

## PGDM Syllabus: 02 Years Duration

(First Year)

| <b>Subject Code</b>             | <b>Subject Name</b>                                |
|---------------------------------|--|
| <b>1<sup>st</sup> Trimester</b> |  |
| KBS-101                         | Managerial Economics                               |
| KBS-102                         | Quantitative Techniques                            |
| KBS-103                         | Financial Reporting, Statement & Analysis          |
| KBS-104                         | Marketing Management                               |
| KBS-105                         | Business Communication                             |
| KBS-106                         | Legal & Business Environment                       |
| <b>2<sup>nd</sup> Trimester</b> |  |
| KBS-201                         | Human Resource Management                          |
| KBS-202                         | Computer Application For Business                  |
| KBS-203                         | Organisational Design                              |
| KBS-204                         | Corporate Finance                                  |
| KBS-205                         | Business Statistics & Analysis For Decision Making |
| KBS-206                         | Operations Management                              |
| <b>3<sup>rd</sup> Trimester</b> |  |
| KBS-301                         | Marketing Research                                 |
| KBS-302                         | Indian Ethos & Business Ethics                     |
| KBS-303                         | Entrepreneurship                                   |
| KBS-304                         | Corporate Strategy                                 |
| KBS-305                         | Indian Financial System & Market                   |
| KBS-306                         | Managerial Skills For Effectiveness                |

**(Second Year)**  
**Specialisation: Marketing**

|                                 |                                  |
|---------------------------------|----------------------------------|
| <b>4<sup>th</sup> Trimester</b> |                                  |
| KBS-401A                        | Consumer Behaviour               |
| KBS-402A                        | Services Marketing               |
| KBS-403A                        | Sales & Distribution Management  |
| <b>5<sup>th</sup> Trimester</b> |                                  |
| KBS-501A                        | Retail Management                |
| KBS-502A                        | Product & Br& Management         |
| KBS-503A                        | Digital & Social Media Marketing |
| <b>6<sup>th</sup> Trimester</b> |                                  |
| KBS-601A                        | B2B Marketing                    |

**Specialisation: Finance**

|                                 |  |
|---------------------------------|--|
| <b>4<sup>th</sup> Trimester</b> |  |
| KBS-401B                        | Security Analysis & Portfolio Management |
| KBS-402B                        | Financial Derivatives                    |
| KBS-403B                        | Project Appraisal & Financing            |
| <b>5<sup>th</sup> Trimester</b> |  |
| KBS-501B                        | Business Taxation                        |
| KBS-502B                        | Managing Banks & Financial Institutions  |
| KBS-503B                        | Mergers & Corporate Restructuring        |
| <b>6<sup>th</sup> Trimester</b> |  |
| KBS-601B                        | Behavioural Finance                      |

**Specialisation: Human Resources**

|                                 |   |
|---------------------------------|---|
| <b>4<sup>th</sup> Trimester</b> |   |
| KBS-401C                        | Manpower Planning, Recruitment, & Selection |
| KBS-402C                        | Employee Relations                          |
| KBS-403C                        | Performance Management System               |
| <b>5<sup>th</sup> Trimester</b> |   |
| KBS-501C                        | Team Dynamics At Work                       |
| KBS-502C                        | Strategic HRM                               |
| KBS-503C                        | Compensation & Benefit Management           |
| <b>6<sup>th</sup> Trimester</b> |   |
| KBS-601C                        | International Human Resource Management     |



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-101

Approved by AICTE, Govt. of India

TRIMESTER-I

MANAGERIAL ECONOMICS

## **Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

**Module – I:** Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

**Module – II:** Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions, Economies of scale and economies of scope (simple numerical problems to be solved).

**Module-III:** Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, and oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

## Reference Books

1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
2. Managerial Economics, Salvatre, Srivastava, Oxford
3. Managerial Economics, Keat, Young, Banerjee, Pearson,
4. Managerial Economics, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, PL Mehta Sultanchand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash



# Koustuv Business School

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SUBJECT CODE-KBS-102

Approved by AICTE, Govt. of India

TRIMESTER-I

QUANTITATIVE TECHNIQUES

## **Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

**Module-I:** Statistical Methods: Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

**Module-II:** Decision Sciences & role of quantitative techniques. Linear Programming: Concept, Formulation & Graphical and Simplex Solution, Assignment Models: Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments. Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, and Optimal Solution using MODI.

**Module-III:** Queuing Theory: Concept, Single Server (M/M/1), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Decision Theory: Concept, Decision under risk (EMV) & uncertainty, Game Theory: Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

## **Reference Books**

1. Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
2. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
3. Quantitative Techniques-Davis.B, Oxford Operations Research by R. Pannerselvam, Prentice Hall
4. Statistics for Business and Economics; R P Hooda, Vikas
5. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI Business Statistics : J K Sharma, Vikas



# **Koustuv Business School**

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SUBJECT CODE-KBS-103

Approved by AICTE, Govt. of India

**TRIMESTER-I**

**FINANCIAL REPORTING, STATEMENT AND ANALYSIS**

## **Objectives:**

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

**Module-I:** Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

**Module- II:** Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

**Module-III:** Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

## **Reference Books**

1. Financial Accounting for Management; Paresh Shah, Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGraw Hill
3. Financial Accounting for Managers-Sanjay Dhamija, Pearson
4. Financial Accounting and Analysis- Athma, HPH
5. Financial Accounting for Management, A.K.Bhattacharya
6. Financial Accounting for Management, Narayanswamy
7. Financial Accounting by S.N Maheswari Vikas Publications
8. Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda



# Koustuv Business School

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SUBJECT CODE-KBS-104

Approved by AICTE, Govt. of India

**TRIMESTER-I**

**MARKETING MANAGEMENT**

## **Objectives:**

1. To educate the students to the dynamic nature of Marketing Management, defining and clarifying the concepts of marketing.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for products/services, for household consumers, & organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

## **Module- I:**

**Definition, Meaning & Functions of Marketing :** Scope of Marketing, Core concepts of marketing (Market, Marketing, Customer, Need, Want, Demand, Customer Value, Customer Satisfaction, Customer Delight, Customer Loyalty, Selling, Concept of Marketing Myopia. 80:20 Principle, Bottom of the pyramid concept.

**Marketing Environment:** Macro and Micro concept of Marketing Environment. How business market is changing.

## **Module-II:**

**Segmentation:** Concept, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation.

**Target Market:** Concept, Criteria for selection of target market.

**Positioning:** Concept & importance of Positioning, Introduction to the concepts of Value Proposition & USP. Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and Consumer buying behavior, Buying roles, Five steps - buyer decision process.

**Branding:** Introduction to Branding, Product vs. Brand, Meaning of a brand, brand equity & brand elements. Packaging & Labeling: Meaning & role of Packaging & Labeling.

## **Module – III:**

Introduction to the Concept of Marketing Mix, **Product:** Meaning of product, Goods & Services Continuum, Classification of consumer products and industrial products, Product Mix: Length, Width, Depth and Consistency. New Product Development & Product Life Cycle: New Product Development Process: Idea Generation to commercialization. Product Life Cycle: Concept, Characteristics and Strategies across stages of Product Life Cycle.

**Pricing Basics:** Meaning, Importance and Factors Influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, pricing approaches

**Place:** The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating

major channel alternatives, Channel conflicts and resolution (Overview only). Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

**Promotion:** The role of marketing communications in marketing effort. Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC), Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing, Digital Marketing, Network Marketing.

### **Reference Books**

1. Marketing Management – Phillip Kotler, Kevin Keller, Abraham Koshy, Mithilswar Jha, Pearson, Prentice Hall
2. Marketing Management – Phillip Kotler, Kevin Keller, Pearson
3. Marketing Management – Ramaswamy & Namakumari, McGrawHill
4. Marketing Management – K Karunakaran, Himalaya Publishing House

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SUBJECT CODE-KBS-105

Approved by AICTE, Govt. of India

**TRIMESTER-I**

**BUSINESS COMMUNICATION**

## **Objectives:**

1. To educate the students to the dynamic nature of communication.
2. To expose students to a systematic frame work of communication strategy.

## **MODULE – I:**

ORAL COMMUNICATION Communication Basics: The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts. □ Language Skill 1 - Listening: Listening Vs. Hearing – Importance of the listening skill – Types of Listening: Active Listening; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill. Language Skill 2 - Speaking: Guidelines for improving confidence, fluency, articulation, and accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

## **MODULE – II:**

WRITTEN COMMUNICATION Language Skill 3- Reading :The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, and Finger- pointing, Sub-vocalizing, Reading aloud, and indiscriminate use of the Dictionary. Language skill 4 - Writing : The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages. Features of an effective business E-mail. Rules of Netiquette. Preparing a Résumé - Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

Writing Business Reports: Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report. Steps in planning and preparing a business report.

Applied English Grammar for Business Writing: Tenses – Subject Verb Concord –Modals – Active & Passive Forms – Non-finite forms – Punctuation

### **MODULE – III:**

Business presentation & group discussion presentations: Their importance for a manager - Features of a good business presentation–Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations. Individual and Group presentations.

Group Discussion : Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

### **REFERENCES:**

1. Business communication – Meenakshi Raman & Prakash Singh
2. Business and Managerial Communication – Sailesh Sengupta, PHI Learning
3. BCOM : Business Communication – A South Asian Perspective. Lehman, Dufrene & Sinha, Cengage Learning
4. Communication Skills: Sanjay Kumar & Pushpa Lata, Oxford University Press.
5. Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and Mukesh Chaturvedi, Pearson.



# **Koustuv Business School**

Leadership & Beyond.....

SUBJECT CODE-KBS-106

Approved by AICTE, Govt. of India

**TRIMESTER-I**

**LEGAL AND BUSINESS ENVIRONMENT**

## **Objectives:**

1. To analyze different issues of environment and measures to control it.
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

**Module-I:** Concept of Business Environment: Business Environment: Classification (Internal; External: - Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Polices.

**Module-II:** Environmental and Social Issues: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

**Module-III:** Business Ethics: Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

## **Reference Books:**

1. Business Environment – B.N Ghosh, Oxford
2. Environmental Management – Pandey Vikash Publication.
3. Business Ethics – Murthy, HPH
4. Business Environment – Vadi, Mohapatra and Patra, HPH

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Leadership & Beyond.....

**SUBJECT CODE-KBS-201**

Approved by AICTE, Govt. of India

**TRIMESTER-II**

**HUMAN RESOURCE MANAGEMENT**

## **Course Objectives:**

1. To introduce and explain different phenomenon of Human Resource management (HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.

**Module-I: Concept,** Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning (HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

**Module-II: Performance Appraisal:** Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

**Module-III: Concepts of Career,** Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship behaviour, HRIS, Competency mapping, talent management, Employee engagement.

## **Reference Books:**

- 1 HRM Text &Cases, Aswathappa, TMH.
2. Personnel &Human Resource Management, P.Subba Rao, HPH
3. Human Resource Management – VSP Rao , Excel
4. Human Resource Management, Jyoti Venkates, Oxford
5. HR, Denisi and Sarkar, Cengage H

# Koustuv Business School



Leadership & Beyond.....

**SUBJECT CODE-KBS-202**

Approved by AICTE, Govt. of India

**TRIMESTER-II**

**COMPUTER APPLICATION FOR BUSINESS**

## **Course Objective:**

1. To provide fundamental knowledge on the basic aspects of IT applications in business, Management Information Systems in place and Enterprise Resource Planning in different functional areas.

**Module -I:** Basic IT Application. : Role of IT in modern business, Basic concepts of computer networks Internet security, Data base management system, Data mining and business intelligence, Advantages and limitation of database system, Modern trends in e-governance.

**Module-II:** Management information System : Conceptual background of MIS, scope, classifications, characteristics, functions, functional information system (Marketing, HRIS, Financial Management, Production and Inventory Management), DSS, Decision making under uncertainty MIS applications in Industries (Hospital, Hotels, Banking and Manufacturing).

**Module-III:** ERP Overview : Definition, Needs and Characteristics of ERP, Role of Manager in implementing ERP issues and Benefits from ERP implementation, Emerging Trends of ERP applications, ERP applications in functional areas such as Human Capital Management, Financial Management, Supplier Relationship Management and Inventory Management.

**NB:** Faculty concerned shall arrange to make case studies from each module.

## **Reference Books:**

1. Management Information Systems – Sahil Raj, Pearson
2. Enterprise Resource Planning – CVS Murty, HPH
3. Management Information Systems – W.S. Jawdkar, TMH
4. ERP – Rajesh Ray, TMH
5. IT for Managers – Susila Madan, Taxman



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Leadership & Beyond.....

**SUBJECT CODE-KBS-203**

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**TRIMESTER-II**

**ORGANISATIONAL DESIGN**

## **Objectives of the course:**

1. To familiarize the students with the fundamentals of organizational process, organizational structure and design and to highlight some of the contemporary issues relating to organization.

## **Module-I: Introduction to Principles of Management**

Concept, functions and levels of Management, Skills and Roles of a Manager, The Management Process, Evolution of Management Thoughts, and How Organizations create value, why do Organizations exist. Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K. Prahalad, Barnand, McGregor, Rensis Likert and McKinsey.

## **Module-II: Organization**

Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge Resource. Managing organizational culture technology and organizational design- organizational decision making and organizational learning and knowledge management – organizational life cycle and change management – managing organizational conflict, power and politics.

## **Module-III: Planning & Controlling**

Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making. Controlling: Process, Standards and Bench Marking – Co-ordination- Principles of Co-ordination-Inter-Dependence, Change Management.

## **Reference books:**

1. Principles of Management- Bhattacharya, Pearson
2. Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, HPH
3. Management: Text and Cases-VSP Rao, Excel Books
4. Management Theory & practice – Chandan J. S, Vikas Publishing House.
5. Principles and Practices of Management – Kaul, Vikas

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Leadership & Beyond.....

**SUBJECT CODE-KBS-204**

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## **TRIMESTER-II**

## **CORPORATE FINANCE**

Objective:

1. To provide students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

### **Module-I:**

**Foundations of Finance:** Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money, Compounding and discounting, Risk and Return concepts. Short term and long term sources of fund.

### **Module-II:**

**Investment Decisions.** Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

### **Module-III:**

Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of Cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.

### **Reference:**

1. Fundamentals of Financial Management, Van Horne, Pearson
2. Financial Management, G Sudarsan Reddy, HPH
3. Essentials of Financial Management, IM Pandey, Vikas
4. Financial Management, Khan & Jain, McGraw Hill,
5. Financial Management, Srivastav & Misra, Oxford.
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by Prasanna Chandra, Tata McGraw Hill



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-205**

Approved by AICTE, Govt. of India

**TRIMESTER-II**

## **Business Statistics and Analysis for Decision Making**

### **Objective**

1. The objective of this course is to make the students learn the application of statistical tools and techniques for decision making.

### **Module-I**

Data source: primary and secondary, primary data, collection techniques-schedule, questionnaire and interview. Univariate analysis: an over view of central tendency, dispersion and skewness.

### **Module-II**

Correlation and regression analysis: two variable cases. Index number: meaning types: weighted aggregate indices- laspeyre's and pasche's indices: Laspeyre's and paasche's indices compared : indices of weighted average of (price-quantity) relatives, tests of adequacy, special problems- shifting the base, spilling over tapping, index series- uses and problems.

### **Module-III**

Sampling: sampling and sampling (probability and non-probability) methods, sampling and non-sampling errors, law of large numbers and central limit theorem: sampling distribution and their characteristic. Statistical testing: hypotheses and errors, sample size, large and small sampling tests - Z tests, T tests and F tests. Non-parametric tests: chi-square tests, sign tests, wellborn signed- rank tests, Kruskal-Wallis test.

### **Reference:**

1. Sharma J K, Fundamentals of Business Statistics – Vikash Publication
2. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. Statistics for Management. 7th Edition. Pearson Education.
3. Berenson and Levine. Basic Business Statistics: Concepts and Applications. Pearson Education.
4. Siegel Andrew F. Practical Business Statistics. McGraw Hill.
5. Hazarika P. Business Statistics – S. Chand
6. Vohra N. D., Business Statistics, McGraw Hill.
7. Spiegel M.D. Theory and Problems of Statistics. Schaum's Outlines Series. McGraw Hill Publishing Co. 8.
8. Gupta, S.P., and Archana Gupta. Statistical Methods. Sultan Chand and Sons, New Delhi.
9. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
10. Arora – Business Statistics – S.Chand



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-206

Approved by AICTE, Govt. of India

**TRIMESTER-II**

**OPERATIONS MANAGEMENT**

## **Course Objective:**

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

**Module-I:** Overview of Operations Management and Capacity Planning : Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

**Module-II:** Facility Location and Layout, Inventory Management : Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.

**Module-III:** Scheduling, Project Management and Quality Management: Scheduling; Gantt chart; Project Management – concept and technique PERT and CPM; Basics of supply chain management; Quality management – concept, quality design, control chart (X, R, P), TQM, introduction to ISO 9000 and 14000 series.

**NB:** Faculty concerned shall arrange to make case studies from each module.

## **Reference Books:**

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management, Panneerselvam, PHI
4. Production and Operations Management, S.N Chary, Tata McGraw Hill
5. Operations Management, Meenakhi Kumari, Cengage
6. Production and Operations Management, Kaniska Bedi, Oxford
7. Production & Operations Management, SP Singh, Vikas Publication
8. Essentials of Operations Management by Scott T Young – Sage Publication



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-301

Approved by AICTE, Govt. of India

TRIMESTER-III

**MARKETING RESEARCH**

## Course Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

**Module-I:** Introduction to RM: Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs. Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

**Module-II:** Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Tests – Sign Test, Run test, Kruskal – Wallis test

**Module-III:** Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

**NB:** Faculty concerned shall arrange to make case studies from each module.

Emphasize on practical aspects and use software package to learn the following:-

- (I) Draw frequencies, bar charts, histogram. (ii) Creating and editing graphs and charts. (iii) Bi-variate correlation. (iv) The t-test procedure. (v) Non-parametric Tests: Chi-square Test. (VI) One way ANOVA Procedure. (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

## Reference Books:

1. Research Methodology by Khatua and Majhi, HPH.
2. Research Methodology by Kothari, Newage
3. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
4. Management Research Methodology- Krishnaswamy, Pearson
5. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
6. Research Methodology, V. Upadade & A. Shende (S. Chand)
7. Business Research Methods by Prahlad Mishra, Oxford
8. Business Research Method by Cooper et.al, McGraw Hill



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-302**

Approved by AICTE, Govt. of India

**TRIMESTER-III**

**Indian Ethos and Business Ethics**

## **Objectives:**

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

**Module-I: Concept of Business Environment:** Business Environment: Classification (Internal; External: - Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Polices.

**Module-II: Environmental and Social Issues:** Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

## **Module-III: Business Ethics:**

Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

## **Reference Books:**

1. Business Environment – B.N Ghosh, Oxford
2. Environmental Management – Pandey Vikash Publication.
3. Business Ethics – Murthy, HPH
4. Business Environment – Vadi, Mohapatra and Patra, HPH



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-303**

Approved by AICTE, Govt. of India

**TRIMESTER-III**

**ENTREPRENEURSHIP**

## **Objectives of the course:**

1. To sensitize the students to understand entrepreneurship as a career and skill required for it.
2. To provide knowledge on entrepreneurial environment and related issues.
3. To encourage learner to take entrepreneurship as profession and to participate in business incubation.

**Module-I: Entrepreneurship:** Concept of entrepreneurship and intrapreneurship, Types of Entrepreneur, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

**Module-II: Environmental Analysis for Enterprise:** Entrepreneurial Environment, Identification of Opportunities, Converting Business Opportunities into reality. Start-ups and business incubation, setting up a Small Enterprise. Issues relating to location, Environmental Problems and Environmental pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan.

Need to know about Accounting, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

**Module-III: Startup and Business Incubation :** Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

## **Reference books:**

1. Entrepreneurship Development and Management, Vasant Desai, HPH
2. Entrepreneurship Management, Bholanath Dutta, Excel Books
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. Entrepreneurship, Rajeev Roy, Oxford University Press



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-304**

Approved by AICTE, Govt. of India

**TRIMESTER-III**

**CORPORATE STRATEGY**

## **Course Objective:**

1. To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

**Module-I : STRATEGY AND PROCESS** : External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

**Module-II : INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE**: Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

**Module-III : STRATEGY IMPLEMENTATION AND EVALUATION** : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study. Designing Strategic Control Systems-Matching structure and control to Strategy Implementing, Strategic change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study.

**NB:** Faculty concerned shall arrange to make case studies from each module.

## **Reference Book:**

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford ,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

# Koustuv Business School



Leadership & Beyond.....

**SUBJECT CODE-KBS-305**

Approved by AICTE, Govt. of India

**TRIMESTER-III**

**INDIAN FINANCIAL SYSTEM AND MARKET**

## **Course Objectives:**

1. To familiarize the students with dynamics of financial market, financial instruments and financial services and financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

**MODULE-I: Indian Financial System:** Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems. Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re- Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

**MODULE-II: Money Market and Capital Market:** Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Mat Account. Brokers, Kinds of brokers, Registration of Brokers

**MODULE-III: Mutual Funds:** Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers & Functions), Mutual fund investment vs Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

## **Reference Books:**

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI
5. Indian Financial System, Guruswamy, TMH



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-306

Approved by AICTE, Govt. of India

**TRIMESTER-III**

## **MANAGERIAL SKILLS FOR EFFECTIVENESS**

### **Objectives of the course:**

1. To familiarize the students with the managerial skills and importance of team development.
2. To familiarizes the students with the culture of an organization and work as a team.

### **Module-I: Managerial Skills for Effectiveness**

Building Organizational Culture, Team Management, Networking Skills, Interaction across Business Functions, Collaboration and Presentation Skills, Organizational Challenge, Identifying operational and strategic gaps, Leadership challenges and strategies, Negotiation and assertiveness skills, Mapping personal leadership and learning journey , Expanding professional and personal networks.

### **Module-II: Team Dynamics at Work**

Team Composition, Team formation and development, Team performance and motivation, Team conflict and leadership, Team decision making, Discovering the interpersonal orientation through FIRO –B, Experimental learning methodologies , T-group sensitivity training .

### **Module-III: Cross Cultural Management**

Dimensions of Culture, Impact of culture on business practices, Leadership across culture, Challenging role of global manager, need for cross cultural management, the challenge of managing multi-cultural / cross cultural workgroups and international teams, Decision making within diverse cultures, building cultural intelligence and cultural competence

### **Reference books:**

1. Management Theory & Practice Text & Cases – SubbaRao P & HimaBindu, HPH
2. Management: Text and Cases-VSP Rao, Excel Books
3. Principles and Practices of Management – Kaul, Vikas

**(Second Year)**  
**Specialisation: Marketing**

|                                 |                                  |
|---------------------------------|----------------------------------|
| <b>4<sup>th</sup> Trimester</b> |                                  |
| KBS-401A                        | Consumer Behaviour               |
| KBS-402A                        | Services Marketing               |
| KBS-403A                        | Sales & Distribution Management  |
| <b>5<sup>th</sup> Trimester</b> |                                  |
| KBS-501A                        | Retail Management                |
| KBS-502A                        | Product & Br& Management         |
| KBS-503A                        | Digital & Social Media Marketing |
| <b>6<sup>th</sup> Trimester</b> |                                  |
| KBS-601A                        | B2B Marketing                    |

## Koustuv Business School



Leadership & Beyond.....

SUBJECT CODE-KBS-401A

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

**CONSUMER BEHAVIOUR**

### OBJECTIVE:

1. To understand the role of consumer behavior in marketing
2. To identify qualitative and quantitative methods of measuring consumer behavior.
3. To understand the influences on customer choice and the process of human decision making in a marketing context.

**Module -I:** Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Black box Model, Distributive Approach, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

**Module - II:** Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior.

**Module-III:** Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell - Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

**REFERENCE:**

1. Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
2. Consumer Behavior, Suja R. Nair, Himalaya Publishing House
3. Consumer Behavior, N.K.Sahni and Meenu Gupta, Kalyani Publishers
4. Consumer Behavior and Advertising Management, DebrajDatta&MahuaDatta, Vrinda Publishers
5. Consumer Behavior, P.C. Jain & Monika Bhatt, S.Chand
6. Consumer Behavior, Satish K. Bhatra& S H HKazmi, Excel Books
7. Consumer Behavior and Branding, S.Ramesh Kumar, Pearson
8. Consumer Behavior, Wayne D. Hoyer, Deborah J. MacInnis, PrnakiDasgupta, Biztantra
9. Consumer Behavior, M.S. Raju, Dominique Xardel, Vikas Publishing House
10. Consumer Behavior, Rd. Rajeev kumar, Himalaya Publishing House
11. Consumer Behavior, Del I Hewkins, David L. Mothersbough, Amit Mookerjee, Tata McGraw Hill
12. Consumer Behavior, Martin Evans, Ahmad Jamal, Gordon Foxall, John Wiley & Sons Ltd.
13. Consumer Behavior in Indian Context, P.C.Jain& Monika Bhatt, S.Chand
14. Consumer Behavior and Marketing Action, Henry Assael, Cengage Learning
15. Consumer Behavior, Jay D. Lindquist, M. Joseph Sirgy, Cengage Learning



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-402A**

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

**SERVICES MARKETING**

## **OBJECTIVES:**

1. To understand the meaning of services and the significance of marketing the services.
2. To introduce and apply skills for the 7 Ps of services marketing and design the market plan
3. To analyze the factors contributing to customer satisfaction in a service Organization

**Module-I:** Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Servicescape , Service marketing mix,

**Module-II:** Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, new service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

**Module -III:** Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations-Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

## **REFERENCE:**

1. Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, AjayPandit, McgrawHill
2. Services Marketing –Karunakaran K - Himalaya
3. Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee,Pearson
4. Services marketing, GovindApte, Oxford UniversityPress
5. Services marketing, Rajendranargundkar, Tata McgrawHill

# Koustuv Business School



Leadership & Beyond.....

SUBJECT CODE-KBS-403A

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

## **SALES AND DISTRIBUTION MANAGEMENT**

### **OBJECTIVES:**

1. To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
2. To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

### **Module-I: Sales Management;**

Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

### **Module - II: Distribution Management:**

Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

### **Module - III: Logistics management:**

Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

### **REFERNCE:**

1. Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, TataMcGraw
2. Sales and Distribution Management – Bhatt K S -Himalay
3. Fundamentals of Sales Management, Ramneek Kapoor,Macmillan
4. Sales and Distribution Management, Dr.S.L.Gupta, ExcelBooks
5. Sales Management, Tanner, Honeycutt and Erffmeyer,Pearson



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-501A

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**RETAIL MANAGEMENT**

## **OBJECTIVE:**

1. To understand the concepts of effective retailing
2. To manage the retail chains and understand the retail customer's behavior

## **Module-I:**

Emergence of organized retail in India, Retailing–Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

## **Module-II:**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

## **Module-III:**

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

## **REFERENCE:**

1. Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
2. Retail Management, Chetan bajaj,RajnishTuli, Nidhi V. Srivastava, Oxford
3. Introduction to Retailing, Lusch, Dunne and Carver, Cengage Learning
4. Retail management, Suja Nair, Himalaya Publishing Home
5. Retail Management, N.K.Sahni and Mani Parti, Kalyani Publishers
8. Retailing, Patrick M. Dunne, Robert F. Lusch,David A. Griffith, Thomson
9. Retailing-An Introduction, Roger Cox,Paul Brittain, Pearson Education
10. Retail Franchising, Manish V. Sidhpuria, Mc Graw Hill
12. Managing Retailing, Piyush Kumar Sinha,Dwarika Prasad Uniyal, Oxford University Press
13. Retail Management, S.K. Baral&S.C.Bihari, A.I.T.B.S Publishers, India
14. Retail Management, Dr.Harjit Singh, S.Chand
16. Fundamental of Retailing, K V S Madaan, Tata Mc Graw Hill Edn. Pvt. Ltd.



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-502A

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**PRODUCT AND BRAND MANAGEMENT**

## **Course Objective:**

1. To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
2. To teach various fundamentals of brand management and compute brand value and equity.

## **Module-I:**

**Product Management:** Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, new product development and design, Identifying PLC stages and designing suitable marketing strategy.

## **Module-II:**

**Branding:** Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

## **Module-III:**

**Brand management:** Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

## **REFERENCE:**

1. Product Management, D. R. Lehmann & R. S. Winer, 4<sup>th</sup> Edition, TATA McGraw-Hill publications
2. Brand Management Practices –Sashikumar -Himalaya
3. Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
4. Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
5. Product Management, S. A. Chunawalla, Himalaya Publishing House.
6. Strategic Brand Management, K. L. Keller, 2<sup>nd</sup> Edition, Pearson Publications.

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Leadership & Beyond.....

SUBJECT CODE-KBS-503A

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**DIGITAL AND SOCIAL MEDIA MARKETING**

## **Objectives:**

1. To understand online consumer behavior and concept of cyber branding.
2. To understand the technological importance of SEO
3. How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight into future trends that will affect the future development of digital marketing.

## **Module – I:**

**Basics of Digital Marketing:** Evolution of Digital Marketing, Digital – the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence,

## **Module – II:**

**Search Engine Marketing:** PPC and online marketing through social media, Social Media strategy, SEO techniques, On page and off page, Keyword advertising, Google web-master and analytics overview, Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing – Email Marketing, Content strategies, consumer segmentation and positioning by online tools.

## **Module – III:**

**Google Analytics, AdWords, AdSense:** Display advertising, different types of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing : Best practices of mobile marketing, types of mobile marketing.

## **Reference:**

1. Using Google™ AdWords and AdSense, M. Miller, Que Publishers
2. Digital Marketing –Kamatand Kamat-Himalaya
3. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
4. Digital Marketing, V. Ahuja, Oxford University Press
5. Digital Marketing, [S.Gupta](#), McGraw-Hill
6. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-601A

Approved by AICTE, Govt. of India

TRIMESTER-VI

**B2B MARKETING**

## OBJECTIVE:

1. To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.
2. To study the Strategic Market Planning for Products and Channels in B2B Market

## Module-I

**Introduction to Business Marketing:** The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process, Buying grid, Buying centre, Roles in the buying centre.

## Module-II

**Segmentation, Targeting and Positioning of Business Marketing:** Segmentation Criteria – Company characteristics, Buying Process, Benefits Sought, Targeting – Selection of right segment, Differential – value creation in Marketing Mix, Relationship development for high performance, Pricing and bidding, Role of branding in B2B marketing.

## Module-III

**Distribution Management:** Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management–need & importance in Business Marketing, Tendering and quotation management, negation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

## REFERENCE:

1. B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
2. B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
3. B2B Marketing, M.D. Hutt & D. Sharma, T.W. Speh , 11th Edition, Cengage B2B marketing, Sage Publications.
4. Mastering B2B Marketing, J. Coleman, Independently published (June 23, 2018)
5. B2B Marketing Strategy, H.Taylor , 1st Edition, Kogan (December 10, 2017)

## Specialisation: Finance

|                                 |  |
|---------------------------------|--|
| <b>4<sup>th</sup> Trimester</b> |  |
| KBS-401B                        | Security Analysis & Portfolio Management |
| KBS-402B                        | Financial Derivatives                    |
| KBS-403B                        | Project Appraisal & Financing            |
| <b>5<sup>th</sup> Trimester</b> |  |
| KBS-501B                        | Business Taxation                        |
| KBS-502B                        | Managing Banks & Financial Institutions  |
| KBS-503B                        | Mergers & Corporate Restructuring        |
| <b>6<sup>th</sup> Trimester</b> |  |
| KBS-601B                        | Behavioural Finance                      |

### Koustuv Business School

Leadership & Beyond.....



SUBJECT CODE- KBS-401B

Approved by AICTE, Govt. of India

#### TRIMESTER-IV      **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

#### OBJECTIVES:

1. To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

#### Module-I:

**Investment:** Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on 'n' asset portfolio, , Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market Operations.

#### Module-II

**Investment Models, Selection:** Markowitz Model for portfolio selection, feasible set portfolios, efficient set, selection of optional portfolio. Sharpe's Single Index model, Alpha, Beta, Efficient frontier with risk free lending

and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

**Module-III:**

**Fundamental and Technical Analysis and evaluation:** Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies.

**Reference Books:**

1. Security Analysis & Portfolio Management, S.Kevin, PHI
2. Security Analysis & Portfolio Management, P Singh, HPH
3. Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
4. SAPM, K. Sasidharan, Alex K.Mathews, McGraw Hill



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-402B**

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

## **FINANCIAL DERIVATIVES**

### **Course Objective:**

1. This paper will enable students to understand the nuances involved in derivatives and understand the basic operational mechanisms in derivatives

### **Module-I Financial Derivatives – An overview:**

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

### **Module-II Future Market:**

Introduction, Financial Futures contracts, Types of Financial Futures, Basic hedging practices, continuous compounding, cost of carry, margin requirement for futures, convenience yield, stock futures, use and application of stock index futures, arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

### **Module-III: Options Market and SWAP:**

Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing-put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black-Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, and Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

### **Reference Books:**

1. Options , Futures and other Derivatives, Hull J.C, Pearson
2. Fundamentals of Financial Derivatives – Swain PK - Himalaya
3. Financial Derivatives-Theory, concepts and problems, Gupta, PHI
4. Derivatives and Risk Management, Srivastava, Oxford
5. Derivatives and Risk Management, Verma J.R, TMH
6. Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-403B**

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

## **PROJECT APPRAISAL AND FINANCING**

### **Module - I: Project Identification and Formulation**

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

### **Module-II: Project Cost Estimation and Project Appraisal:**

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

### **Module -III: Project Financing and Risk Analysis**

Sources of financing, Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, various types of Project Termination,

### **Reference Books:**

1. Project Appraisal and Financing – Lath, Prasar-Himalaya
2. Project Management- K. Nagarajan- New Age International
3. Project Management and Appraisal-S.Khatua-Oxford
4. Project Management-Pinto-Pearson
5. Project Management and Control-N.Singh-HPH
6. Projects Management ,Prasanna Chandra, McGrawHill

# Koustuv Business School

Leadership & Beyond.....

Approved by AICTE, Govt. of India

TRIMESTER-V



SUBJECT CODE-KBS-501B

**BUSINESS TAXATION**

## **Module-I: Direct Taxation;**

Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

## **Module-II: Income sources**

Computation of income: Income from salary, capital gains and house properties and other incomes.

Computation of income from business and profession, various exemptions.

## **Module-III: Introduction to indirect taxation,**

Computation of tax under GST, Value added tax.

### ***Reference Books:***

1. Business Taxation – Mohapatra, Sahu - Himalaya
2. Business Taxation - A. Pathak and S. Godiawala , McGraw Hill Publication
3. Taxation - Singhania , Taxmann
4. Taxation – Hariharan



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-502B**

Approved by AICTE, Govt. of India

**TRIMESTER-V**

## **MANAGING BANKS and FINANCIAL INSTITUTIONS**

### **Course Objectives:**

1. To familiarize the students with dynamics of financial market, financial instruments and financial services and financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

**Module-I:** Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems.

Indian Banking and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re- Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

**Module-II:** Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Materialization Account. Brokers, Kinds of brokers, Registration of Brokers

**Module-III:** Mutual funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers& Functions), Mutual fund investment vs Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

### **Reference Books:**

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI
5. Indian Financial System, Guruswamy, TMH

# Koustuv Business School



Leadership & Beyond.....

**SUBJECT CODE-KBS-503B**

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**MERGERS AND CORPORATE RESTRUCTURING**

## **Course Objectives:**

1. To provide the necessary knowledge and making the students aware of the various issues involved in M& A including corporate restructuring process.
2. To provide elementary knowledge, relations and the concept of financial to the students

## **Module-I: Financial Policy and Corporate Strategy:**

Strategic decision making framework; Interface of financial policy and strategic management; balancing financial goals vis-à-vis sustainable goals

## **Module-II: Mergers and Takeover:**

Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take-overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures.

## **Module-III: Corporate Restructure:**

Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and lay off program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

## **Reference Books:**

1. Mergers Acquisiotn and corporate restructuring –Sinha PK - Himalay
2. Mergersand Acquisition, A.P.Dash, IK Internationals, New Delhi
3. Strategic Financial Management, Jakhotia, Vikas
4. Strategic Financial Management, Ravi M Kishore, Taxman



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-601B

Approved by AICTE, Govt. of India

**TRIMESTER-VI**

**BEHAVIOURAL FINANCE**

## **OBJECTIVES**

1. To discuss the development of new **financial** instruments to hedge the conventional instruments against various market anomalies •
2. To get the feel of trend of changed events over years, across various economies.

## **Module- I Foundations of Finance**

Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks.

## **Module –II Prospect Theory:**

Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

## **Module-III: External Factors and investors behavior:**

Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

## **Reference Books:**

1. Behavioral Finance: Sinha PK - Himalaya
2. Behavioral Finance: Shuchita Singh and Batt, Vikas.
3. Value investing and behavioral Finance, Parag Parikh, TMH
4. Understanding Behavioral Finance, Cengage
5. Behavioral Finance, Chandra, McGrawHill

## Specialisation: Human Resources

|                                 |   |
|---------------------------------|---|
| <b>4<sup>th</sup> Trimester</b> |   |
| KBS-401C                        | Manpower Planning, Recruitment, & Selection |
| KBS-402C                        | Employee Relations                          |
| KBS-403C                        | Performance Management System               |
| <b>5<sup>th</sup> Trimester</b> |   |
| KBS-501C                        | Team Dynamics At Work                       |
| KBS-502C                        | Strategic HRM                               |
| KBS-503C                        | Compensation & Benefit Management           |
| <b>6<sup>th</sup> Trimester</b> |   |
| KBS-601C                        | International Human Resource Management     |

### Koustuv Business School



Leadership & Beyond.....

SUBJECT CODE-KBS-401C

Approved by AICTE, Govt. of India

TRIMESTER-IV

**MANPOWER PLANNING, RECRUITMENT, AND SELECTION**

#### Course Objective

1. To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

#### MODULE-I: Manpower Forecasting:

Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting –Manpower Planning, Strategic staffing–HR planning process,–Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

#### MODULE-II: Developing a Manpower Plan:

Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

### **MODULE-III: Strategic HRP:**

Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews,

### **REFERENCE:**

1. Human Resource Planning and Strategic Change –Acharya,Tripathy-Himalaya
2. Manpower planning and the development of human resources by [Thomas Henry Patten](#) published by Wiley–Interscience,1971
3. Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
4. Manpower Planning and Strategic Change- Acharya and Tripathy, HPH



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-402C**

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

**EMPLOYEE RELATIONS**

## **COURSE OBJECTIVE:**

1. Describe the nature and importance of employee relation to develop a good and healthy employee-employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions

## **MODULE-I: Introduction to Employee Relations:**

Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, the Psychological Contract.

## **MODULE-II: Industrial Relations:**

Concept, Scope and Approaches to Industrial Relations–Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism: Concept, structure and function.

Industrial Dispute: Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

## **MODULE-III: Tripartite and International Bodies:**

Tripartism and IR, ILC & SLC, ILO–Structure and Functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management

## **BOOKS FOR REFERENCE:**

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. Labour Welfare, Trade Unionism and Industrial Relation- Puneker, Deodhar-Himalaya
3. Industrial Relations, C.S. Venkata Ratnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha&Shekhar, Pearson
5. Industrial Relations, Monappa, TMH



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-403C

Approved by AICTE, Govt. of India

**TRIMESTER-IV**

## **PERFORMANCE MANAGEMENT SYSTEM**

### **Objective:**

1. To describe the nature of performance management and outline the core objectives of performance management
2. To identify the different performance appraisal techniques that can be used by organizations
3. Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

**Module-I: Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

### **Module-II: Measuring Performance:**

Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

**Reward Systems and Legal issues:** Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems "Do only what you get paid for" Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

### **Module-III: Performance Management Application & Improvement:**

Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

### **Reference books:**

1. Performance Management, Kohli, Deb, Oxford
2. Performance Management System, DavinderSharma, HPH
3. Performance Management, Aquinis, Pearson
4. Performance Management, Cardy, PHI



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-501C

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**TEAM DYNAMICS AT WORK**

## **COURSE OBJECTIVE:**

1. To make aware to the students about the team effort and the dynamism of group effort.
2. To describe the nature and importance of team dynamics to develop a good and healthy employee-employer relationship in the organization.

## **MODULE-I**

Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group vs. Teams, Types of Teams, Defining team success, Team building, basic team process, cooperation and competition, Team Communication.

**MODULE-II: Basic issues before Team:** Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity

## **MODULE-III: Organizational Context of Teams**

Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

## **REFERENCE:**

1. Group Dynamics for Teams, Daniel Levi, Sage Publications
2. Group Dynamics and Team Intervention, Timothy M Franz, Wiley
3. Team Building, Dyer and Dyer, Wiley
4. Group Dynamics, Donelson R Forsyth, Thomson
5. Successful Team Building Tools- Elaine Biech, Pfeiffer



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-502C

Approved by AICTE, Govt. of India

**TRIMESTER-V**

**STRATEGIC HRM**

## **Objective:**

1. To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

## **Module-I: Understanding Strategic HRM:**

Introduction : Traditional Vs. Strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

## **Module-II: Aligning HR Systems with business strategy:**

Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

## **Module-III: International and comparative strategic HRM:**

Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

## **REFERENCE:**

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Strategic Human Resource Management-RajeesViswanthan -Himalay
3. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South – Western, 2002.



# Koustuv Business School

Leadership & Beyond.....

SUBJECT CODE-KBS-503C

Approved by AICTE, Govt. of India

TRIMESTER-V

## COMPENSATION & BENEFIT MANAGEMENT

### OBJECTIVE:

1. To learn basic compensation concepts and the context of compensation practice
2. To learn the concepts of payment and employee benefits issues.
3. To understand various benefits an employee can avail during service.

### Module I: Conceptual and Theoretical Aspects of Compensation:

Concept of compensation, the 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MDW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

### Module-II: Wage Administration and Wage Determination

Principles of Wage and Salary administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

### Module III: Employees Benefits

Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits : Health Care , Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

### REFERENCE:

1. Compensation Management –Bhatia Kanchan, HPH
2. Compensation, Milkvich Jerry M Newman, CS Venkata Ratnam, Mc Graw Hill.
3. Compensation and Reward Management, B.D. Singh, Excel Books
4. Compensation Management in a Knowledge, Based World, Henderson, Pearson



# Koustuv Business School

Leadership & Beyond.....

**SUBJECT CODE-KBS-601C**

Approved by AICTE, Govt. of India

**TRIMESTER-VI**

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

## **COURSE OBJECTIVE:**

1. Describe the nature and importance of team dynamics to develop a good and healthy employee-employer relationship in the organization.

## **MODULE-I**

IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory (Halls & Lorange). Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organizational Culture.

## **MODULE-II**

International Business and IHRM: Approaches, Globalization Approaches, Globalization and the strategies, the competency required for International Managers. International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team

## **MODULE-III**

International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, managing people in International Firms.

## **REFERENCE:**

5. S.C.Gupta Text Book of IHRM. McMillan.
6. .Punnett-International Perspectives on Organisational Behaviour and Human Resource Management (PHI)