Portfolio- Neuro linguistics communication and change.

**Module - 4** Leadership- Components of Leadership- Leadership Skills- Styles of leadership- Groups- Nature- Group Size- Stages of Group Development- Group Roles- Group Norms- Group Cohesion.

**Module 5-** Transcultural values in Management Education- relevance of values in Management- need for values- values for managers- secular spiritual values in Management -Ethics- morality- virtues- Social ethics. Ethics in work place- ethical decision making. Fitness of body and mind through yoga, Meditation and prayanama, stress management.

### **Practical Component:**

1. Report on personality traits of any two great leaders
2. Conduct Creativity and team building exercises.
3. Report on the ethical practices of any three organizations.
4. Conduct group activities and goal setting exercises.

### **References**

1. Yukl G - Leadership in Organisations (Prentice hall- 7th Ed.)
- 2.. Yukl G - Leadership in Organisations (Pearson- 6th Ed.)
3. Hurlock.- Elizabeth B - Personality Development (Tata McGraw Hill- 1st Ed.)
4. Udai Pareek - Understanding Organizational Behaviour (Oxford- 2nd Ed.)
- 5.Chakraborty S.K foundations of managerial Work-contributions from Indian thought HPH
6. Management by values – Oxford University press.
7. Drucker P. Managing in Turbulent times Pan Books India.

# **MASTER OF BUSINESS ADMINISTRATION**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2018 - 2019 ONWARDS)**

## **COURSE CONTENT OF THIRD SEMESTER**

**DEPARTMENT OF STUDIES AND RESEARCH IN BUSINESS  
ADMINISTRATION**

**TUMKUR UNIVERSITY, TUMKUR**

## Course Matrix Third Semester

<b>Sl.no</b>	<b>Paper</b>	<b>Title of the paper</b>
1.	CPT-3.1	Strategic Management
2.	CPT-3.2	Creativity and innovation Management
3.	<b>SPT 4.4</b>	<b>Finance</b>
	SPT-4.4.1	Corporate Finance
	SPT-4.4.2	Financial Institutions and Services
	SPT-4.4.3	Equity markets and Behavioral Finance
4.	<b>SPT3.4</b>	<b>HRM</b>
	SPT 3.4.1	Industrial Relations
	SPT-3.4.2	Training and organization Development
	SPT 3.4.3	Strategic HRM
5.	<b>SPT3.5</b>	<b>Marketing Management</b>
	SPT 3.5.1	Internet Marketing and E - Commerce
	SPT-3.5.2	Product Development and Brand Management
	SPT 3.5.3	International Marketing
6.	OEP 3.6	Business Planning and Development



# Strategic Management

**Module 1** Strategic Management- Concept of Strategy -Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals – Mckinsey 7S Framework – External Environmental Analysis –Macro Environment and Industry Analysis – Porter’s Five Forces Analysis –Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis - Strategic Analysis

**Module 2** Types of Strategies Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus – Corporate level strategies- Stability strategies- Expansion strategies – Intensification- Integration- Diversification strategies – Mergers- Acquisitions- Strategic Alliances- Turnaround- Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies

**Module 3** Strategy Implementation and Control Strategy Implementation – Resource Allocation – Leadership in Strategic Management– Strategy- Structure and Organization Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix- GEC Model- Product-Market Evolution Matrix- TOWS Matrix- etc- Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise- Surveillance- Implementation and Strategic Alert Control

**Module 4** Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations- Sustainability and Strategic Management– Integrating Social & Environmental Sustainability issues in Strategic Management– Triple Bottom Line

**Module 5** Recent Developments in Strategic Management Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas- Value Curve & Four Actions Framework – New Business Models for Digital Economy – E-commerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organizations

## Practical component-

1. Analyze the Mission and Vision statements and objectives of five companies
2. Applying Michael Porter’s model to an industry (Retail- Telecom- Infrastructure- FMCG- Insurance- Banking).
3. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market; Analyse the internal and external factors
4. Map out GE 9-cell matrix and BCG matrix for some companies and compare them

## References

1. Arthur A.Thomson- A.J. Strick land III- John E. Cambel- Crafting and Executing Strategy- Pearson Education- New Delhi.
2. Charles W.L..Hill- Gareth R.Jones. Strategic ManagementAn integrated approach- Cengage Learning New Delhi
3. Sukul Lomesh- P.K.P.K. Mishra- Business policy and Strategic Management- Tata Mc Graw Hill- New Delhi.
4. Azhar Kazmi- Strategic Management– Tata McGraw Hill
5. Srinivasan R – Strategic Management: The Indian Context- Prentice Hall of India
6. Srivastava RM – Strategic Management: Concepts- Skills and Practices- Prentice Hall of
7. Mason Carpenter- Gerard Sanders- Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective- Pearson Education- India

## **Creativity and Innovations Management**

**Module –1-** Innovation Management- Innovation; invention and creativity: role and relationship with innovation- Drivers and process of innovation– firm & technology level- Classification of innovation Management of innovation. Types of Creativity & Innovation- Barrier to Creativity & Innovation- Four stages of creativity: Four principle approaches to creativity.

**Module –2-** Creative Process- Opport Module- recognition- Development- Realization Human creativity. Idea generation- Sourcing Ideas- Open versus closed Innovation- collaborative Innovation • Linking knowledge- creativity and innovation

**Module 3-** Organizing for Creativity and Innovation- Individual creativity and innovation - Grassroots & Professional Innovations- Leadership versus Management approach to creativity- Creative resources: internal versus external - training for creativity & innovation – Internet – Books - Open innovation.

**Module - 4-** Comparison of Creativity with concepts of TQM- Operational Research- Neuro-Linguistic Programming (NLP) – Information Technology & Artificial Intelligence - Kaizen- Quality Circles- Business Process Reengineering- General business skills- Suggestion Box - SWOT Analysis of creativity

**Module -5** Applications of Creativity and Innovation- Internalizing creativity in organizational activities through – four aspects of Creativity - The creative product/Service- The creative person- recent changes in creativity - Future of Creativity & Innovation.

### **Practical Component**

1. Students need to visit two organizations and prepare a report on the innovations made in different areas or activities of their business.
2. Prepare a report on the factors considered by organizations to create innovative products / services by giving an example of any recent innovative product developed.
3. Visit an organization and study the technology adoption and TQM practices followed in manufacturing / operations
4. Students can make teams plan and develop an innovative product/ service

### **References:**

1. Innovation handbook : how to develop- manage- and protect your most valuable ideas- Adam Jolly- ISBN 978-0-7494-5318-3- Kogan Page- 2008
2. Creativity and Innovation for managers- Brian Clegg- Butterworth-Heinemann- 1999
3. Tidd- J. and Bessant- J. 2009. Managing innovation. 3rd edition- Wiley- Chichester.
4. The art of creative thinking - How to be innovative and develop great ideas- John Adair- Kogan Page- London- 2007.

# Specialization- Finance

## Corporate Finance

**Module 1:** Overview of Financial Management- Time value of money- valuation of financial assets- risk and return- portfolio theory and asset pricing models- options- capital budgeting- MM approach techniques- risk analysis in capital budgeting- cost of capital- long term finance.

**Module 2:** Capital structure decisions and firm value- dividend policy and firm value- Leasing and hire purchase- working capital Management and techniques- cash inventory and receivables.

**Module 3:** Cost of finance – WACC (weighted average cost of capital)- floatation cost. Dividend Policies; behavior: Gordon & Lintner model- Empirical analysis by Fama & Babiak. The effects of dividend yield on common stock prices. Dividend behavior of Indian companies- Financing of Replacement of existing Assets & expansion: Reconstruction and re-organization;

**Module 4:** Strategy and financing policy- Role of cost of capital in linking asset liability sides of business Financing mature companies-Financing high growth companies Firms in financial difficulty-Managing mismatches in the balance sheet-Raising funds from the markets: Choices and decision variables- Earnings distribution policy-Financial strategy-Corporate strategy and financial policy.

**Module 5:** Corporate Restructuring- Mergers- Types of mergers- Takeovers- Takeover code Acquisitions- Corporate valuations and case studies of latest mergers and acquisitions.

### Practical Component

1. Pick up any recent mergers and acquisition deals - generate the details of the deal and then study the deal in the light of the following. Nature of the deal: merger- acquisition- or takeover. If it is a merger- what type of merger is it? Synergies likely to emerge to the combining and the combined firm(s) from the deal - The valuation for the merger
2. The basis for exchange rate determination in mergers and acquisitions
3. Report on Financial performance of any two organization
4. Mini project on procedure of corporate valuation.

### References

1. Mergers- Restructuring and Corporate Control- Fred Weston- Kwang S Chung- Susan E Hoag- 4/e- Pearson Education.
2. Corporate Finance-Theory And Practice – AswathDamodaran – John Wiley & Sons.
3. Takeovers- Restructuring and Corporate Governance- Weston- Mitchell And Mulherin - 4/e- Pearson Education- 2003.
4. Mergers and Acquisitions- Rajinder S. Aurora- Kavita Shetty and Sharad R. Kale- Oxford University Press- 2011.

# Financial Institutions and Services

**Module I :**Financial System in India: Concepts- financial assets- intermediaries- classification of market – money market and capital market; money market instruments—call money market-treasury bill market- commercial papers- certificates of deposit- foreign exchange market; interbank participation certificate- repo instrument- structure of Indian money market- recent developments.

**Module 2:** Banking & Insurance: Indian Banking System: An Overview- RBI Act 1935- Banking Regulation Act 1949- Regulation by other Institutions- Insurance Regulation Development Authority (IRDA)- the structure of insurance industry and players - Economics of insurance business - Value chain analysis. Microfinance and Rural banking.

**Module 3:** Financial services – overview- classification- non-fund based activities- innovative financial instruments- challenges facing financial service sectors – Hire purchase – concepts and characteristics; Leasing Financial Rationale- Evolution of Indian Leasing industry – genesis-break even lease rental- negotiation lease rental- concepts of gross yield and on yield- product profile- legal tax and accounting aspects of leasing in India.

**Module 4:** Capital Financing: Venture capital (VC) development of VC funds- structure-regulatory framework in India; Investment Process and evaluation – conventional method- the first Chicago method- revenue multiplier method- investments nurturing methodologies; Crowd and seed funding methods- Angel Investments.

**Module 5-** Factoring and Bill Discounting: concept- process- features- functions of a factor-legal aspects- financial evaluation of factorial services- cost of factoring- decision analysis for factor services – factoring scenario in India; Credit rating: concept and utility of ratings- credit rating agencies in India and their performance.

## Practical Component

1. Students can study the factoring and bill discounting procedure available to do Performance evaluation.
2. Visit a bank and study the financial support provided to Microfinance firms.
3. Identify the various credit rating agencies in India and their functions.
4. Visit a Hire purchase/ leasing company and study their procedure for hire purchase or leasing for various automobiles.

## References

1. Management of Financial Institution- Alexandar Rabicheck- Allen B Coleman- Driden Press-
2. Financial Institutions and Markets- Meir Kohn- TMH
3. Financial Services- M.Y. Khan- TMH -
4. Financial Markets and Institutions- CM Bhole- HPH

## Equity Markets and Behavioral finance

**Module 1:** Concept of Shares- Types of shares- Equity markets- Primary markets operations- Secondary markets- Initial Public Offer (IPO)- terms associated with book building. Depository participant- D MAT- Buyback of shares- Bonus shares- Stock Splits- Price fixing and allotment of shares.

**Module 2:** Pricing and timing of a new issue Underwriting and Marketing of a new issue- Private placement- and raising funds by non-equity instruments- CCPS- Convertible debentures- Debenture by public sector undertakings. Dividend behavior of Indian companies

**Module 3:** Securities and exchange board of India (SEBI) - capital issues- controller of capital issues- malpractice- deficiencies in the market- SEBI objectives- guidelines- OTCEI- OTC- NSE- stock exchanges. Stock market indices- BSE- NSE and NASDAQ.

**Module 4:** Mutual funds - Types and schemes- regulatory frame work- performance NAV concept- Resource mobilized problems and prospects of mutual funds in India- Overreaction – under reaction – fairness – ethics – mutual fund scandal- advertising to investors – saving behaviour.

**Module 5:** Individual investors – problems – Institution verses reasoning- psychology- positive self-illusions – prerequisites for rational choices quasi rational choice efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability.

### Practical Component

1. Students can study the Procedure to open a Demat Account and an Online Trading Account.
2. Students can visit a NBFC and study their operations
3. Students can prepare the report on the functioning of BSE , NSE and NASDAQ
4. Visit a bank/financial institution providing factoring service and submit a report.

### References

1. Investment Management- V.K. Bhalla S Chand
2. Investments- Sharpe WF. Alexander- GJ PHI
3. Investment Analysis and Management- Francis- TMH
4. [www.nseindia.com](http://www.nseindia.com)
5. [www.bseindia.com](http://www.bseindia.com)

# Specialization HRM

## Industrial Relations

**Module:1-** industrial relations- factors affecting IR- participants of IR- importance of IR. Approaches to Industrial relations- Code of Discipline and historical initiatives for harmonious IR- Government policies relating to labor- ILO and its influence on Legal enactments in India.

**Module:2-** Collective Bargaining & Negotiation: Collective Bargaining:- essential conditions for the success of collective bargaining- functions of collective bargaining- importance of Collective Bargaining- collective bargaining process- prerequisites for collective bargaining- implementation and administration of agreements

**Module:3-** Trade Union Trade Unions: Procedure for registration of Trade Unions- Rights and responsibilities of TUs- Problems of trade unions- Grievance – forms and sources of grievance- approaches to grievance machinery- Grievance procedures- model grievance procedure. Disciplinary procedures- Principles of Hot stove rule.

**Module:4-** Industrial Disputes Act of 1947 - factories Act- 1949- Minimum Wages Act- 1948 • Payment of Wages Act- 1936 Payment of Gratuity Act 1972- • Employees' Provident Fund and Miscellaneous Provisions Act 1952; • Payment of Bonus Act- 1965. • Employees Compensation Act in 2013 (only the objectives and provisions to be discussed)

**Module:5-** State Insurance (ESI) Act- 1948- Employee Standing order Act- Contract Labour Act- Shops and Establishments Act • Child Labour (Prohibition & Regulation) Act- 1986 (only the objectives and provisions to be discussed)

### Practical component

1. Visit an organization and study the implementation of Factories Act.
2. Study the labor legislation acts implemented in an organization.
3. Prepare a report on the grievance mechanism followed in an organization
4. Case analysis and presentation

### References

1. Industrial Relations- Trade Unions & Labour Legislation- P R N Sinha
2. Bare Acts
3. Industrial Relations and labor laws-Arun Monappa- Ranjeet Nambudiri- Patturaju Selvaraj- TMH- 1997.
4. Seema Priyadarshini Shekar- Pearson Education- 2013.
5. Labor Laws for Managers- BD Singh- Excel Books- 2009
6. Industrial Relations and Labor laws- SC Srivastava- 5th Edition- Vikas Publications.

# Training and Organization Development

**Module-1** Training and Development: learning vs Development- Training Needs Analysis- Methods and techniques of TNA- organizational support for TNA- Approaches to TNA- Training Design- Designing a Training Programme- Constraints in designing Training programme. -Learning theories and principles-Learning outcomes-Learning style- VAK Model- Principles of Learning.

**Module -2** On the Job & off the Job- Induction training- Cross cultural training- Team building training- Virtual Reality Training- Learning methods: process of E-learning- types of e-learning-. Outward bound methods- Outward Bound Learning (OBL) process of OBL- technologies- CD ROM and interactive multimedia- Web based Instruction- Intelligent Tutoring systems

**Module:3-** Training Evaluation Process- Reasons for evaluating Training and Development- Constraints in Training Evaluation--Models of Evaluation: Kirkpatrick's -Kaufman's- CIRO'S and Philip's Models Methods used for collecting data for training evaluation- Cost Benefit Analysis- ROI on training

**Module:4-** Foundations of Organizational Development: Conceptual frame work of Organizational development Process of OD Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy- Action Research Model-Positive Model- John Kotter's eight-stage process Model- Parallel learning structures- Process of organizational development –Organizational Diagnosis

**Module:5-** Organizational development in Global context- organizational development in service sector- OD Practitioners- Challenges to OD practitioners- role- competencies requirement- professional ethics and value and experiences; Trends in Organizational development

## Practical Component:

1. Submit a report on the training practices of any two organizations-
2. Submit a report on change intervention strategies of any company.
3. Conduct a group discussion in the classroom about downsizing the workforce in organization.
4. Prepare a report on professional ethics and values adopted in two organizations.

## References

1. Wendell L French- Cecil H & Bell Jr.- Organizational Development – Behavioural Science Interventions for Organization improvement- Pearson Education- 2014.
2. Blanchard P.Nick & Thacker James: Effective Training- Systems- Strategies and Practices- Pearson Education
3. French Wendell- Bell Cecil and Vohra Veena: Organisation Development- Behavioral Science Interventions for Organisation Improvement- Prentice Hall.



# Strategic HRM

**Module 1:** Strategic HRM- Difference between HRM and Strategic HRM. Strategic roles of HR Manager- strategy formulation role; strategy execution role; translating strategy into HR policies and practices.

**Module 2:** Strategic Planning- Models of strategy- The process of strategic Management Mission statement Analysis of environment- Organization Self-assessment Establishing goals & objectives Setting strategy- The Evolving/ strategic role of HRM- Strategic HR Vs Traditional HR- Barriers to strategic HR Models of SHRM.

**Module 3:** Human Resource Planning- Objectives of Human resource Planning Types of Planning- Aggregate planning- Succession Planning- Forecasting Models- Process of HR planning- Linking strategic HR planning to business planning- HRP Approaches- HRP Strategic Choices- Nature of HRP Models of HRP.

**Module 4:** Staffing- Recruiting- Strategic choices- Temporary vs Permanent Employees Internal vs External Recruiting- Methods of recruiting Selection- Selection Process- International Assignments diversity- Training & development- Benefits of training & development- Strategic choice- Training- development & performance improvement.

**Module 5:** Strategies for Retaining Productive Employees- Factors leading to reduction in work force- employee turnover- downsizing; Strategies for retaining productive workforce; Retirement – compulsory- voluntary- superannuation; Ethical and social issues in downsizing

## Practical Component

1. Visit an organization and study the strategic role of HR manager
2. Prepare a mini project on the HR forecasting and planning strategies of IT companies.
3. Study the recruitment and selection practices of two organizations.
4. Identify the reasons for downsizing of employees in organizations.

## References

1. Jeffrey A Mello- (2001). Strategic Human Resource Management- Cengage Learning India:
2. Gary Dessler and Biju Varkkey- (2009). Human Resource Management- 11th edition Pearson:
3. Cynthia D. Fisher- Lyle F. Schoenfeldt and James B. Shaw- (2009). Human Resource Management- 6th ed.
4. Rao T.V. (1999). HRD Audit: Evaluating the Human Resource Function for Business Improvement- Response Books: New Delhi.
5. Suri G.K.- C.S. Venkata Ratnam and N.K.Gupta (eds.) (2004). Performance Measurement and Management- Excel Books: New Delhi.

# **Specialization-Marketing**

## **Internet Marketing and E – Commerce**

**Module 1:** Introduction to Internet age and Marketing - Marketing in information-intensive Environment- Customer Behavior in the future- the internet and international Marketing.

**Module 2:** Implications of the Internet age for Marketing - implications of the Internet for Consumer Marketing - Data mining in Marketing - Data warehousing

**Module 3:** Improving Marketing productivity in the Internet Age- product innovation in the Internet age- developing products on Internet time- Re intermediation and disintermediation in the internet age- pricing in the internet age- advertising in the internet age- sales and customer and customer service in the internet age.

**Module 4:** E-Commerce- Framework- The anatomy of E-commerce applications- E-commerce Consumer applications & E-commerce organization applications.

**Module 5:** Types of E-payment systems- Digital token based- smart cards- Credit card based E-payment systems- Risk and E – Payments systems- Designing E-payment systems- Electronic Data Interchange- EDI applications in business -legal- security and privacy issues. types of digital documents & corporate data ware houses. Demo of E – banking system.

### **Practical Component**

1. Prepare a report on the Internet Properties & its Marketing Implication
2. Choose a Website for analysis based on its content- design- usability- attractiveness and other website properties
3. Prepare a mini project on branding strategies used internet Marketing .
4. prepare a report on Google advertising strategies

### **References**

1. The Essential Guide to Online Marketing - Rob Strokes- Quirk- ISBN: 9781936126323 •
2. E-Marketing - Judy Strauss and Raymond Frost- Prentice Hall- 6th Edition- 2013
3. Frontiers of E-commerce by Ravi Kalakota and Andrew B. Whinston-Pearson education.
4. E-commerce-The cutting edge of business by Kamalesh K. Bajaj & Debjani Nag-Tata McGraw Hill-New Delhi.
5. Internet Marketing – Sheth- Eshghi- and Krishnan – Harcourt
6. The New Rules of Marketing and PR: How to Use Social Media- Blogs- News Releases- Online Video- and Viral Marketing to Reach Buyers Directly- David Meerman Scott- 2nd Edition- Jan 2010
7. E-Commerce: An Indian Perspective- P. T. Joseph- Prentice Hall- 4th Edition- 2013

# Product and Brand Management

**Module 1:** Product- Product mix- product classification FMCG- growth strategies for FMCG- product plan - BCG-GE- Porter's Model- Competitor's Analysis- Customer Analysis and Market potential and forecasting – product market strategies – product life cycle and Marketing strategies- product evaluation.

**Module 2:** Product positioning- product differentiation- positioning strategies- preference analysis- benefit segmentation - New Product Development and the Techniques of Idea Generation and Screening- Concept Development and Testing- Test Marketing - Launching and Tracking New Product Programmes- organization for new product- prototyping-

**Module 3:** Brands v/s Products- Branding- brand attributes- significance of branding to consumers and firms-. Types of brand- brand image – brand Life Cycle- brand identity and brand personality- brand positioning- Retro-branding, methods of valuation of brands.

**Module 4:** Bringing brand to life- Growing sustaining Brand equity – customer based brand equity- source of brand equity: managing brands- brand reinforcement- brand revitalization brand crisis Corporate Branding and Tools for Building

**Module 5:** Brand Equity- Leveraging Brand Equity- Measurement of Brand Equity Building branding strategies- brand extension- brand licensing and franchising. Brand value chain- brand tracking- measuring sources of brand equity- models- managing brands over geographical boundaries

## Practical Component

1. Go to a supermarket and find the brand elements in various brands of soaps- mobiles- jeans- and other products are marketed.
2. Pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
3. Consider some groups like Tata's - Birla's- Infosys etc – study their branding strategy and present in the class.
4. Students can be made into teams and asked to develop a New product and suggest a brand name, create brand awareness and develop its marketing strategies

## References

1. Keller- Kevin Lane- Strategic Brand Management: Building- Measuring and Managing Brand Equity.
2. Donald Lehmann- Product Management- Tata Mc Graw Hill.
3. Urban- Hauser and Dholakia- N Essentials of New Product Management.
4. S.A. Chunawalla- “Brand Management”- Himalaya Publications.
5. U.C.Mathur- Brand ManagementText & Cases- Macmillan.

# International Marketing

**Module 1:** International Marketing vs domestic Marketing - the dynamic environment of international trade - FDI- licensing- strategic alliances- manufacturing subsidiaries- entry modes and Marketing control- optimal entry strategies - World Trade and India's foreign trade: an overview – Institutional framework for exports in India Global e-Marketing -

**Module 2:** International Trade Theories- Absolute cost-comparative Cost- H-O Theorem- New Trade Theories- Porter's Diamond Theory- Managerial Implications Global Marketing environment –Modes of entry in to foreign business. India's Export – Import policy – procedure and Documentation - INCO terms - balance of trade and payments.

**Module 3:** International Product Policy and Planning – Need for product planning- Product adaptation- Product Standardization- Cross country segmentation- Product life cycle in International Marketing - International Packaging- International Market selection – International Marketing Research – International Marketing Planning and control.

Module-4 Pricing decisions: Global Pricing Framework and Promotion decisions- International pricing decisions-International promotional decisions-Evaluation of international Marketing performance- coordination of international Marketing performance

Module-5 International distribution strategy: International Channels- Channel alternatives – Importance of Channel decision- Factors influencing the Channel decision – Channel Selection decision – International Retailing- issues in international retailing- Role of Logistics- major changes in Global Marketing - new trends in international Marketing .

## Practical Component:

1. Review a detailed guidelines for developing an international Marketing plan
2. Analyze international Marketing environment to understand opportunities and threats that a company underlying the behaviors of international consumers and business associates.
3. Conduct international Marketing research to generate information on consumers- competitors and other aspects of the international Marketing environment.
4. Plan a Market segmentation- targeting- and positioning strategy for international markets

## References

- 1 International Marketing - Cateora. Graham - TMH
- 2 International Marketing - Varshney- Bhattacharya - S Chand
- 3 Global Marketing Management- Warren Keegan - Pearson / PHI-
- 4 Global Marketing - Johny K. Johansson- TMH-
- 5 International Marketing - Dana - Nicoleta- Lascu - Biztantra
- 6 International Marketing – Francis Cherunillam – HPH
- 7 Global Marketing Strategies- Jean-Pierre Jeannet- Biztantra

## **(OEP) Business Planning and development**

**Module 1:** Business Planning- Objectives and need of Business Plan- Business planning overview- Business planning as a change agent - Idea Generation- Brain Storming- Identification of Business opportunities- Business plan process- (Understanding your motivations for preparing a plan - Raising money) Clarifying the company's future - Launching a new venture

**Module 2:** Institutional Support: Small Industry financing developing countries- A brief overview of financial institutions in India- Central level & State level institutions- SIDBI- NABARD- IDBI- SIDCO- DIC- Single window.

**Module 3:** Financial Support: Sources of long-term finance for a business development- Government role in providing financial support- Schemes & policies provided by the government.

**Module 4:** Policy framework- Policies governing business units- Industrial policies & Strategies relating to Business. Registration & Licensing- Bank & other statutory formalities. Organizing the basic infrastructure such as premises- water- power- transport etc. procurement of machinery & equipment- mobilization of human and material resources- trial run.

**Module-5-** Startups - Incubation Centre as a first step of setting up startup firms- Launching of new venture- Make-in-India concept- Digitalization- Virtual enterprise- Stages of venture development & financing.

### **Practical component.**

1. Interact with two entrepreneurs and prepare a report on their motivational factors to set up a business
2. Prepare a business plan to start a business of your choice.
3. Conduct brain storming and idea generation exercises in class.
4. Visit the financial institutions / Bank and prepare a report on the support provided by them to start a venture

### **References**

1. Donald L. Sexton and Raymond W. Smilor (1986). The Art and Science of Entrepreneurship. Ballinger Pub. Co. Cambridge: Mass.
2. Anthony C. Warren- Jack M. Kaplan (2006). Patterns of Entrepreneurship Management. Wile
3. Hisrich- Robert D and Peters Michael P. (2008). Entrepreneurship- Tata-McGraw Hill
4. Timmons- Jeffrey and Spinelli- Stephen (2006). New Venture Creation- Entrepreneurship for the 21st Century- 6/e- McGraw Hill/ Irwin.
5. politics- Ethics and Social Responsibility of Business by Sunita- Paragon Books Daryaganj- New Delhi . 6. Information Technology Entrepreneurship and Innovation by Fang Zhao.

**MASTER OF BUSINESS ADMINISTRATION**

**UNDER CHOICE BASED CREDIT SYSTEM (CBCS)**

**(2018 - 2019 ONWARDS)**

**COURSE CONTENT OF FOURTH SEMESTER**

**DEPARTMENT OF STUDIES AND RESEARCH IN BUSINESS  
ADMINISTRATION**

**TUMKUR UNIVERSITY, TUMKUR**

## Course Matrix Fourth Semester

Sl.no	Paper	Title of the paper
1.	CPT-4.1	Enterprise Management
2.	CPT-4.2	Legal Aspects for Business
3.	<b>SPT 4.4</b>	<b>Finance</b>
	SPT-4.4.1	Investment Analysis and Portfolio Management
	SPT-4.4.2	Infrastructure and Project Finance
	SPT-4.4.3	International Financial Management
4.	<b>SPT4.4</b>	<b>HRM</b>
	SPT 4.4.1	Performance Management and Competency Mapping
	SPT-4.4.2	Talent and Knowledge Management
	SPT 4.4.3	Cross Cultural Management
5.	<b>SPT3.5</b>	<b>Marketing Management</b>
	SPT 4.4.1	Social Marketing
	SPT-4.4.2	Green Marketing and CRM
	SPT 4.4.3	Digital and Social Media Marketing
6.		Internship

# Enterprise Management

**Module-1** Business planning - need- use and overview- idea generation- Brain storming- setting goals- vision mission- Environment Analysis - identification of Business Opportunity;. Financial and Technical Evaluation; Project formulation; Project Report-Incubation Centers: Types- Science and Technology Entrepreneurs Parks (STEP); Incubation centers as the first step in setting up start-up firms.

**Module 2** Preparing a Business plan- industry analysis and trends- competitive analysis. Financial support- SIDO- SIDBI- DIC- SSIC- SFC- launching of new venture.

**Module 3** Trends in entrepreneurship- women entrepreneurship - role of women and society- challenges to women entrepreneurship- benefits of women entrepreneurship. Rural entrepreneurship- virtual enterprises- Technology driven entrepreneurship and Social entrepreneurship.

**Module 4** Startup- Make in India- incubation centers. Startups- role- importance and present status in Indian economy- Factors influencing emergence of startups- Government Policies for startups and SMEs in India- Monetary and Fiscal Policies- Problems and Challenges.

**Module-5**-Concept of Social Responsibility- Social Responsibility of business towards different groups principles of CSR- Code of conduct for CSR- components of CSR- dimensions of CSR- implementing CSR strategy- - Whistle Blowing,(WB) types of WB, WB culture in organization.

## Practical Component

1. Prepare a report on the any three successful women entrepreneurs; state the motivating factors for setting business.
2. Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class
3. Interview a local entrepreneur to find out his/her major motivations to start a business
4. Prepare a report on the CSR practices of four companies of your choice.

## References

1. Donald L. Sexton and Raymond W. Smilor (1986). The Art and Science of Entrepreneurship.
2. Anthony C. Warren- Jack M. Kaplan (2006). Patterns of Entrepreneurship Management.
3. Hisrich- Robert D and Peters Michael P. (2008). Entrepreneurship- Tata-McGraw Hill
4. Timmons- Jeffrey and Spinelli- Stephen (2006). New Venture Creation- Entrepreneurship for the 21st Century- 6/e- McGraw Hill/
5. Ethics and Social Responsibility of Business by Sunita- Paragon Books Daryaganj-
6. Dr. Jyoti Gogte - Startup and New Venture Management- Vishwakarma Publication- Ist Edition- 2014.



# Legal aspects for Business

**Module 1:** Business Law- Law and Society- Law and Business- Branches of Law Bird's Eye view of Constitution of India- Business Contract- - Law relating to Indian Contract Act- 1872: Formation of Contract- Essentials of a Valid Contract- Discharge of Contract and Remedies for Breach of Contract. Sale of Goods Act- 1930: Essentials of contract of Sale of Goods- Conditions and Warranties- Performance of Contract of Sale- Unpaid Seller and his rights-

**Module 2:** Indian Companies Act- 2013: and recent amendments to Company's Act. Salient features of company- Types of companies- Memorandum and Articles of Association- Securities and Exchange Board of India (SEBI) Act- 1992: SARFESI Act 2002-

**Module 3:** Information Technology and Right to Information- Information Technology Act- 2000: provisions- Digital Signature- Law relating to Right to Information Act- 2005- Legal provisions relating to right to information. Consumer protection Act 1986.

**Module-4-** Concept of Cyber Crime and the IT Act- 2000- Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [ Penalty under the IT Act ]; Cyber Crimes : Legal Issues [ Offences under the IT Act ]; Cyber Crimes : Legal Issues [Offences under IPC ]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication

**Module:5-** Negotiable Instruments Act- 1881 – Concept and Features of Promissory Note- Bill of Exchange- Cheques- Parties to Negotiable Instrument- Holder- Dishonor and Discharge- bouncing of cheques- Competition Act- Basic concepts of Environment law and Intellectual Property Rights.

## Practical Component

1. List out the various cyber crimes.
2. Prepare a mini project on the adulteration of goods.
3. Study the MOA and the AOA of any two companies and discuss in class its importance.
4. Case analysis on contract and sale of Goods.

## References

1. M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd.
2. B. S. Moshal –'Business and Industrial Law'- Ane Bokks India
3. S.N. Kulkarni- 'Laws Regulating Business'- Diamond Publications
4. Dr. Farroq Ahmed- 'Cyber Laws in India'- Pioneer Books
5. S.S. Gulshan-Mercantile Law'
6. Arshad Subzawari- 'The Consumer Protection Act'
7. R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law'

# **Specialization- Finance**

## **Investment Analysis and Portfolio Management**

**Module 1:** Introduction to Securities and Investment: concept- Investment v/s speculation- Investment objectives- investment decision process- sources of investment information- investment constraints- and investment strategies during economic growth and recession.

**Module 2:** Risk and Return analysis: Components of Risk- types- systematic and unsystematic risk- precise measure of risk – beta co-efficient- Measurement of Return - historical return- CAPM- SML- CML- Portfolio risk – Markowitz model- Sharpe’s model- Factor model and arbitrage pricing theory.

**Module 3:** Security Analysis: Fundamental Analysis – EIC analysis (Economic- Industry- and Company)- factors/ indicators of risk- tools of EIC analysis- Technical analysis- Efficient Market Hypothesis (EMH)

**Module 4:** Security Pricing / Valuation: fixed income securities- return on bonds – current yield- approximate yield to maturity- YTM- Capitalization of income method- bond theorems; valuation of equity stock- capitalization of dividends- growth conditions; PE approach - Price indicators- volume indicators-

**Module 5:** Measuring Portfolio Performance: Efficient market hypothesis- Random walk Hypothesis- Effects of combining securities- efficient frontier- portfolio analysis- Markowitz Portfolio Theory- asset pricing theories- portfolio selection- models on selection reward to variability and reward to volatility. Strategies- portfolio revision- asset Management companies

### **Practical component**

1. A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and managing the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).
2. Students should study the functioning of stock exchange.
3. Students can do:-
  - a. Industry Analysis for Specific Sectors.
  - b. Company Analysis for select companies.
  - c. Practice Technical Analysis
4. Students can study the mutual funds schemes available in the market and do their Performance evaluation

### **References**

1. Punithvathy Pandian – Securities Analysis and Portfolio Management(Vikas 2002)
2. ZVI Bodie- Alex Kane & Alan J. Marcus – Investments (TMH- 5th Edition 2002)
3. Prasanna Chandra – Investment analysis and portfolio Management(TMh- 2002)
4. Donald E. Fisher & Ronald J. Jordan – Securities Analysis and Portfolio Management

# Infrastructure and Project Finance

**Module 1:** Introduction to infrastructure- sources of infrastructure finance- overview of current major infrastructure projects in India- Airports- telecommunication and energy projects- Valuation of infra projects.

**Module 2: Project Analysis:** market and demand analysis; technical analysis; financial estimates and projections – resource planning- cost estimates- means of finance- projected cash flows- time value of money – Present Value (PV) and Future Value (FV)- cost of finance – WACC (weighted average cost of capital)- floatation cost.

**Module 3: Project Risk Analysis:** project risks- identifying risk triggers – qualitative and quantitative analysis: sensitivity analysis- break even analysis- Hiller Model- simulation analysis. Project Quality Management: creating quality assurance- quality control at every project phase.

**Module 4: Project Selection:** constraints- essentials of good selection - cost benefit analysis- project rate of return; judgmental- behavioral- strategic and organizational considerations Project Implementation - developing project network- network techniques – PERT and CPM models- time estimation and network cost system

**Module 5: Project Closure:** Ethics- morals and values of project closure; Project Review: post-audits- post mortem analysis and documentation.

## Practical component

1. Identify the major infrastructure projects of India and make a presentation in class.
2. Plan a project and estimate its cost and means of financé.
3. Analyze risk Management techniques used by the banks, FMCG companies, and automobile companies.
4. Students can discuss on the ethics and values of project closure and present in the class.

## References

1. Project Management– Prasanna Chandra- CFM – TMH
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide)
3. Software Project Management- Press Man and Pankaj Jalote

# International Financial Management

**Module 1:** International Financial Environment – an overview- Growth and Importance of MNC/ MNEs- IFM and domestic financial Management– goals & functions: International Monetary System – evolution of Gold standard- Bretton Woods and Exchange rate regimes.

**Module 2:** International Flow of Funds: Balance of Payments – structure- equilibrium-disequilibrium; Exchange rate mechanism; Factors influencing exchange rate determination; nominal- real and effective exchange rates;. Parity Conditions and theories of PPP- IRP- Fisher Effect- International Fisher Effect- Alternative Theories of Exchange Rate Behavior

**Module 3:** Foreign Exchange Market – structure- functions- exchange rate quotations- Spot and forward- Futures- Options and Swaps - terminology- features- types of transactions – arbitrage Foreign Exchange risk exposure – measurement and Management; Hedging risk using forwards- currency futures and options- gains or losses to the option traders; speculation in derivative market.

**Module 4:** International Investment Decisions: FDI; Global Capital Budgeting- International Portfolio Investment; International Capital Markets: Euro currency market- emerging Asian Financial Markets- Instruments in International Capital and Money Markets - ADR- GDR- FCCBs- Syndicated loans. Cash Management Systems- Letter of Credit- Financing by Govt. Export agencies

**Module 5:** Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

## Practical Component

1. Students can study the Balance of Payment statistics of India for the last five years and present the same in the class.
2. Students can carry out a survey of Exporters and report the foreign exchange risk Management practices adopted by them.
3. Students can study the impact of exchange rate movement on the stock Index.
4. Students can visit a bank and study the foreign exchange derivatives offered by them.

## References

1. Sharan- Vyuptakesh- International Financial Management- PHI Learning Pvt Ltd.
2. Apte P. G.- International Financial Management- Tata McGraw Hill Education (2011)
3. International Financial Management- PG Apte- TM Hill Edn.
4. Foreign Exchange Arithmetic- C Jeevanandam - Sultan Chand & Sons.
5. Multinational Financial Management- Alan C Shapiro- John Wiley Edn.

# **Specialization - Human Resource Management**

## **Performance Management and Competency Mapping**

**Module 1:** Performance Management- Scope and Impact of Performance Management- evolution of Performance Management- Essence of Performance Management- Competency based PMS - Electronic PMS- Potential appraisal and HRM

**Module 2:** Performance Management and Development- Performance Management Processes Measuring Performance- Competence and Competency Analysis- Conducting Performance and Development Reviews Coaching and Counseling Performance Problem-Solving.

**Module 3:** Developing and Maintaining Performance Management- - Evaluating Performance Management- Relationship between performance measurement systems and behavior; Performance Management and employee development: Personal Development plans- 360 degree feedback as a developmental tool; Performance linked remuneration system- performance linked career planning and promotion policy.

**Module 4:** Components of competency- skills knowledge and motive- traits of self-concept Competency mapping procedure and steps. Competency assessment and uses- recruitment-selection- competency based appraisal- training and development- succession and career planning- compensation and benefits.

**Module 5:** Current developments and emerging issues in Performance Management- and competency mapping- Modern performance measurement frameworks: Six Sigma; Performance Prism. Contemporary issues in performance Management and competency Mapping.

### **Practical Component**

1. Visit an organization and study the performance Management system adopted and discuss in the class.
2. Design a competency mapping model for a service industry.
3. Collect the opinion of the employees on the performance appraisal method adopted in their organization.
4. Conduct the mock discussion to identify the behavioral characteristics important for performance of job.

### **References**

1. Rao T.V. (2007). Appraising and Developing Managerial Performance. Excel Books.
4. Dixit Varsha (2008). Performance Management. Vrinda Publications Ltd.
5. Hand book of Competency mapping -understanding- designing and implementing competency models in organizations by Seema Sanayhi- Sage Publications Pvt Ltd.
6. Competency mapping by R.K sahu- publisher Excel,
7. Competency mapping for superior results by Mukharjee Sarabhan-TMGH 2011-12 edition.

## Talent and Knowledge Management

**Module 1:** Scope of Talent Management as a system in the organization; Workforce dynamics; Link- between Performance Management and Talent Management. Key drivers of Talent Management. Talent Management process Trends and Risks; develop- Deploy- Connect“ model.

**Module 2:** Human Talent Management(HTM) by competencies; HTM Models based on anticipative or predictive function; flow function and release function. Talent Management as a Competitive advantage. Demographic uncertainties- Talent Relationship Management.

**Module 3:** Talent Planning- succession planning and mobility programs- Employer branding – recruitment -Online recruiting-legal. Ethical issues- Developing and Retaining Talent Potential identification and development.

**Module 4** knowledge Management- elements. Advantages - Knowledge Management in learning organizations-Types of Knowledge- Managing knowledge workers. Knowledge Management strategies: Aligning individual needs with organization.

**Module 5-** Knowledge Management process- Approaches to knowledge Management: Knowledge Management solutions- Knowledge Management life cycle- Nonaka’s model of knowledge. Knowledge capturing techniques: Brainstorming- Protocol analysis- Consensus decision making- Repertory grid- Concept mapping. Reward systems for knowledge Management-

### Practical component

1. Prepare a report on Talent Management practices adopted in Indian and Global companies.
2. Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
3. Make students to prepare a report on knowledge Management practices implemented by successful companies.
4. Students are expected to conduct a mock interview session including need identification and a set of qualities needed to perform the role of a manager.

### References

1. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment- Retention and Workforce Planning. Wiley
2. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
3. Lance A Berger and Dorothy R. Berger (2008). The Talent Management Handbook. McGraw Hill- New York- NY.
4. Knowledge Management in Theory and Practice by Kimiz Dalkir, PHI, 2nd Edition.
5. Knowledge Management by Sudhir Warier, Vikas Publishing House.
6. Knowledge Management by Ratnaja Gogula.
7. Knowledge Management: Tool for Business Development by Dr. B. Rathan Reddy, Himalaya Publishing House.
8. Handbook on knowledge Management by Holsapple, Springer Verlag.

# Cross Cultural Management

**Module: 1-** Concept of Culture organizational culture & its dimensions; Role and Significance of CCM; Determinants of Cultural Identity. Frameworks for Mapping the Culture- Theoretical Foundations of CCM- Horizons in Cross Culture Management; Cultural Background of business stake-holders- cultural Frame work.

**Module :2-**Corporate Culture-Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

**Module -3** Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC High Performance Winning Teams and Cultures; Culture Implications for Team Building.

**Module-4-** Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base –International and Global Business Operations – Strategy Formulation & Implementation; Aligning Strategy- Structure & Culture in an organizational Context.

**Module- 5-**Global Human Resources Management- Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel.

## Practical Component

1. Prepare a report on cross cultural Management strategies adopted in an IT and Service organization.
2. Visit an MNE organization and study the HR shared services operations performed.
3. Study and compare Recruitment- Selection and Training practices in various countries.
4. Study Indian and US legal aspects involved when deploying an employee on an International Assignment.

## References

1. Deresky Helen- “International Management: Managing Across Borders and Cultures”- 4th Ed.- Prentice Hall of India
2. Harris- P.- R. Moran ran- and S. Moran. (2004). Managing Cultural Differences. Burlington- MA: Elsevier.
3. Geert Hof stede- ‘Cultures consequences’ (2nd ed) thousand oaks- CA; sage publications 2001 Heracleous.L and Devoge- S.- “Bridging the gap the of relevance: Strategic Management and organizational development-

# Specialization - Marketing Management

## Social Marketing

**Module 1.** Growth and Development of nonprofit Marketing - societal Marketing - History of Social Marketing - Role of Social Marketing - Why Social Marketing ? Social Marketing Vs Commercial Marketing - USP of Social Marketing - who does Social Marketing ? Benefits of Social Marketing.

**Module 2.** Social Marketing vs CSR- Social Marketing and charity- Green Marketing and Social Marketing . Analyzing the social Marketing environment- steps in developing a research plan- selecting target audience- segmenting and variables used to segment market and criteria for evaluating segments.

**Module -3-** Marketing planning process- 10 steps to develop a social Marketing plan- systematic sequential planning- cause-related Marketing - Marketing 3.0- bottom-of-pyramid markets- new frugalism- Marketing against poverty- reverse innovation- co-creation- tribal Marketing - viral Marketing - social media- mass customization

**Module -4** - Planning and evaluation of Social Marketing campaigns- Dangers and pitfalls of Social Marketing - Ethics in Marketing . Research needs of Social Marketing - future of Social Marketing .

**Module 5.** Cause Marketing - Cause Marketing vs Social Marketing - Cause and Social Marketing in India and abroad- Launching successful cause Marketing programmes- location based cause- Marketing - 10 commandments of cause Marketing - mistakes to avoid in cause Marketing - .

### Practical Component

1. Identify the products which are marketed under social Marketing.
2. Prepare a report on the ethical practices adopted in Marketing.
3. Identify the Green Marketing strategies of a firm.
4. Students should come up with new product designing with the rural Marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability).

### References.

1. Cause Marketing for Dummies by Joewaters and Joanna Mac Donald- wiley Publishing.
2. Social Marketing Behaviours for good by Nancy .R.Lee and Philip Kotler.



# Green Marketing and CRM

**Module1:** Green Marketing - Green Marketing stakeholders- Ethics and Social responsibility in green Marketing - influence and significance of green Marketing - Strategic Green planning- Green Marketing , Designing green products and Innovation

**Module2** Planning- incorporating green perspective in mission statement- integrating green mission into objectives and strategies- Green Marketing value analysis- Integrated Green Marketing Communications- Providing value via green Marketing & communications -creating value with green Marketing innovations- green Marketing pricing strategies.

**Module 3.** Customer Relationship Management- Strategic CRM- Operational CRM- Analytical CRM- Collaborative CRM- Misunderstandings about CRM- CRM Constituencies – Models for CRM- Understanding Relationships- Relationship Quality- Customer satisfaction- Loyalty and business performance.

**Module-4-** Customer relationship Management and Customer expenses – Experimental Marketing strategies and tactics- Features of CRM software applications that influence customer experience- Creating value for customers- Customer acquisition- Customer retention and development.

**Module -5-** Developing- managing and using customer related databases- Data integration- Data ware housing- Data access & interrogation- Data mining- privacy issues- Customer Portfolio Management(CPM)- Basic discipline of CPM- Market segmentation- Sales forecasting life time Value estimation. IT for CRM- Sales force automation- Marketing automation- service automation- Organizational issues and CRM

## Practical Component

1. Visit a mall and study the tools of CRM adopted to retain customers.
2. Identify the CRM software applications used by marketing firms and discuss in class.
3. Study the strategies of Green Marketing and make presentations in class.
4. Students can visit an non organic and organic product marketing stores and study their Marketing strategies and compare it and prepare a report.

## References

1. Francis Buttle- Customer Relationship Management: Concepts and Technologies – Routledge-
2. V.Kumar& Werner Reinartz- Customer Relationship Management: Concepts- Strategy & tools – Springer
3. Mullick N.H.- Customer Relationship Management– Oxford University Press

# Digital and Social Media Marketing

**Module 1 Marketing** in the digital environment- website development and Management issues- common e-commerce business models- Media options online- Fulfillment options and strategies- Online surveys- blog, mining- data mining- Building customer profiles using navigation and sales data- Competitor analysis online- Integrating online and offline strategies

**Module 2.** Social Media- development of social media- Managing Information Aggregators- Google Alerts- Blogs- Social Media Platforms - Face book- LinkedIn- Twitter- YouTube- and Content guidelines for online communications- Social Media measuring- monitoring & reporting- Tracking & Monitoring platforms. Content seeding- Viral campaigns and the social graph.

**Module-3** Integrating Online Communication into IMC Process - Online Advertising – Email Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management– Interactive Digital Networks – Customer led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing

**Module-4-:** Internet and WWW technology including security.- Business Models on the Web. Public policy- social- legal- ethical- political issues for e-commerce. Mobile e-commerce- Killer apps for strategic goals. Retailing (e-tailing) - Disintermediation - Channel conflict. Pricing Strategies in 'fluid e-retail markets.' Services online-: Online content & digital media - B2B e-commerce

**Module-5-** Search Engine Marketing (SEM) Paid versus natural Search- SEM landscape Email campaign creation and Management- Google Ad words- search and display on search engines- - Search Engine Optimization- (SEO) Process and methodology- Long tail in SEO- Link building- Key word analysis- process and optimization. Landing pages and their importance in conversion analysis- Google vs. Bing vs. Yahoo - Search Methodology.

## Practical Component

1. Take an advertisement introducing a new product like soap, mobile and confectionery products on any social media. Ask your friends if they can recall this advertisement and the message. Analyze if they would or would not buy the product on the basis of this advertisement? And why?
2. Students can make a group and create a blog and post the information of your institute.
3. Report on the various search engines used in digital Marketing and discuss its role on promoting products.
4. Study the legal and ethical practices in digital Marketing and prepare a report.

## References

1. Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation by Damian Ryan- Calvin Jone. Kogan Page.
2. Marketing 2012 by William M. Pride- O. C. Ferrell- Cengage Learning.
3. Integrated Marketing Communications: Asia Pacific Edition by William Chitty- Nigel Barker- Michael Valos- Terence A. Shim- Cengage
4. Learning. DigiMarketing : The Essential Guide to New Media and Digital Marketing by Kent Wertime- Ian Fenwick Web Analytics 2.0:
5. The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
6. Wiki Brands – Reinventing Your Company In A Customer Driven Market Place- Sean Moffitt and Mike Dover- TMGH.
7. Advanced Web Metrics with Google Analytics by Brian Clifton. Data-Driven Marketing : The 15 Metrics Everyone in Marketing Should Know Mark Jeffery.

## **Guidelines for Internship / Project work**

### **OBJECTIVE –**

To expose the students to understand the working of the organization/ company / industry and take up an in-depth study of an issue / problem in the area of specialization.

### **GENERAL GUIDELINES**

1. The project work shall be taken immediately after the completion of 3rd Semester Examinations.
2. No two students of a university / institute shall work on the same problem in the same organization.
3. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
4. The total number of reports to be prepared is **Two copies - hard bound copy and CD** is to be submitted to the University.
5. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
6. Do not insert transparency sheets in the report. Do not use spiral binding.
7. Freelance projects are exempted.

On completion of the project work, student shall prepare a report with the following format.

The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.

- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet indicating the title and logo of the institution.
- A certificate by the guide, Chairman, and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization.
- Acknowledgement

- Executive Summary

. The project report shall not exceed 100 pages.

3. The Project work shall be on a topic in the area of specialization specified in the syllabus and opted by the candidate.

## **Contents of the Report**

### **Chapter-I - will include**

- General Introduction
- Broad Industry profile
- Statement of the problem
- Objectives of the study
- Scope of the Study
- Hypothesis if framed
- Methodology- Tools and techniques used
- Sample size and sampling unit.
- Limitations of the study

### **Chapter -2 - Literature Review**

### **Chapter -3 - Company profile -**

- Background and inception of the company
- Nature of the business carried
- Vision, Mission, objectives and Quality Policy of the company.
- Products/ Services Profile
- Area of Operation – Global / National / Regional
- Ownership Pattern/ organizational hierarchy
- Competitors Information
- Infrastructural Facilities
- Achievement/Award if any
- Future growth and prospects.

### **Chapter -4 - Theoretical / conceptual study to the topic**

- SWOT analysis of the company

### **Chapter -5**

- Data Analysis and interpretation – graphs, charts, Bar diagram

### **Chapter-6**

- Findings suggestions/ recommendations and conclusions

The report should include

- Bibliography, References, Annexure, copy of the questionnaire.etc

# **FORMATS**

## **(COVER TITLE PAGE & INNER TITLE PAGE FORMAT)**

### **TUMKUR UNIVERSITY TUMKUR**

TOPIC of the project .....

Project Report submitted in partial fulfillment of the requirements for the award of MBA degree

Submitted by .....

IV Semester MBA

Reg.No.....

Name of Guide & designation .....

20----

### **B) DECLARATION**

I ..(Name of Student) ....., hereby declare that the contents of this dissertation entitled ".....  
(Topic) ..... "are the outcome of my original research work. Further, this report has not  
been submitted to any Institution or University for award of any degree.

Place .....

(Signature)

Date .....

### **C) CERTIFICATE BY THE GUIDE**

This is to certify that the dissertation entitled "..... (Topic) ..... " is an original research  
work undertaken by ..... (Name of Student) ..... in partial fulfillment of MBA Course  
requirement of Tumkur University. Throughout the process of research study, the candidate has  
worked under my direct supervision and guidance.

Place .....

(Signature)

Date .....

(Name of Guide)

**Question paper format**

..... SEMESTER MBA EXAMINATION of .....  
MANAGEMENT  
CODE- TITLE OF THE PAPER

TIME: 3 Hours

Max Marks: 80

Section A

Answer any Five of the following; each question carries Five Marks (5x5 =25)

- 1
- 2.
- 3
- 4
- 5
- 6
- 7

Section B

Answer any Four of the following; each question carries TEN Marks (4x10=40)

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.

Section C

14. Compulsory Case Study (1x15=15)

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