

MARKETING MANAGEMENT			
Course Code	20MBA15	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates. 2. To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning. 3. Identify a Conceptual framework, covering basic elements of the marketing mix. 4. To understand fundamental premise underlying market driven strategies. 5. Giving them hands on practical approach to subject study. 			
Module-1 Introduction to Marketing			9 hours
Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment - Components of Environment to be analysed- Micro/ Macro Environment, Technological environment, Socio-cultural environment, Economic Environment, Legal Environment, Consumer/demographic environment, Government policies, Political environment. Techniques used in Environment Analysis. Contemporary Indian Marketing Environment. Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, societal marketing concept, Corporate Social Responsibility. Emerging areas- Neuro Marketing , Sensory Marketing- concepts only. Assignment: Contemporary Indian Marketing Environment			
Module -2 Analysing Consumer Behaviour			9 hours
Connecting with consumers and consumer in sighting, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour- personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological Processes underlying consumer behaviour. Market Segmentation: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Segmentation method – Geographic segmentation and Demographic segmentation, psychographic segmentation, behavioural segmentation, volume segmentation, deep segmentation. Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Assignment- Live projects on Consumer Behaviour.			
Module -3 Product, Brand Equity, Services Marketing			9 hours
Product Management- fundamentals, primary objective of product management, product hierarchy, product line, product mix, product mix strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product Development, packing as a marketing tool, Role of labelling in packing. Main tasks in product management. Components of Product personality. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, premiumisation in service marketing. Market Segmentation, Targeting & Positioning (STP): Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning. Monitoring brands performance and positioning.			
Module -4 Pricing , Marketing Channels			7 hours
Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies- Value based, Cost based, Market based, Competitor based, Pricing Procedure. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels and Retailing in India. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management..			
Module -5 Direct Marketing & Digital Marketing:			9 hours
Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing communications, digital marketing in India. Promotions- Marketing communications- Integrated Marketing			

Communications (IMC)-communication objectives, steps in developing effective communication, Stages in designing message. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, Social Media for Advertising. Customer Relationship Management- components. Significance of Marketing Research- importance of data.

Module - 6 Sales Promotion, Marketing Planning and Rural Marketing **7 hours**

Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Steps/process involved in Personal Selling. Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS. **Marketing Planning:** Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. **Concept of Rural Marketing:** Flumist (HBR) and Saffola Journey- Case Studies
Classroom Exercise: Brand Communication (create and enact a commercial)

Course outcomes:

At the end of the course the student will be able to:

1. Develop an ability to assess the impact of the environment on marketing function.
2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying .
3. Understand concept of Branding, development of product and significance of market segmentation , targeting and positioning.
4. Identifying marketing channels and the concept of product distribution.
5. Identifying techniques of sales promotion , significance of marketing research.
6. Synthesize ideas into a viable marketing plan for various modes of marketing

Practical Components:

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behaviour
- Effectively using their skill in creating and enacting a commercial on brand communication.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X	X		X
CO3	X	X	X		
CO4	X	X			X
CO5	X			X	
CO6	X			X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition

2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Edition
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar	Sage Publications	2020
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Danniel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition

II SEMESTER

HUMAN RESOURCE MANAGEMENT			
Course Code	20MBA21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorise in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.			
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel			
Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.			
Compensation and Benefits			
Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.			
Industrial Relations			
Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.			
Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.			
Human Resource Management in the Service Sector			
Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management			

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.

Case Study on “Training Program at ABC Cement” .

Module -5 Human Resource Management Innovations **9 hours**

Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.

Module - 6 HR Leadership and Organisation Transformation **7 hours**

Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR’s Most Important Task, HR roles critical for business survival, HR profession in today’s changeful workplace, HR and Technology.

Course Outcomes:

At the end of the course the student will be able to:

1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:

- An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		X
CO2	X	X		X	
CO3	X	X	X		
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P.RenukaMurthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

FINANCIAL MANAGEMENT			
Course Code	20MBA22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives:			
<ol style="list-style-type: none"> 1. To familiarize the students with basic concepts of financial management and financial system. 2. To understand concept of time value of money and its implication. 3. To evaluate the investment proposals. 4. To understand the management of working capital in an organization. 5. To analyze capital structure and dividend decision. 			
Module-1 Introduction			9 hours
Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Financial markets, Financial Instruments, Financial institutions and financial services. Emerging issues in Financial Management: Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).			
Module-2 Time value of money			9 hours
Meaning of Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization. (Theory & Problem). Case Study on Loan amortization. Computer lab for calculation of future value, present value and loan amortisation in MS excel.			
Module-3			9 hours
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only). Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. (Theory & Problem). Case Study on WACC.			
Module-4 Investment Decisions			9 hours
Capital budgeting process, Investment evaluation techniques – [Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return Problem). Risk analysis in capital budgeting-Case Study on replacement of capital project. (Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel.			
Module-5 Working Capital Management			7 hours
Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability. Computer lab for calculation of working capital cycle and operating cycle in MS excel.			
Module-6 Capital structure and dividend decisions			7 hours
Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered). Case Study on EBIT-EPS analysis & Leverages.			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Understand the basic financial concepts 2. Apply time value of money 3. Evaluate the investment decisions 4. Estimate working capital requirements 5. Analyze the capital structure and dividend decisions 			

Practical Components:

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can 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.
- Students can study any five companies capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X		
CO4	X		X	X	
CO5	X		X		

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	Khan M. Y.& Jain P. K,	TMH	7/e,
2	Financial Management	Prasanna Chandra	TMH	9/e,
3	Financial Management	Prahlad Rathod ,Babitha Thimmaiah and Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books

1	Financial Management	I M Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M.Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R.	Sage Publications	3/e, 2019

MARKETING SPECIALISATION COURSES

SERVICES MARKETING			
Course Code	20MBAMM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> To acquaint the students with the characteristics of services and their marketing implications. To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment. To familiarize the students with the GAPS model and strategizing towards closing the GAPS for effective services marketing. 			
Module-1 Introduction to services			9 hours
Reasons for the growth of services sector and its contribution; difference in goods and service marketing; characteristics of services; concept of service marketing triangle; service marketing mix; GAP models of service quality. Consumer behaviour in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors influencing customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.			
Module -2 Market Research for Customer Expectation			9 hours
Key reasons for gap using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.			
Module -3 Customer defined service standards			9 hours
“Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.			
Module -4 Employee role in service designing and Delivery			7 hours
Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.			
Module -5 Role of services marketing communication			9 hours
Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Pricing of services- Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.			
Mini Project – On measuring SERVQUAL			
Module - 6 Physical Evidence in Services			7 hours
Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.			

Course outcomes:

At the end of the course the student will be able to:

1. Develop an understanding about the various concepts and importance of Services Marketing.
2. Enhance knowledge about emerging issues and trends in the service sector.
3. Learn to implement service strategies to meet new challenges.

Practical Component:

- Ask students to choose a service industry of their choice at the beginning of the semester
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating the concepts to the particular industry(GAPS).
- Students can prepare service blueprints for any service of their choice.
- Identify any existing services, locate loopholes in the design and suggest modifications.
- Visit a service industry and analyze the role of customers in service delivery.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and
1	Services Marketing	Valarie A Zeithmal & Mary Jo	McGraw Hill	6/e 2018
2	Services Marketing	Christopher Lovelock	Pearson Education	2014
3	Services Marketing	Rajendra Nargundkar	McGraw Hill	2015
4	Marketing Research	Kumar	Sage Publications	4/e, 2018

Reference Books

1	Services Marketing	Parasuraman	Sage Publications	2018
2	Services Marketing	Hoffman & Bateson	Cengage Learning	2017
3	Services Marketing: Operation, Management and Strategy	Strategy-Kenneth E Clow & David L. Kurtz	Biztantra	2016

MARKETING RESEARCH & ANALYTICS			
Course Code	20MBAMM304	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> To provide an understanding of the basics of marketing research process. To orient on the theoretical and practical aspects of marketing research. Encourage the students to take up analytical thinking through research. To highlight importance marketing research for enhancing marketing strategies. 			
Module-1 Marketing Research Dynamics			9 hours
Meaning of Marketing research; when marketing research is unnecessary; Nature and Scope of Marketing Research; Marketing Research in the 21st Century (Indian Scenario); limitations of Marketing Research; threats to marketing research; Introduction to marketing intelligence: concept of marketing intelligence (MI), components, need for MI, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis. Case Study on Marketing Research Dynamics.			
Module -2 Marketing Research Projects			7 hours
Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy and sufficiency. Issues around studying human subjects. <i>Lab on socially acceptable responses- managing</i>			
Module -3 Decision Support System			9 hours
Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.			
Module -4 Applications of Marketing Research			9 hours
Applications of Marketing Research: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting. <i>Live project & Assignment: Agriculture Marketing or B2B marketing</i>			
Module -5 Predictive analysis			9 hours
Meaning of predictive analysis, how good are models at predictive behavior, benefits of predictive models and applications of predictive analysis, reaping the benefits, avoiding the pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay.			
Module - 6 Product Research			7 hours
Product Research- Analysis of Diffusion of products, Adoption decisions, Product – services tradeoffs, evaluating prototypes, Luxury and Lifestyle products. Live project: New Product adoption			
Course outcomes:			
The student should be able to:			
<ol style="list-style-type: none"> Comprehend the objectives of Market research & its application in solving marketing problems. Appreciate the use of different data collection methods, sampling design techniques, measurement methods to analyze the data. Generalize and interpret the data with the help of various measurement techniques. To understand the emergence of new trends in research. 			
Practical Component:			
<ul style="list-style-type: none"> Choose 5 successful products or services and identify the insight behind them through a field survey. Do a comprehensive essay on the difference between consumers vs. trade vs. Competition insights & how best to exploit them. Take 5 recent digital innovations like twitter or face book and identify the insights. Running case with real data Dell, Comprehensive critical thinking case Baskin-Robbins. Data Analysis case with real data IBM. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X		X		
CO2	X	X		X	
CO3	X		X		X
CO4	X			X	X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & SatyaBhushan Dash	Pearson	7 th Edition
2	Marketing Analytics Using Excel	.Ajithab Dash	Sage publications	2019
3	Essentials of Marketing Research	William G Zikmund et. al	Cengage Learning	7/e
4	Marketing Research	V Kumar	Sage Publications	1/e, 2015

Reference Books

1	Market Research: Text and cases	Rajendra Nargundkar	Mc Graw Hill	3 rd Edition
2	The Effective Use of Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	4 th Edition
3	Marketing Research: Methodological Foundations	Gilbert A Churchill & Dawan Lacobucci		8 th Edition

CONSUMER BEHAVIOUR			
Course Code	20MBAMM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
1. To understand the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour. 2. To comprehend the social and cultural dimensions of consumer behaviour. 3. To provide an insight of the psychological and behavioural concepts of consumers.			
Module-1 Introduction			7 hours
Meaning of Consumer Behaviour; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning; Consumer Movement in India; Rights & Responsibilities of consumers in India; Benefits of consumerism. Research on Consumer Behaviour; Consumer Behaviour and Society.			
Module -2 Models of Consumer Behaviour			9 hours
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour. Class Exercise: Conducting consumer experiments.			
Module -3 Individual Influences on Consumer Behaviour and CRM Part –I			9 hours
a) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire's Psychological Motives. b) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.			
Module -4 Individual Influences on Consumer Behaviour and CRM Part –II			9 hours
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation			
Module -5 External Influences on Consumer Behaviour			9 hours
Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis - Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.			
Module - 6 Consumer Influence and Diffusion of Innovations			7 hours
Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders. Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.			

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM
Case Study: Pillsbury Cookie Challenge.

Course outcomes:

At the end of the course the student will be able to:

1. Explain the background and concepts vital for understanding Consumer Behaviour.
2. Identify the role of variables that determines Consumer Behaviour in Social & cultural domain.
3. Identifying the psychological and behavioural practices adopted by organizations to enhance the Consumer Behaviour.

Practical Components:

- Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings / observations followed with a group discussion.
- Students have to prepare a questionnaire and conduct the survey on consumer buying behaviour and present the findings in the class.
- Find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc.
- Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour	Leon Schiffman, Leslie	Pearson	Latest Edition
2	Consumer Behaviour: A Managerial Perspective	Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal	Cengage Learning	Latest Edition
3	Consumer Behaviour	Sethna	Sage Publications	4/e, 2018
4	Advertisement Brands & Consumer Behaviour- Case Book	Ramesh Kumar	Sage Publications	2017

Reference Books				
1	Consumer Behaviour in Indian Perspective	Suja Nair	Himalaya Publications	2015
2	Consumer Behaviour: Building Marketing Strategy	Dell, Hawking & others	Tata McGraw Hill	Latest Edition
3	Consumer Behaviour	Satish K Batra & S H H Kazmi	Excel Books	Latest Edition

FINANCE SPECIALISATION COURSES

INVESTMENT MANAGEMENT			
Course Code	20MBAFM303	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To understand the capital market and various instruments for investment. 2. Learn valuation of equity, debt and mutual funds. 3. To learn theories of portfolio management. 4. To learn diversification of securities for risk return trade off in capital market. 5. To learn portfolio construction for retail investors, high net worth individuals, mutual funds. 			
Module -1 Introduction to Investment			7 hours
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).			
Module -2			7 hours
Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Price Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk, Insolvency Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Calculation of Return and Risk of Individual Security (Theory & Problems).			
Module -3 Valuation of Securities			9 hours
Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, P/E Ratio valuation model. (Theory & Problems).			
Module -4			7 hours
Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).			
Module -5 Modern Portfolio Theory			11 hours
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe's Single Index Model, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Sharpe's Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems).			
Module-6 Portfolio Management Strategies and Performance Evaluation			9 hours
Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision: Portfolio Revision Strategies – Objectives, Performance plans. Mutual Funds: Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Fund, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. The student will understand the capital market and various Instruments for Investment. 2. The learner will be able to assess the risk and return associated with investments and methods to value securities. 3. The student will be able to analyse the Economy, Industry and Company framework for Investment Management. 4. The student will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management. 			

CO-PO MAPPING

Practical Components:

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	X
CO3	X				X
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
40 percent theory and 60 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	3/e, 2010
2	Investments	ZviBodie, Kane, Marcus & Mohanty	Tata McGraw Hill Education	8/e, 2010
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2014

Reference Books

1	Analysis of Investments & Management	Reilly & Brown	Cengage Publications,	10e/2017
2	Security Analysis & Portfolio Management	Punithavathy Ehavathy Pandian	Vikas Publications	2/e, 201/8
3	Investment management (Security Analysis and & Portfolio Management)	Bhalla V.K.	Vikas Publications	19/e, 2018

BANKING & FINANCIAL SERVICES			
Course Code	20MBAFM305	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives:			
1. To understand the structure and functions of central and Commercial banking in India.			
2. To learn the functions of various financial services in India.			
Module-1 Structure of Banking in India			7 hours
Structure of Banking in India: Functions of RBI, Monetary system, Sources of funds, Quantitative and qualitative measures of credit control. Banking sector reforms, Bank performance analysis and Future of Banking.(Theory)			
Module -2 Commercial Banking			9 hours
Commercial Banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio-economic development, Services rendered. Banking Technology- Concept of Universal Banking-Home banking- ATMs-Internet Banking- Mobile Banking-Core Banking Solutions-Debit, Credit and Smart Cards- Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS. (Theory)			
Module -3 Merchant Banking			9 hours
Merchant Banking: Categories, Services offered, Issue management – Pre and Post issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building Vs. Fixed price issues.(Theory)			
Module -4 NBFCs; Micro-finance; Leasing & Hire Purchase Banking			9 hours
A. NBFCs: An Overview -Types of NBFCs in India-Regulatory framework.			
B. Micro-finance: Models, Services, Challenges.			
C. Leasing & Hire Purchase: Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase. (Theory& Problems)			
Module -5 Credit Rating; Venture Capital; Depository System & Securitisation of Debt			9 hours
A. Credit Rating: Meaning, Process, Methodology, Agencies And Symbols.			
B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies In India.(Theory)			
C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement.			
D. Securitization of Debt: Meaning, process, Types, Benefits. (Theory)			
Module-6 Mutual Funds			7 hours
Meaning, Structure, Functions, Participants, Types of Funds, Types of Schemes, Performance of Mutual Funds, Regulations for Mutual Funds.			
Course outcomes:			
At the end of the course the student will be able to:			
1. The Student will be acquainted to various Banking and Non-Banking financial services in India.			
2. The Student will understand the activities of Merchant Banking and credit rating.			
3. The Student will be equipped to understand micro financing and other financial services in India.			
4. The Student will understand how to evaluate and compare leasing & hire purchase.			
Practical Components:			
<ul style="list-style-type: none"> • Study and compare the performance of Public and private sector banks. • Issue management: Study the recent public issues. • Factoring and forfeiting business in India. • Venture capital funding and start up challenges. • Status of securitization in India 			

CO-PO MAPPING					
CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				X
CO4	X			X	

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 80 percent theory and 20 percent problems in the SEE.

Textbook/ Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial services	Khan M Y	McGraw Hill	6/e
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	2015
3	Financial Services in India: Concept and Application	Rajesh Kothari	Sage Publications	1/e, 2010

Reference Books

1	Financial Markets and Services	Gordon & Natarajan	Himalaya Publishing House	7/, 2011
2	Merchant Banking & Financial	Vij & Dhavan	McGraw Hill	1/e, 2011
3	Investment Banking	Pratap G Subramanyam	Tata McGraw Hill	2012
4	Behavioural Finance	Sujata Kapoor & Jaya Mamta Prosad	Sage Publications	1/ e, 2019

ADVANCED FINANCIAL MANAGEMENT			
Course Code	20MBAFM306	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To understand the concept capital structure and capital structure theories. 2. To assess the dividend policy of the firm. 3. To be aware of the management of working capital and its financing. 4. To understand the techniques of managing different components of working capital. 			
Module -1 Capital Structure Decisions			9 hours
Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).			
Module -2 Dividend Policy			9 hours
Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. (Theory and Problems).			
Module -3 Working Capital Management Policy			9 hours
Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).			
Module -4 Inventory Management			7 hours
Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems)			
Module -5 Receivables Management			7 hours
Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. (Theory and Problems)			
Module-6 Cash Management			9 hours
Cash Management – Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems)			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Get an overview of capital structure theories. 2. Understand and assess the dividend policy of the firm. 3. Realize the importance of management of working capital in an organization. 4. Be aware of the techniques of cash, inventory and receivables management 			
Practical Component:			
<ul style="list-style-type: none"> • Study the working capital financing provided by a Bank and submit the report on the same. • Study the annual report of any two companies and prepare a cash budget for next year. • Study dividend policy of companies and its impact on shareholders' wealth. • Study implications of bonus issues/stock splits of companies. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X				
CO4	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	M.Y.Khan & P.K.Jain	TMH	6/e, 2011
2	Financial Management	Prasanna Chandra	TMH	8/e, 2011
3	Corporate Finance-Text and Cases	Vishwanath S.R.	Sage Publishing	3/e, 2019

Reference Books

1	Financial Management & Policy	Vanhorne	Pearson	12/e,
2	Financial Planning: Theory and Practice	Sid Mitra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr.	Sage Publishing	1/e, 2015
3	Financial Management-A	Rajesh Kothari	Sage Publishing	2/e, 2017

LOGISTICS AND SUPPLY CHAIN MANAGEMENT			
Course Code	20MBAMM402	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To understand the basic concepts, processes and key elements of a supply chain. 2. To understand the elements and scope of logistics in supply chain management 3. To provide insights for establishing efficient, effective, and sustainable supply chains. 4. To comprehend the role of warehouse management 5. To gain knowledge about Inventory Management 6. To provide insights into International Logistics 7. To explain the role of technology in supply chain planning, visibility, and execution. 			
Module-1 Supply Chain			7 hours
<p>Concept, significance and key challenges. Scope of SCM- historical perspective, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits.</p> <p>Definition and scope of Logistics. Elements of Logistics, types, incremental value delivery through Logistics management. Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain.</p> <p>Case Study.</p>			
Module -2 Warehouse Management System			7 hours
<p>Warehousing – scope, primary functions. Efficient Warehouse Management. Types of Warehouse. Warehouse Layout Design, criteria. Warehouse Management System, Distribution Management, Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses. Case Study</p>			
Module -3 Inventory Management			7 hours
<p>Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.</p> <p>Dealing with demand uncertainty in Supply Chain- managing uncertainty in Supply Chain, (Bullwhip Effect) ,Impact of uncertainties. Case Study</p>			
Module -4 Transportation			5 hours
<p>Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, global alliances.</p> <p>Packaging Issues in Transportation, role of containerisation. Case Study</p>			
Module -5 Logistics Management			7 hours
<p>Logistics of part of SCM, logistics costs, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, distribution and warehousing management. Demand Management and Customer Service: Demand Management, CPFRP, customer service, expected cost of stock outs.</p> <p>Recent Issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM.</p> <p>Case Study</p>			
Module - 6 International Logistics			7 hours
<p>Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Supply Chain Security Initiatives in the USA, Logistics Industry in India.</p> <p>Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain introduction. Case Study</p>			

Course outcomes:

The student should be able to:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. To relate concepts and activities of the supply chain to actual organizations.
3. Highlight the role of technology in logistics and supply chain management.
4. Evaluate cases for effective supply chain management and its implementation.

Practical Components:

- Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students should visit different logistics companies and understand the services provided by them and submit a report.
- Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
- Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X				X
CO4	X			X	

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	A Logistic approach to Supply Chain Management	Coyle, Bardi, Longley	Cengage Learning	Latest edition
2	Integrated Supply Chain and Logistics Management	Rajat K. Baisya	Sage	2020
3	Supply Chain Management- Text and Cases	Janat Shah	Pearson	Latest edition
4	Supply Chain Management- Strategy, Planning and Operation	Sunil Chopra, Peter Meindl, D.V.Kalra	Pearson	Latest edition
5	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary		

Reference Books

1	The Box	Marc Levinson		
2	Essentials of Supply Chain Management	Michael H Hugos		
3	Logistics and Supply Chain	Martin Christopher	FT Publishing	5 th Edition
4	Supply chain Logistics Management	Donald J Bowersox,	Mc Graw Hill	4 th Edition

DIGITAL MARKETING MANAGEMENT			
Course Code	20MBAMM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> To understand the important concepts related to e-marketing To learn the use of different electronic media for designing marketing activities. To acquaint the students with the latest techniques of e-marketing. 			
Module-1 Introduction to Digital Marketing			7 hours
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
Module -2 Display Advertising			7 hours
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module -3 Search Engine Advertising			7 hours
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan			
Module -4 Social Media Marketing			7 hours
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
Module -5 Mobile Marketing			7 hours
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..			
Module – 6 Search Engine Optimization			5 hours
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Recognize appropriate e-marketing objectives. Appreciate the e-commerce framework and technology. Illustrate the use of search engine marketing, online advertising and marketing strategies. Develop social media strategy's to solve business problems. 			
Practical Components:			
<ul style="list-style-type: none"> Students will learn to create a digital marketing plan. Students will learn to create a mobile advertising project. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X	X			
CO3	X		X	X	
CO4	X		X		X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020

Reference Books

1	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019
2	Digital Marketing	Hanlon	Sage Publications	2/e, 2017
3	Digital Marketing	Ian Dodson	Wiley	2016

FINANCE SPECIALISATION COURSES

RISK MANAGEMENT AND INSURANCE			
Course Code	20MBAFM401	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. To provide an understanding of different types of risk. 2. To provide an understanding of the risk identification and measurement. 3. To give an overview of role of Life Insurance in risk management. 4. To provide an understanding of general insurance contract. 			
Module -1 Introduction to Risk Management			5 hours
and Risk Identification: Risk-Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability - Exposure to Work-Related Injury. (Theory).			
Module -2 Risk Measurement			7 hours
Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).			
Module -3 Introduction to Insurance			7 hours
Risk and Insurance- Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk- Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory).			
Module -4 Life Insurance			7 hours
Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in Profit-Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).			
Module -5 General Insurance			7 hours
Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).			
Module-6 Management of Insurance Companies			7 hours
Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Understand various types of risks. 2. Assess the process of identifying and measuring the risk. 3. Acquaint with the functioning of life Insurance in risk management. 4. Understand general insurance contract. 			

Practical Component:

- Should visit insurance companies and understand the types of policies
- Understand how insurance premiums are fixed
- Interact with insurance agents and understand the ground reality of insurance investors.
- Understand how different insurance companies settle the accident claims/death claims
- Understand the functioning and organisation structure of insurance companies.
- Compile and analyse General and Life insurance policies offered by Indian insurance companies (one public sector and one private sector)
- Visit policy bazaar portal and study the different types of insurance policies offered by the Indian insurance companies.
- Analyse the Systematic and unsystematic risk of any two companies
- Analyse the types of Risk in different sectors of India due to Covid- 19 Pandemic

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X		X	X	
CO3	X	X			
CO4	X				

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Principles of Risk Management and Insurance	George E Rejda	Pearson	12/e, 2009
2	Insurance and Risk Management	P.K. Gupta	Himalaya	1/e, 2010

Reference Books

1	Principles and Practice of Insurance	P. Periasamy	Himalaya Publishing House	2/e, 2009
2	Introduction to Risk Management and Insurance	Dorfman, Mark S.	Prentice Hall India	10/e, 2008
3	Risk Management and Insurance	Scott E. Harrington, Gregory R Niehaus	TMH	2/e, 2007

INDIRECT TAXATION			
Course Code	20MBAFM403	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03
Course Objectives:			
<ol style="list-style-type: none"> 1. To provide an overview of GST in India 2. To provide an understanding of levy and collection of GST 3. To give an overview of customs duty in India 4. To provide an understanding of valuation for customs duty 			
Module-1 Introduction to Goods and Services Tax (GST)			7 hours
Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).			
Module -2 Levy and Collection of Tax			7 hours
Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).			
Module -3 Time and Value of Supply			7 hours
Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).			
Module -4 Input Tax Credit			7 hours
Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).			
Module -5 Customs Duty			7 hours
Concept, Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods.. (Problems on Valuation of Imported Goods). (Theory and Problems).			
Module -6 Import and Export Procedure for Customs			5 hours
Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Have clarity about GST system in India 2. Understanding of levy and collection of GST in India 3. Have an overview of customs duty in India 4. Understanding of valuation for customs duty. 			
Practical Component:			
<ul style="list-style-type: none"> • Compile and analyze documents pertaining to Registration under GST and Returns under GST • How to file Online GST Returns • How to Generate GSTR 1 & GSTR 3B, E way Bill and How to calculate and avail Input Tax Credit(ITC) • Conduct a survey among local business community about compliance with GST regime. • Encourage students to register for online GST Certification Course – Suggested. 			

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X				
CO3	X				
CO4	X				X

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 40 percent theory and 60 percent problems in the SEE

Textbooks

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Indirect Taxes Law and practices	V S Datey	Taxmann's	<i>Latest Edition</i>
2	GST & Customs Law (University Edition)	K.M Bansal	Taxmann's	<i>Latest Edition</i>

Reference Books

1	Principles of GST & Customs Law	V.S. Datey and Dr. Krishnan Sachdeva	Taxmann's	<i>Latest Edition</i>
2	Goods & Services Tax (GST) in India	B. Viswanathan	UBS Publishers	<i>Latest Edition</i>
3	Indirect Taxation	Raj K Agrawal & Shivangi Agrawal	Bharat Law House Pvt. Ltd	<i>Latest Edition</i>