SONA COLLEGE OF TECHNOLOGY
Learning is a Celebration!

An Autonomous Institution

Approved by AICTE
ISO9001: 2015 Certified
NAAC Accredited – A grade
All Eligible Programme NBA – Accredited
Affiliated to Anna University, Chennai

CURRICULUM & SYLLABUS

SONA SCHOOL OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM

REGULATIONS – 2017

2018 – 2020 (V Trimester)

Junction Main Road, Suramangalam (PO), Sona Nagar, Salem – 636005

Ph : (0427) 4099999, 4099977 Fax : (0427) 4099888

Website : www.sonamgmt.org

Sona College of Technology, Salem
(An Autonomous Institution)

Courses of study for MBA V Trimester under Regulations 2017

Branch: **Master of Business Administration**

COURSE TITLE				
S.No.	**Course Code**	**THEORY**	**Session**	**Credits**
1	P17MBA501	ENTREPRENEURSHIP DEVELOPMENT	20	3
2	P17MBA502	PERSONAL MANAGEMENT AND GROWTH	13	2
3	P17MBA7XX	ELECTIVE 5	20	3
4	P17MBA7XX	ELECTIVE 6	20	3
5	P17MBA7XX	ELECTIVE 7	20	3
6	P17MBA7XX	ELECTIVE 8	20	3
7	P17MBA9XX	OPEN ELECTIVE II	7	1
	Total			18

26/11/19

Chairperson,
Director - MBA BOS
Dr.Swarup K Mohanty

Member Secretary
Academic Council
Dr.R.Shivakumar

Chairperson,
Academic Council & Principal
Dr.S.R.R.SENTHIL KUMAR

Copy to:
Director - MBA, V Trimester MBA Students and Staff, COE

V-Sem
2018-Batch

Sona College of Technology, Salem
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Courses of study for MBA V Trimester under Regulations 2017

Branch: **Master of Business Administration**

MARKETING MANAGEMENT ELECTIVES			
Course Code	**Courses**		**Credits**
TRIMESTER V			
P17MBA726	SALES AND DISTRIBUTION MANAGEMENT		3
P17MBA727	BRAND MANAGEMENT		3
P17MBA728	RETAIL MANAGEMENT		3
P17MBA729	MARKETING ANALYTICS		3
P17MBA730	HOSPITALITY AND TOURSIM MARKETING		3
P17MBA731	INTERNATIONAL MARKETING		3
P17MBA732	MARKETING OF FINANCIAL SERVICES		3
FINANCE MANAGEMENT ELECTIVES			
TRIMESTER V			
P17MBA733	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		3
P17MBA734	BANKING MANAGEMENT		3
P17MBA735	RISK MANAGEMENT AND INSURANCE		3
P17MBA751	FINANCIAL MODELLING USING EXCEL *100% Lab Sessions and MS Office – Excel 2016 version.		3
P17MBA736	RISK MANAGEMENT IN BANKS		3
ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES			
Course Code	**Courses**		**Credits**
TRIMESTER V			
P17MBA737	STRESS MANAGEMENT		3
P17MBA738	COMPENSATION MANAGEMENT		3
P17MBA739	TALENT ACQUISITION		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE[5]		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS[6]		3
P17MBA742	HR ANALYTICS		3

OPERATIONS MANAGEMENT ELECTIVES			
TRIMESTER V			
P17MBA743	SUPPLY CHAIN ANALYTICS		3
P17MBA744	WORLD CLASS MANUFACTURING ✓		3
P17MBA745	THEORY OF CONSTRAINTS		3
P17MBA746	MAINTENANCE MANAGEMENT		3
P17MBA747	BUSINESS PROCESS REENGINEERING ✓		3
FAMILY BUSINESS MANAGEMENT ELECTIVES			
TRIMESTER V			
P17MBA748	INTERNATIONAL BUSINESS MANAGEMENT		3
P17MBA749	TECHNOLOGY MANAGEMENT		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE[5]		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS[6]		3
P17MBA750	ENTERPRISE RESOURCE PLANNING		3
OPEN ELECTIVE (Open Electives to be offered in the 5th Trimester)			
P17MBA901	YOGA AND WELLNESS MANAGEMENT - II * ✓	OE	1
P17MBA903	ARABIC – II *	OE	1
P17MBA904	FRENCH – II *	OE	1
P17MBA905	JAPANESE – II *	OE	1
P17MBA906	HINDI – II * ✓	OE	1

* Level-1 to be offered in 4th Trimester and Level-2 to be offered in 5th Trimester.
Each level is a 1 credit course.

Note:

5 and 6 in Family Business Management Electives are the elective courses offered in Human Resource Management.

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Director - MBA BOS
Dr. Swarup K Mohanty

P17MBA501 - ENTREPRENEURSHIP DEVELOPMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concepts of "entrepreneur" and "entrepreneurship".
2. Sensitise the potential entrepreneur towards environment and other supportive services.
3. Prepare the structure and content of a business plan.
4. Develop insights into the management of new business ventures.
5. Acquaint themselves with the challenges faced by the entrepreneur.

Topics

1. Introduction: Entrepreneur and Entrepreneurship
2. Entrepreneurial Competence
3. Institutional Support to Entrepreneurs
   - Need for Institutional Support
   - Specialized Institutions
   - Incubation
4. Project Identification and Selection
   - Project Formulation
   - Criteria for Selection of Product
   - Project Appraisal
   - Growth of Business Ideas
   - Intellectual Property
5. Business Plan Preparation
   - Prefeasibility Study
   - Specimen of a Project Report
   - Project Feasibility Report Preparation
   - Evaluation Criteria
6. Financing of Enterprises
   - Capital Structure
   - Sources of Finance
   - Term-loan through Commercial Banks and FIs

7. Business Model, Pricing and Go to Market
8. Launching of Small Business
9. Management of Small Business
10. Challenges in Entrepreneurial Ventures

Text Books

1. TV Rao, Donald F.Kurako,Entrepreneurship: A South Asian perspective, Cengage Learning, 1st Edition, 2016.
2. P.Narayana Reddy, Entrepreneurship : Text and Cases, Fourth Impression, Cengage Learning, 4th Edition, 2010.

Reference Books

1. Robert D Hisrich, EntrepreneurshipTata Mcgrawill Hill Education , 9th Edition, 2014.
2. Mathew J Manimala, Biztantra,Entrepreneurship Theory at the Crossroads: Paradigms and Praxin, Wiley India, 2nd Edition, 2005.
3. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Mc Graw Hill India, 8th Edition, 2014.
4. Arya Kumar,Entrepreneurship : Creating and Leading an Entrepreneurial Organisation, Pearson Education, 1st Edition, 2012.
5. SS. Khanka,Entrepreneurship Development, S.Chand publishing, Revised Edition 2013.
6. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd Edition, 2011.

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P17MBA502 - PERSONAL MANAGEMENT AND GROWTH

(2 Credits)

13 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Identify the strengths and weaknesses of people using personality types.
2. Understand human behavior using NLP.
3. Examine the learning styles for critical thinking.

Topics

1. Introduction to Enneagram
2. Personality types according to Enneagram
3. Understanding thinking process using NLP
4. NLP Basics
5. NLP Test
6. Selling with NLP
7. Managing with the power of NLP
8. Effective Time Management
9. Interview Types
10. Perceptual positions for Assertiveness
11. Emotional Intelligence
12. Learning styles for critical thinking and personal growth

Text Books

1. Kate Burton Romilla Ready, Neuro-Linguistic Programming for Dummies, Weily Publications, 3rd Edition, 2016.

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P17MBA726 - SALES AND DISTRIBUTION MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the relationship between sales and distribution management.
2. Comprehend the process of personal selling
3. Adopt the concept of forecasting, budgeting, territories and Quotas in sales.
4. Apply the concept of sales force planning, recruitment and selection.
5. Identify the marketing channels and the reasons for channel conflict.

Topics

1. Introduction to Sales and Distribution Management
   - Roles of a sales manager
   - Selling skills
   - sales objectives
   - Linkage between sales and distribution.
2. Personal Selling
   - Psychology of selling
   - Personal Selling Process
3. Sales force Forecasting and Budgeting
4. Sales Territories and Quota.
5. Sales force Planning
   - Recruitment
   - Training
   - Motivation
   - Compensation
6. Controlling the Salesforce
7. Marketing Channels
   - Functions
   - Retailing and wholesaling
8. Designing Channel Systems and Channel Management.
9. Logistics and Supply chain

Text Book

1. Krishna K Havaldar&Vasant M Cavale, Sales and Distribution Management, Mc GrawHill,2nd edition, 2011.

Reference Books

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin,SalesManagement,Cengage Learning,2011
2. A Nag,Sales and Distribution Management, Mc GrawHill Education 2013.
3. Tapan K. Panda and Sunil Sahadev,Sales and Distribution Management,Oxford, 2014.

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P17MBA727 - BRAND MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1.Understand the fundamentals of branding.

2. Identify different Brand strategies adopted by different companies.

3. Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions.

4. Evaluate brand extension and its contribution to parent brand.

5. Conduct the Brand equity measurement.

Topics

1. Introduction
    - Branding concepts
    - Difference between product and a brand
    - Functions & Importance of Branding
    - Types of Brands
    - Strategic Brand Management process
2. Brand Building and Positioning
    - Brand awareness
    - Brand image
    - Brand positioning guidelines
    - Four stages of Brand building by Keller
    - Brand value chain
3. Designing Marketing Programmes
    - Choosing brand elements
    - Product strategy
    - Price strategy
    - Channel strategy
4. Brand Communications
    - Brand image building
    - Brand loyalty programmes
    - Developing Integrated communication
    - Role of Brand ambassadors
    - Celebrities

- Online Brand promotions

5. Brand Architecture Strategy
   - Brand Portfolio
   - Brand Hierarchies
6. Brand Extension
   - Brand Adoption Process
   - Different types of brand extension
   - Factors influencing Decision for extension
   - Re-branding and Re-launching
7. Brand Performance
   - Conducting brand audit
   - Brand tracking studies
   - Brand Equity Management System
8. Models for Measuring Brand Equity
   - Aaker Model
   - Brand Equity Index – Moran
   - Brand Asset Valuator (Young & Rubicam)
   - Brand Valuation Model (Interbrand& Brand Finance)
9. Careers in Brand Management
   - Branding challenges & Opportunities
   - Role of Brand Managers
   - Careers in Brand Management

Text Book

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, Fourth edition, 2015

Reference Books

1. SubrotoSenguptha, Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill, 2nd Edition, 2005.
2. Moorthi YLR, Brand Management, Vikas Publishing House, 1st edition, 2012
3. Kirti Dutta, Brand Management Principles and Practices, Oxford Higher Education
4. Jagdeep Kapoor, Brandex, Biztantra India, 2005
5. Nitish Rai Gupta, The 7 principles of Brand Management, Mc. Graw Hill India Pvt. Ltd, 2011

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P17MBA728 - RETAIL MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the basic concepts of retail management and the latest developments in retailing in the Indian context.
2. Evaluate the execution of marketing strategy through the retail mix – including product merchandise, pricing, location and store-design, promotions, and store operation.
3. Analyse different strategic choices considering channel partners, retail formats and resources to enhance effects.

Topics

1. Introduction to Retailing – Retailing in India
   - New role of retailers
   - Indian retail scenario and its future prospects
2. Retail Formats and Theories
   - Theories of retail development
   - Concept of retail life cycle,
   - Classification of retail stores
   - The role of franchising in retail
3. Understanding the Retail Consumers
   - The factors influencing retail shopper
   - Consumer decision making process
4. Store Locations
   - Types of locations
   - Trade areas and their evaluation
5. Retail Pricing
   - Factors affecting price
   - Pricing strategy
6. Merchandising Buying
   - The process of merchandising buying
   - Procedure for selecting vendors and building partnerships
   - Category Management
7. Role of Private Labels

8. Retail Communication
9. Servicing the Retail Customer
10. Retail Store Operations
11. Retail Store Design & Visual Merchandising
    - Relationship between store image and store design
    - Components of exterior and interior
    - Consideration for selecting layout
    - Visual merchandising in retail
12. IT in Retail Management

Text Book

1. SwapnaPradhan ,Retailing Management Text and Cases, Mc Graw Hill Education, 5th Edition, 2016.

Reference Books

1. Michael Levy,BartzonWeitz, Ajay Pandit ,Retailing Management, McGraw Hill Education, 8th Edition, 2012.
2. Anil Mishra and Ruchi Gupta, Customer Service in retailing ,Biztantra,2014
3. Srini.R.Srinivasan, R.K.Srivastava,Cases in Retail Management, Biztantra, 2012

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PA17MBA732 - MARKETING OF FINANCIAL SERVICES
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Classify various financial products
2. Apply the strategies for selling financial products.
3. Understand the nature of Retail and Corporate clients

Topics

1.Marketing Strategy for Financial Services.

- The components of strategy
- Size of wallet and Share of wallet
- Cross – selling and Up- selling
- Customer experience during moments of truth
- Customer loyalty
- Strategies adopted by Financial Institutions.

2.Understanding Human Life cycle.

3.Mutual Fund.

- The concept of mutual fund
- The structure of a Mutual fund
- Open ended and Close ended funds
- Regulations regarding Mutual funds.

4.Insurance

- Life Insurance
- General Insurance
- Reinsurance
- Channels of Insurance
- IRDA

5.Marketing of Banking Products.

- Principal activities in Retail Banking
- Drivers of retail business in India
- Rural Banking

6.Marketing for Corporate Clients

7.Sales Functions in Financial Services.

- Types of sales structure
- Personal selling in financial services
- Characteristics of a successful sales person
- Strategies for improving cross selling

8. Executing the Advertising Strategy – Financial Services Perspective.

9.Marketing at Branches

- Branch displays
- Innovations in Branch display
- Role of a Branch Marketing organizer.

10.Credit Rating Agencies in India

Text Book

1. Dr.DhananjayBapat, Marketing of Financial services, Biztantra publications, 1st edition, 2014.

Reference Books

1. P. Pandian, Financial services and Markets, Vikas Publishing House; 1stedition, 2010.
2. HoomanEstelami, Marketing Financial services, Dog Ear Publishing, 2nd Edition, 2010.
3. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing house, 1st Edition, 2010.

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P17MBA733 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the Investment, Investment products and Risk Return Concepts.
2. Describe the working of Financial Markets participants, Regulators and system.
3. Acquainted with the Fundamental and Technical Analysis of securities.
4. Evaluate theories of Technical analysis, trends and patterns.
5. Construct an optimum portfolio.

Topics

1. Introduction to Investment
   - Financial and economic meaning of Investment
   - Types of Investment and alternatives
   - Choice and evaluation
2. Risk Return Concepts
3. Securities Market& Regulatory environment
   - Stock market in India
   - Services of intermediaries
   - Activities render by SEBI
   - Stock Market Index- NSE & BSE
4. Fundamental Analysis: Economics Analysis
   - Economic Analysis
   - Economic forecasting and stock Investment decisions
   - Forecasting Techniques
5. Fundamental Analysis: Industry Company Analysis
   - Industry Analysis
   - Industry Life cycle analysis
   - Company analysis
   - Measuring Earning
6. Technical Analysis
   - Fundamental Analysis Vs Technical Analysis
   - Charting methods
   - Market Indicators

- Trend -Trend reversals Patterns
- Moving Average and Exponential Moving Average
- Oscillators
- Efficient Market theory

7. Portfolio Management
   - Portfolio analysis
   - Portfolio selection
   - Capital Asset Pricing Model
   - Portfolio revision
   - Portfolio evaluation

Text Book

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 4th Edition, 2012.

Reference Books

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, Pearson Education, 6th Edition.
2. Kevin , Securities Analysis and Portfolio Management , PHI, 2nd Edition, 2015.
3. Reilly & Brown, Analysis of Investment & Management of Portfolios, 10th Edition, 2012.
4. Security analysis and portfolio management, M. Ranganatham& R. Madumathi , Person publishing, 2nd Edition, 2012.
5. Zvibodie, Kane & Marcus, Investments, Mcgraw Hill Education, 10th Edition, 2015.

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P17MBA734 - BANKING MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the structure and regulatory framework of Banks in India.
2. Analyze Banking operations and explain the role of technology in modern day Banking.
3. Describe the operational procedure of Banking system
4. Comprehend the payment and settlement system in banks
5. Explain the customers, products and services of Retail Banking.

Topics

1. Banking Overview
   - Evolution of banks in India
   - Banking growth in pre & post-Independence
   - Bank nationalization and Phases of growth
   - Banking structure in India
2. Reserve Bank of India
   - Origin of RBI
   - Functions of RBI
3. Regulatory Framework
   - Banking Regulations Act
   - Negotiable Instruments act
   - Basel Norms/ CAMEL analysis
   - KYC Norms/ Banking Ombudsman
   - IT act / SARFAESI act
4. Banking Customers, Products and Services
   - Types of customers
   - Types of Deposits
   - Fund based lending – Cash credit , Overdraft, Packing credit
   - Non Fund based lending – Bank guarantee, LOC, Lien, Pledge, Hypothecation, Mortgage
5. Banking Technology
   - Internet banking

- Mobile banking
- Core banking
- Point of sale
- Automated Teller Machine

6. Payment and Settlement System- New age clearing
   - EFT, ECS Debit and Credit
   - MICR Clearing
   - Cheque Truncation
   - Core Banking solutions
7. New Age Payment – National and International gateways
   - RTGS
   - SFMS
   - SWIFT
8. Retail Banking
   - Retail Banking products
   - Retail banking in India
9. Recent Trends in Banking
   - CRM in Banking
   - Financial inclusion
   - Digital payments

Text Book

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGrawhill Publishing House, 2013.
2. Introduction to Banking – VijayaragavanIyengar – Excel Publications – 1st edition.

Reference Books

1. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillian Publishers India Limited, 4th edition, 2015.
2. Banking Finance and theory, Law and practice – Clifford Gomez – PHI learning Private Limited, 2011.
3. Banking theory Law and practice – K.P.M. Sundharam&Varshney – Sultan chand& Sons, 20th Edition, Reprint 2015.

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P17MBA735 - RISK MANAGEMENT AND INSURANCE
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Develop an understanding of what risk is, how it can be measured and transferred.
2. Familiarize the framework of insurance business in India.
3. Impart knowledge and in-depth understanding of the selected Insurance/Risk management.
4. Understand the various types of insurance.
5. Evaluate the different methods of strategies used in Risk management.

Topics

1.Risk

- Types of Risk
- Risk identification and Measurement
- Pooling arrangements and diversification of risk.
- Objectives

2.Risk Version

- Risk aversion and demand for insurance
- Insurability of risk
- Loss control
- Risk retention and reduction decisions

3.Risk Management Techniques

- Analytical tools used in corporate risk management
- Products liability
- Environmental liability
- Issues in liability risk and management.

4.Introduction to Insurance

- Definition of Insurance
- Principles of insurance
- Kinds of insurance
- Pooling in insurance

5.Insurance Regulators

- Insurance business in India
- Framework of insurance business
- Insurance Regulatory and Development Authority (IRDA)
- Govt. Policy on insurance sector

Text Book

1. George E. Rejda&Michael McNamara: Principles of Risk Management & Insurance, Pearson: New Delhi,12th edition,2016
2. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House Mumbai, 2nd Edition, 2017.

Reference Books

1. Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York. 3rd Edition, 2010.
2. John Simpson Teale, Insurance and Risk Management, Paperback,3rd edition,2016
3. Mark S.Dorfman& David A.Cather, Introduction to Risk Management & Insurance, Pearson, 10th edition,2013.

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P17MBA751 - FINANCIAL MODELLING USING EXCEL
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes: The Student will be able to

1. Build Integrated financial models using spreadsheets
2. Identify and control the key sensitivities with advanced spreadsheet simulation
3. Create models in different areas of finance including investments and corporate finance
4. Design and develop model to enhance decision making process

Topics

1. Finance Functions in Spreadsheets
2. Modelling using Spreadsheets
3. Business Drivers Identification
4. Growth Drivers and Modelling
5. Financial Model Template
6. Projected Financial Statements
7. Financial Statements: A Valuation approach
8. Sensitivity and Scenario Analysis
9. Project Appraisal using Spreadsheets

Note: 100% Lab Sessions andMS Office – Excel 2016 version is to be used.

Text Book:

- Wayne Winsto, Microsoft Excel Data Analysis and Business Modelling, Microsoft press, 5th Edition, 2016.

Reference Books

1. Danielle Stein Fairhurst, Using Excel for Business Analysis – John Wiley & Sons, India, 1st Edition, 2015.
2. Paul M healy and Krishna G Pale PU, Business Analysis Valuation, Using Financial Statement, 5th Edition, 2015.
3. Humphrey K.K Tung and Donny C.F.Lai, Professional Financial Computing using Excel and VBA, Wiley Finance, 1st Edition, 2014.

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P17MBA738 - COMPENSATION MANAGEMENT
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The students will be able to

1. Familiarize the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs.
2. Interpret the nature of industrial employee's compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy.
3. Impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Topics

1. An Introduction to Job Evaluation
2. Methods of Job Evaluation
   - The ranking method : description, advantages and limitations
   - The classification method : description, advantages and limitations
   - Factor comparison method : description, advantages and limitations
   - Point rating methods : description, advantages and limitations
   - Hay guide chart – profile method : description, advantages and limitations
3. Wage Structure in the Plant
4. Labour Market
   - Concept and types of labour market
5. National Wage Policy
   - Concepts and Objectives of wage policy
6. Company Wage Policy
   - Wage Determination
   - Pay Grades
   - Economic Principles
7. External Equity
   - Wage Surveys
   - Wage Components
8. Dearness Allowance
   - Computation of CPI
9. Wage Incentives
   - Concept, different kinds of wage incentives plans and their

application

- pay for performance
- competency based pay

10. Bonus
    - Profit Bonus
    - Evolution of the Concept
    - Method of Determining Bonus
11. Fringe Benefits
    - Underlying Principles
    - Different Kinds of Fringe Benefits
12. Wage Administration
    - Pay Roll Management, Deductions etc. .

Text Book

1. Milkovich and Newman , Compensation , Tata McGraw-Hill , 2014.

Reference Books

1. Dipak Kumar Bhattacharyya , Compensation Management , Cengage Publication , 2014.
2. Michael and Marlis, Reward Management: A Handbook of salary administration by Armstrong,Kogan Page Limited, 2007.
3. Vilhjalmur Stefansson, Not by bread alone, Macmillan Company, 2012.

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P17MBA739 - TALENT ACQUISITION
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Decide appropriate methods to forecast human resource requirements in an organization.
2. Identify the effective sources of recruitment for different jobs.
3. Realize the concept of tests and map tests based on the job requirements.
4. Justify the choice of selection methods with due regard to fairness and equal opportunities.
5. Describe the current trends in talent acquisition.

Topics

1. Human Resource Planning
   - HR Demand forecasting
   - HR Supply forecasting
2. Recruitment
   - Policies of Recruitment
   - Sources of Recruitment
3. Job Analysis
   - Job Description
   - Job Specification
4. Employee Testing
   - Basic tests and types
   - Mapping tests with job requirements
5. Selection
   - Selection process
6. Interview
   - Types of interviews
   - Principles of interviewing
   - Interviewing procedure
   - Conduct of interview
7. New Paradigms in Talent Acquisition

- E –Recruitment
- Recruitment thorough Social Media
- Equality and legal issues

Text Book

1. Dipak Kumar Bhattachary, Recruitment and Selection, Cengage, 2016.

Reference Books

1. Gary Dessler, Human Resource Management, Pearson Education ,2016.
2. Edwin Flippo, Personnel Management, McGraw Hill, 5th edition, 2016.
3. David A.Decenzo, Stephen P.Robbins, Fundamentals of Human Resource Management, Wiley Publication, 2015.
4. John M.Ivancevich, Human Resource Management, 10th edition, Mc Graw Hill,2012.

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P17MBA742 - HR ANALYTICS
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Explain the importance of HR Analytics.
2. Illustrate the comprehensions of Human Capital Management.
3. Determine the methods of Operational Analysis.
4. Create the operational reporting through predictive Analytics.
5. Examine the future of Predictive Analytics.

Topics

1. Introduction to HR Analytics
    - Why Analytics is important
    - HR Analytics-Function
    - Analytics used in other Business Areas
    - Evolution of HR Analytics
2. The Human Capital Management
    - How to improve HR Processes
    - Linking HR to Strategic Drivers
    - The HR Business drivers Framework
    - Balanced Score Card
    - Strategy maps
    - Turning Data into Business Intelligence
    - Linking Strategic objectives with lead and lag indicators
    - Lead and Lag Indicators
    - The Balance scorecard approach
3. Operational Analysis
    - Statistical Analysis
    - Benchmarking
    - Trend Analysis
    - Simple Operational Reporting
4. Predictive Analysis
    - Predictive Analytics
    - Correlation

- Regression Analysis
- Business Modelling
- Creating Interactive Dashboards in Excel

5. Prescriptive Analysis
    - Prescriptive Analytics
    - Future of HR Analytics

Text Book

1. JAC Fitz-Enz, The new HR Analytics, AMACOM Publications, 1st Edition, 2010.

Reference Books

1. Kuldeep Singh and Ramesh Soudararajan, Winning on HR Analytics, Sage Publications, 6th Edition, 2017.
2. Jac Fitz-enz& John Mattox, Predictive Analytics for Human Resources, Wiley Publications, 1ST Edition, 2014.
3. Laurie Bassi and Rob Carpenter, HR Analytics Handbook, McBassi& Company, 1st Edition, 2012.

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P17MBA744 - WORLD CLASS MANUFACTURING

(3 Credits)

20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Exaggerate the competition between information age and world class manufacturing.
2. Determine competitive edge in global business.
3. Learn the tools and systems for world class manufacturing.
4. Identify world class manufacturing in Indian business perspective.
5. Understand how to convert Indian business strategies in world class manufacturing.

Topics

1. World-Class Manufacturing and Information Age Competition
    - Globalization and International Business
    - World-Class manufacturing and Information Age Competition
    - Manufacturing Challenges of the Information Age
    - Problems in the Manufacturing Industry
2. Gaining Competitive Edge Through World-Class Manufacturing
    - Manufacturing Excellence and Competitiveness
    - Models of World-Class Manufacturing
    - The Practices of World-Class Manufacturing
    - Quality in World-Class Manufacturing
3. Systems And Tools For World-Class Manufacturing
    - Overview of systems and Tools: Information Management Tools
    - Product and Process Design Tools
    - Bar Code Systems
    - The Kanban-A Lean Production Tool
    - SQC
    - Poka Yoke
4. World-Class Manufacturing: The Indian Scenario
    - Competitiveness of Indian Manufacturing
    - Manufacturing Objectives and Strategies
    - The Manufacturing Strategic Intent Framework
    - Strategic use of IT in Indian Manufacturing

5. Leading India Towards World-Class Manufacturing
    - Developing Strategic Thinking in Manufacturing
    - Issues in Strategic Planning for World-Class Manufacturing
    - Strategic Planning Methodology for World-Class Manufacturing
    - World-Class Manufacturing Implementing Plan
    - Performance Measurement System for World-Class Manufacturing

Text Books

1. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009

Reference Book

1. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007

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P17MBA747 - BUSINESS PROCESS REENGINEERING
(3 Credits)
20 Sessions (90 Minutes / Session)

Course Outcomes : The Student will be able to

1. Understand the concepts of business process and how it can be completely improved by reducing cycle time and cost and improving the quality of process and products.
2. Identify key elements behind reengineering and formulate the methodologies to implement process changes.
3. Develop measures and benchmarks for business processes.
4. Determine the success factors of BPR and its implications in implementation.
5. Analyse process related data so as to understand and counter the barriers in reengineering.

Topics

1. Introduction
   - Business Process: Definition
   - Dimensions
   - Basic need for Reengineering
   - Benefits of BPR
   - Key targets of BPR
2. BPR Implementation Methodology
   - Reasons for implementation of BPR
   - Necessary attributes of BPR methodologies
   - BPR team characteristics
   - Different phases of BPR
   - Different BPR methodologies

3.BPR Tools and Techniques

   - Performance measures of BPR

4. Success Factors of BPR
   - Top Management Sponsorship
   - Executive Leadership

- Strategic Alignment
- Change Management
- Critical Success factors of BPR

5. Barriers to Business Process Reengineering Success
   - Barriers to BPR implementation - A framework for Barrier management

Text Book

1. Sethi, Organizational Transformation Through Business Process Reengineering, Pearson, Education 2009.

Reference Books

1. Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010
2. Dey, Business Processing Re Engineering & Change Management, Biztantra 2009

Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2010

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P17MBA901 - YOGA AND WELLNESS MANAGEMENT – II

(1Credit)

7 Sessions (90 Minutes / Session)

Course Outcomes: The students will be able to

1. Practice lifelong health and fitness
2. Understand the relationship of the mind, body and soul
3. Apply the principles and techniques of relaxation and meditations

TOPICS

1. **Streams of Yoga:**
   - Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga
2. **Asanas**
   - Susksha vyayamas
   - Theraputical asana for various disease
3. **Pranayamas**
4. **Relaxation Technique**
   - Instant relaxation techniques
   - Deep relaxation techniques
   - Quick relaxation techniques
5. **Meditations**
   - Om Kara meditation
   - Mind sound resonance techniques
   - Pranic energy techniques
6. **Five elements theory**

Learning Resources

Text Books :

1. Yoga,B.K.S. Iyengar
2. Asanas, Pranayama – By SwamyKuvalayananda

Reference Books :

1. Astanga Yoga – O.P. Tiwari
2. Yoga and Medicine by Dr. Brena
3. Psychosomatic yoga by Mumfurd
4. Art of living by Goenkaji, Published by Vipassana meditation centre
5. Patanjali yoga sutras, commentaries written by Taimini, Ernest wood, Karambelkar
6. Principles and methods.of yogic therapy by S.L. Vinekar and swami kuvalayananda
7. Various articles from yoga mimamsa
8. Publications by Vivekananda Kendra, Bangalore
9. Shat Darshans
10. Yoga physiology by Dr.M.V. Bhole

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P17MAB906 - HINDI - II

(Level 2)

(1Credit)

7 Sessions (90 Minutes / Session)

Course Outcomes: ***The students will be able to***

- Frame simple sentences using tenses
- Converse at various places.

TOPICS

1. Use of tenses
2. Self-introduction
3. Conversation in a marriage
4. Conversation in an airport
5. Conversation in a police station
6. Conversation in a market
7. Conversation in a tour with friends
8. Conversation in Asking directions
9. Conversation in case of an accident
10. Conversation in a hospital
11. Work as a doctor
12. Work as a civil engineer
13. Work as an electric engineer
14. Work as a navy officer
15. Work in a call center

Note: Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.

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