



KRANTIGURU SHYAMJI KRISHNA VERMA  
**KACHCHH UNIVERSITY**

**Department of Commerce and Management**

SYLLABUS FOR  
**2 YEARS MBA COURSE**  
2009- 10

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## Ordinance & Regulations

### **O.MBA 01. Admission**

Admission to the programme will be given on recommendation of the central admission committee of Government of Gujarat on the basis of student's merit in an all Gujarat Common Admission Test conducted by an agency appointed by the government of Gujarat from time to time Or a test recognized by the KSKV Kachchh University, Department of Commerce & Management, Bhuj that may consist of Written test, Group discussion and personal interview. Eligibility for entrance test will be as ascertained by the government of Gujarat/AICTE/UGC and endorsed by the KSKV Kachchh University, Department of Commerce & Management, Bhuj from time to time. Reservation will be as per the provisions of State Govt. *I UGGI* AICTE and endorsed by the KSKV Kachchh University, Department of Commerce & Management, Bhuj

### **O.MBA 02. Duration and span of the Course:**

The course will be of Two-academic year duration divided into four semesters and for Specific purpose The span of course will be of four academic Years.

#### **First Year**

##### **Semester-I:**

Sr. No.	Course No.	Course Title	Credit	Int. Marks	Ext. Marks	Minimum Passing Marks	Period Per Week	Total Marks
1	CC101	Accounting for Managers (AFM)	3	30	70	45	4	100
2	CC102	Economics for Managers (EFM)	3	30	70	45	4	100
3	CC103	Management Information Systems (MIS)	3	30	70	45	4	100
4	CC104	Managerial Communication (MC)	3	30	70	45	4	100
5	CC105	Organizational Behaviour (OB)	3	30	70	45	4	100
6	CC106	Principles of Management (POM)	3	30	70	45	4	100
7	CC107	Quantitative Analysis (QA)	3	30	70	45	4	100
Total :			21	210	490			700

##### **Semester-II:**

Sr. No.	Course No.	Course Title	Credit	Int. Marks	Ext. Marks	Minimum Passing Marks	Period Per Week	Total Marks
1	CC201	Cost and Management Accounting (CMA)	3	30	70	45	4	100
2	CC202	Environment for Business (EFB)	3	30	70	45	4	100
3	CC203	Financial Management (FM)	3	30	70	45	4	100
4	CC204	Human Resource Management (HRM)	3	30	70	45	4	100
5	CC205	Marketing Management (MM)	3	30	70	45	4	100
6	CC206	Production and Operations Management (POM)	3	30	70	45	4	100
7	CC207	Research Methodology and Operations Research(RM&OR)	3	30	70	45	4	100
Total :			21	210	490			700

### **MBA 03. Detailed Syllabus: (Sheets Attached)**

#### **MBA 04. Scheme of promotion & Span of Programme:**

- (i) The span period of the programme is four years from the date of registration in the Programme.
- (ii) The minimum marks for passing the examination for each semester shall be 45% in each paper and 50% in aggregate for all the courses of the semester.
- (iii) In case a student is declared failed at an examination, he/she may reappear at the next examination conducted by the University as an ex-student. He/She may claim exemption in the papers in which he/she has secured 50% or more marks.
- (iv) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 10 papers out of the 14 papers offered during first year of the programme.
- (v) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period.

#### **Regulation (1) MBA 01: Award of Class**

1. The students would be awarded “Class” on the basis of the following marks scored in the respective exam and in total.
  - (a) The class would be awarded on the basis of marks scored in **External Assessment** only.
  - (b) In total marks would be included from both the internal as well as external assessment.
  - (c) If the student will be failed in any subject in any semester those student will reappear for those subject and marks of same will be carried forward to the respective exam as well as final results and that marks will be consider for awarding class to the students.

Class	Minimum Marks to be Scored in External Assessment	Minimum Total Marks required from Internal & External Assessment
Distinction	70% & above	70% & above
First	60% & above but below 70%	60% & above but below 70%
Second	50% & above but below 60%	50% & above but below 60%

2. The Merit Rank would be awarded on the basis of **performance in the external assessment of all the semesters only.**
3. Those students who cleared all the papers at the **First Attempt** would only be considered for Merit Ranks & Awards.

#### **Regulation (2) Re-examination**

- (i) A regular student who fails to attain minimum passing marks will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed four during the span period of the programme.
- (ii) As regards the ex-students (who could not qualify the MBA programme in first two years), they will be allowed to re-appear in papers only in the semester end examination subject to total number of attempts for a paper not exceeding four during the span period of the programme.

#### **Regulation (3) Evaluation**

The examination and evaluation for the MBA Programme Students will done by the faculty of the department and Industrialists and other academicians invited as examiners from time to time appointed by the University.

### **03 (i) Evaluation Criteria:**

A student has to appear at the internal examination (test) arranged by the department. In case a student fails to appear in the test, he/she will not be allowed to appear at the University examination. Marks obtained by the student will be carried forward to the University examination. Except Project and Summer Training, all other courses will have 30% internal evaluation and 70% term-end evaluation. Each paper will carry 100 marks of which minimum of 30% of marks should be for internal assessment and remaining percentage of marks be for written examination. The duration of written examination for each paper shall be three hours

### **03 (ii) Internal Evaluation:**

The During Course (Continuous) assessment marks shall be based on factors such as: Participation in seminars, case discussions and group work activities .Class tests, quizzes, individual and group oral presentations .Submission of written assignments, term papers and viva-voce .Classroom participation and attendance The weight-age given to each of these factors shall be decided and announced at the beginning of the semester by individual faculty member responsible for the paper.

### **03 (iii) The scheme of evaluation of project studies:**

- (a) For summer Training, a project report based on the summer training will have to be submitted on a specified date and the same will be evaluated by a board of examiners. This report will be evaluated for 200 marks out of that 100 marks will be based on report writing and 100 marks will be based on a oral presentation/ viva -voce. The board of examiners duly appointed by the university will do evaluation.
- (b) Comprehensive project will be commenced in fourth semester for duration of two months. Report shall be submitted at the end of semester. The paper is equivalent to Two papers (200 marks). The written part of the project shall account for 100 marks and the viva- voce shall account for 100 marks. The Board of Examiners duly appointed by the university will do evaluation.

## Syllabus for MBA Programme effective from the Academic Year 2009-10.

### **MBA Programme Structure**

The course curriculum and syllabus for MBA of K.S.K.V. Kachchh University is devised considering the norms of AICTE/ UGC. While preparing the syllabus, the syllabi of different national level universities/institutions have been taken into account. Thus syllabus has endeavored to strike a balance between theory and practice and classic and contemporary concepts.

The MBA programme of K.S.K.V. Kachchh University will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks. In each semester there are seven courses/subjects. In the first year all 14 courses are compulsory. In the second year there will be three types of courses, namely, compulsory, electives and sectorial specialisation. The MBA programme will have four electives, namely, Marketing, Finance, Human Resource and Information Systems. A student can choose any one of the four electives. There will be five sectorial specialization areas, namely, Retail, Pharmaceutical and Healthcare, Rural and Cooperatives, Public Systems and Policy, and Banking and Insurance. A candidate has to opt for one of the sectorial areas. In each semester of the second year there will be three compulsory courses, three electives and one sectorial course, thus making a total of six compulsory courses, six elective courses and two sectorial courses in the second year. Once a student opts for a particular elective and sectorial course in semester III, he/she will continue the same in semester IV.

The concerned institution conducting the programme can either offer all the electives and sectorial options or the minimum requirement of two.

No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programmes.

Each course is divided into five modules. The University examinations will have five questions of 14 marks from each module, with internal options. The evaluation will be governed by the Kachchh University rules/regulations. The details of all the first year and second year courses are listed below:

#### **First Year**

##### **Semester-I:**

<b>Sr. No.</b>	<b>Course Code</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	CC101	Accounting for Managers (AFM)	3
2.	CC102	Economics for Managers (EFM)	3
3.	CC103	Management Information Systems (MIS)	3
4.	CC104	Managerial Communication (MC)	3
5.	CC105	Organizational Behaviour (OB)	3
6.	CC106	Principles of Management (POM)	3
7.	CC107	Quantitative Analysis (QA)	3
<b>40 Sessions of 75 Minutes per Course</b>			<b>Total</b>
			<b>21</b>

**Semester-II:**

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	CC201	Cost and Management Accounting (CMA)	3
2.	CC202	Environment for Business (EFB)	3
3.	CC203	Financial Management (FM)	3
4.	CC204	Human Resource Management (HRM)	3
5.	CC205	Marketing Management (MM)	3
6.	CC206	Production and Operations Management (POM)	3
7.	CC207	Research Methodology and Operations Research(RM&OR)	3
<b>40 Sessions of 75 Minutes per Course</b>			<b>Total 21</b>

**Second Year****Semester - III**

In the Second year of the MBA Programme, the students will have to choose a functional area and a sectoral area, in addition to the core subjects. The choice made by the students pertaining to the functional area and the sectoral area in Semester-III shall remain unchanged in Semester-IV and the students will have no option to change the same in **Semester-IV**.

**Compulsory Courses :**

Sr. No.	Course Code	Course/SubjectTitle	Credits
1.	CC301	Strategic Management (SM)	3
2.	CC302	Legal Aspects of Business (LAB)	3
3.	CC303	New Enterprise and Innovation Management (NE&IM)	3
<b>40 Sessions of 75 Minutes per Course</b>			<b>Total 9</b>

**Functional Areas:****I Marketing**

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	MM301	Consumer Behaviour and Marketing Research (CB&MR)	3
2.	MM302	Integrated Marketing Communication (IMC)	3
3.	MM303	Sales and Distribution Management (SDM)	3
<b>40 Sessions of 75 Minutes per Course</b>			<b>Total 9</b>

**II Finance**

Sr. No.	Course Code	Course/ Subject Title	Credits
1.	FM301	Corporate Taxation & Financial Planning (CT&FP)	3
2.	FM302	Management of Financial Services (MFS)	3
3.	FM303	Security Analysis and Portfolio Management (SAPM)	3
<b>40 Sessions of 75 Minutes per Course</b>			<b>Total 9</b>

### III Human Resource

SrNo.	Course Code	Course/ Subject Title	Credits
1.	HR301	Change Management and Organizational Development (CM&OD)	3
2.	HR302	Compensation Management (CM)	3
3.	HR303	Management of Industrial Relations and Labour Legislations (MIR&LL)	3

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**40 Sessions of 75 Minutes per Course** **Total 9**  
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### IV Information System

Sr. No.	Course Code	Course/Subject Title	Credits
1.	IS301	Database Management (DM)	3
2.	IS302	System Analysis and Design (SA&D)	3
3.	IS303	Technology and Business (T&B)	3

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**40 Sessions of 75 Minutes per Course** **Total 9**  
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#### Sectoral Area:

40 sessions of 75 minutes per course and having a credit of three. (each student will opt for any one of the sectorial areas). The choice of sector is independent of the functional elective.

#### I Retailing Sector

1. SRM301

#### II Pharmaceutical and Healthcare Sector

1. SPH301

#### III Rural and Cooperative Sector

1. SRC301

#### IV Public Systems and Policy

1. SPS301

#### V Banking and Insurance

1. SBI301

### Semester – IV

#### Compulsory Courses :

Sr. No.	Course Code	Course/Subject Title	Credits
1.	CC401	Comprehensive Project (CP)	3
2.	CC402	International Business (IB)	3
3.	CC403	Management Control System (MCS)	3

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**40 Sessions of 75 Minutes per Course** **Total 9**  
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#### Functional Areas:

#### I Marketing

Sr. No.	Course Code	Course/Subject Title	Credits
1.	MM401	International Marketing (IM)	3
2.	MM402	Product and Brand Management (PBM)	3
3.	MM403	Services and Relationship Marketing (SRM)	3

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**40 Sessions of 75 Minutes per Course** **Total 9**  
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**II Finance**

Sr. No.	Course Code	Course/Subject Title	Credits
1.	FM401	Corporate Restructuring (CR)	3
2.	FM402	International Finance (IF)	3
3.	FM403	Risk Management (RM)	3

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**40 Sessions of 75 Minutes per Course** **Total** **9**

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**III Human Resource**

Sr. No.	Course Code	Course/Subject Title	Credits
1.	HR401	Human Resource Development (HRD)	3
2.	HR402	International Human Resource Mgmt. (IHRM)	3
3.	HR403	Strategic Human Resource Mgmt (SHRM)	3

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**40 Sessions of 75 Minutes per Course** **Total** **9**

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**IV Information System**

Sr. No.	Course Code	Course/Subject Title	Credits
1.	IS401	Business Process Reengineering (BPR)	3
2.	IS402	Information Systems Audit and Control (ISA&C)	3
3.	IS403	Strategic Information Technology Management (SITM)	3

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**40 Sessions of 75 Minutes per Course** **Total** **9**

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**Sectoral Area:**

40 sessions of 75 minutes per course (each student will opt for *any one* of the sectorial areas)  
The choice of sector is independent of the functional elective.

**I Retailing Sector**

1. SRM401

**II Pharmaceutical and Healthcare Sector**

1. SPH401

**III Rural and Cooperative Sector**

1. SRC401

**IV Public Systems and Policy**

1. SPS401

**V Banking and Insurance**

1. SBI401



**MBA –I**  
**Semester I**  
**CC 101 Accounting for Managers (AFM)**

**1.Course Objective**

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
I	Fundamentals of Accounting Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities, Generally Accepted Accounting Principles.	8	14
II	Asset Valuation Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortisation and asset impairment, Valuation of inventories, valuation of investments.	8	14
III	Understanding Corporate financial statements Corporate Balance sheet, corporate profit and loss account, Notes to the accounts and significant accounting policies, understanding and constructing corporate cash flow statement, other financial reports- Auditors report and Directors report, corporate governance report.	8	14
IV	Financial Statement Analysis Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis, analysis of cash flow statement	8	14
V	Contemporary issues in financial Accounting Global financial reporting, GAAPs and IFRSs, IAS, Indian GAAP and US GAAP, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting	8	14

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation/ etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

## 6. Basic Text Book :

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	Ambrish Gupta	Financial Accounting for Management –: An Analytical Perspective	Pearson Education	3 <sup>rd</sup> Edition 2009
2	S. K. Bhattacharya, John Dearden	Accounting for Management	Vikas Publishing House	3 <sup>rd</sup> revised Edition 2008
3	Ashok Bannerjee	Financial Accounting –A Managerial Emphasis	Excel Books	Latest Edition

## 7. Reference Book :

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	Paresh Shah	Basic Accounting for Management	<i>Oxford Higher Education, New Delhi 2008</i>	Latest Edition
2	S N Maheshwari, S K Maheshwari	A Text Book of Accounting for Management	Vikas Publishing , New Delhi	Latest Edition
3	N Ramchandran , Ram Kumar Kakani	Financial Accounting for Management	Tata Mc Graw Hill	2 <sup>nd</sup> Edition
4	Robert N Anthony, David F Hawkins, Kenneth A Merchant	Accounting: Text and Case	Tata Mc Graw Hill companies	12 <sup>th</sup> Edition 2007
5	Harrison and Horngren	Financial Accounting	Pearson Education	6 <sup>th</sup> Edition
6	P C Tulsian	Financial Accounting	Pearson Education	Last Edition
7	Pru Marriot, J R Edwards and H J Mellett	Introduction to Account	Sage South Asia Edition	3 <sup>rd</sup> Edition 2007
8	Stice and Stice	Financial Accounting- Reporting and Analysis	Cengage Learning	7 <sup>th</sup> Edition 2006
9	Carl S. Warren, James M. Reeve, Jonathan E. Duchac	Financial Accounting Concepts, Methods, and Applications	Cengage Learning,	Last Edition 2009

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

**The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.**

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad

## 9. Session Plan :

### CC 101 Accounting for Managers (AFM)

Sessions	Topic
1	Business Transactions to trial balance
2-4	Trial Balance to Balance sheet and profit and loss Account
5-7	Conceptual framework of financial statements
8	Generally Accepted Accounting Principles.
9-10	Valuation of tangible fixed assets and depreciation
11-12	Valuation of assets under lease and intangible assets
13-14	Valuation of Inventories
15-16	Valuation of Investments
17-18	Corporate Balance sheet
19-20	Corporate Profit and loss account
21	Notes to the accounts and significant accounting policies
22-23	Understanding and constructing corporate cash flow statement
24	Auditors report, Directors report & Corporate governance Report
25	Quality of reporting: window dressing, creative financial practices and disclosure issues
26-27	Financial Statement Analysis : Multi-step, horizontal, vertical, and trend analysis, Inter-firm comparison – group performance
28-30	Financial Statement Analysis : Ratio analysis
31-32	Financial Statement Analysis : Cash flow analysis
33	Innovative techniques of financial statement analysis
34-35	Global financial reporting
36	Foreign exchange accounting
37-38	Inflation accounting
39	Human resource accounting
40	Environment Accounting, Responsibility accounting

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA –I**  
**Semester I**  
**CC 102- Economics for Managers (EFM)**

**1. Course Objective**

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

**2. Course Duration**

The course will have 40 sessions of 75 minutes duration.

**3. Course Content**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<p><b>Ten principles of economics</b>            How people make decisions; How people interact; How the economy works as a whole.</p> <p><b>Thinking like an economist</b>            The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro economics; Positive versus normative economics; Why economists disagree?’</p> <p><b>The market forces of supply and demand</b>            Markets and competition; Individual demand; Demand schedule and demand curve; Market demand versus individual demand; Shifts in the demand curve; Supply schedule, Supply and demand– equilibrium, analyzing changes in equilibrium.</p> <p><b>Elasticity and its application</b>            The elasticity of demand; The elasticity of supply, application of elasticity. <b>Case:</b> Pricing, admission to a museum.</p> <p><b>Consumers, producers and the efficiency of markets</b>            Consumer surplus; Producer surplus; Market efficiency– the benevolent social planner; evaluating the market equilibrium; Market efficiency and market failure</p> <p><b>The costs of production</b>            Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale.</p>	8	14
<b>II</b>	<p><b>Firms in competitive markets</b>            What is a competitive market; Profit maximization and the competitive firm’s supply curve; The supply curve in a competitive market. <b>Case:</b> Near empty restaurants and off-season miniature golf.</p> <p><b>Monopoly</b>            Why monopolies arise; How monopolies make production and pricing decisions; The welfare cost of monopoly – deadweight loss, social cost; Public policy towards monopolies; Price</p>	8	14

discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts).

**Case:** The De Beers Diamond Monopoly.

### **Oligopoly**

Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome; Game theory and the economics of cooperation – prisoners’ dilemma, oligopolies as a prisoners’ dilemma, other examples of prisoners’ dilemma (arms race, advertising, common resources), the prisoners’ dilemma and the welfare of society, why people sometimes cooperate.

**Case:** OPEC and the World Oil Prices

## **III Oligopoly –**

contd. Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying.

**Case:** An Illegal Phone Call

### **Monopolistic competition**

Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society; Advertising – the debate over advertising, advertising as a signal of quality, brand names.

**Case:** Advertising and the price of eyeglasses.

### **The theory of consumer choice**

The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves; Optimization – the consumer’s optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers

8

14

### **Measuring a nation’s income**

The economy’s income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing.

**Case:** International difficulties in GDP and Quality of life.

### **Measuring the cost of living**

The consumer price index; Correcting economic variables for the effects of inflation, Impact of Inflation on various section of society- producers and consumers.

## **IV Production and growth**

Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth.

### **Saving, investment and the financial system**

8

14

Financial institutions in the US economy; Saving and investment in the National Income Accounts; The market for Loanable funds, Supply and Demand for Loanable Funds.

### **The monetary system, Money growth and inflation**

The meaning of money; Functions and Kinds of Money, The classical theory of inflation; The Cost of inflation.

### **Open-economy macroeconomics – Basic concepts**

The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows; The prices for international transactions (real and nominal exchange rates); A first theory of exchange-rate determination (purchasing power parity)

### **V Aggregate demand and aggregate supply**

Three key facts about economic fluctuations; Explaining short-run economic fluctuations; The aggregate demand curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply).

### **The influence of monetary and fiscal policy on aggregate demand**

How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest-rate targets in Fed policy; How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes; Using policy to stabilize the economy – the cases for and against active stabilization policy.

8

14

### **The short-run trade-off between inflation and unemployment**

The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve; Shifts in the Phillips Curve – the role of expectations; Shifts in the Phillips Curve – the role of supply shocks; The cost of reducing inflation – the sacrifice ratio, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era

### **Five debates about macroeconomic policy (pros and cons)**

Should monetary and fiscal policymakers try to stabilize the economy; Should monetary policy be made by rule rather than by discretion; Should the Central Bank aim for zero inflation; Should fiscal policymakers reduce the government debt; Should the tax laws be reformed to encourage saving.

## **4. Pedagogy of the course**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Economics.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Book:

- T1** : The text book for the course is *Principles of Economics*; 2<sup>nd</sup> edition; N Gregory Mankiw; Thomson South-Western; 2002 Indian reprint”.
- T2**: Pindyck & Rubinfeld – Microeconomics 5<sup>th</sup> edition
- T3**: Managerial Economics – Concepts and Applications. 8/e Christopher R. Thomas, S. Charles Maurice, Tata McGraw Hill

## 7. Reference Books:

1. Managerial Economics in a Global Economy, D Salvatore (Thomson SouthWestern)
  2. Microeconomics for Management Students, Ravindra H. Dholakia and Ajay N. Oza, Oxford University Press.
  3. Managerial Economics, G. S. Gupta, Tata McGraw Hill.
  4. Principles of Macroeconomics, C. Rangaragan and B. H. Dholakia, Tata McGraw Hill.
  5. Macroeconomics – Theory and Applications, G. S. Gupta, 3/e, Tata McGraw Hill.
  6. Economics, Samuelson and Nordhaus (Tata McGraw Hill)
  7. Managerial Economics, Atmanand (Excel Books)
  8. Essentials of Managerial Economics, I C Dhingra (SCS)
  9. Microeconomics: Theory and Applications, D Salvatore 4<sup>th</sup> Edition (Indian Edition) Oxford University Press.
  10. Economics, Lipsey and Chrystal 11<sup>th</sup> Edition (Indian Edition) Oxford University Press.
  11. Managerial Economics-Principles and Worldwide Applications D. Salvatore 6<sup>th</sup> Edition (Indian Edition) Oxford University Press.
  12. H.L Ahuja Managerial economics (S Chand) 3<sup>rd</sup> edition
  13. Hirschey, Economics for Managers Ceenge, Learning, Last Edition
  14. Satya P. Das Microeconomics for Business, Sage Text, Last Edition.
  15. Geetika, Piyali Ghosh, Purba Roy Choudhary, Managerial Economics Tata Mcgrawhill, Last Edition.
  16. Mankiw, Econimcs – Principles and Application Ceenge Learning, Last Edition
  17. D. N. Dwivedi Managerial Economics Vikas 7<sup>th</sup> Edition.
8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:  
Economist, Economical and Political Weekly, Economic Times, Business Standard, etc.

## 9. Session Plan

### CC 102- Economics for Managers (EFM)

Session No.	Topic
1	Ten principles of economics
2	Thinking like an economist
3 - 4	The market forces of supply and demand
5	Elasticity and its application <i>Case: Pricing, admission to a museum.</i>
6	Consumers, producers and the efficiency of markets
7-8	The costs of production
9-10	Firms in competitive markets
11-13	Monopoly <i>Case: The De Beers Diamond Monopoly.</i>
14-16	Oligopoly <i>Case: OPEC and the World Oil Prices</i>
17	Oligopoly – contd. <i>Case: An Illegal Phone Call</i>
18-19	Monopolistic competition
20-21	The theory of consumer choice
22-23	Measuring a nation's income <i>Case: International difficulties in GDP and Quality of life.</i>
24	Measuring the cost of living
25-26	Production and growth
27-28	Saving, investment and the financial system
29-30	The monetary system, Money growth and inflation
31-32	Open-economy macroeconomics – Basic concepts
33-34	Aggregate demand and aggregate supply
35-36	The influence of monetary and fiscal policy on aggregate demand
37-38	The short-run trade-off between inflation and unemployment
39-40	Five debates about macroeconomic policy (pros and cons)

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.



**MBA - I**  
**Semester- I**  
**CC 103 Management Information Systems (MIS)**

**1. Course Objective:**

The objective of the course is to

- Understand the role of the information systems (IS) function in an organization,
- Develop an insight as to how information systems influence business strategy and
- Develop the ability to contribute meaningfully towards information system selection.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weight age of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
I	<b>Introduction:</b> Understand the role of information systems in an organization. Managing the digital firm, IS in the enterprise, IS organization, management and strategy	8	14
II	<b>IT Infrastructure:</b> Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks.	8	14
III	<b>Enterprise IS:</b> Understand various business processes and how IS can help in their improvement. Electronic business and electronic commerce, business processes and enterprise applications, knowledge management	8	14
IV	<b>IS Security:</b> Understand the importance and issues related to the protection of an organization's information assets. Security and control, risk assessment, ethical and social issues	8	14
V	<b>Development of IS:</b> Understand the issues involved in the development and/or selection of an IS. Business process reengineering and IS, systems development, the open source model of development, business value of IS, international IS.	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Management Information Systems.
- (b) Case discussion covering a cross section of Information systems.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
<b>B</b>	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

**T1:** O'Brien, J., *Management Information Systems – Managing Information Technology in the Business Enterprise*, Tata McGraw Hill

**T2:** Laudon, Kenneth C. and Laudon, Jane P., *Management Information Systems: Managing the Digital Firm*, Pearson Education, Latest edition.

**T3:** Stephen Haag, Maeve Cummings, Amy Philips, *Management Information Systems: For the information age*. Tata McGraw Hill, Latest edition.

## 7. Reference Books:

- (a) Jawadekar, W. S., *Management Information Systems*, Tata McGraw Hill
- (b) Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe, *Information Technology for Management: Transforming Organizations in the Digital Economy*, 6th Edition, Wiley Publication...
- (c) McLeod, Raymond and Schell, George P., *Management Information Systems*, 10<sup>th</sup> edition, Pearson Education
- (d) Miller MIS cases: Decision making with Application software Pearson Education, Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, DigiChip, PC World, Computer Shopper, Dataquest etc.

## 9. Session Plan:

### CC 103 Management Information Systems (MIS)

No.	Topic
1	Introduction
2	Introduction
3	Information Systems in the Enterprise
4	Information Systems in the Enterprise
5	Information Systems in the Enterprise
6	Information Systems Organization, Management & Strategy
7	Information Systems Organization, Management & Strategy
8	Information Systems Organization, Management & Strategy
9	Managing Hardware and Software Assets
10	Managing Hardware and Software Assets
11	Managing Data
12	Managing Data
13	Telecommunications and Networks
14	Telecommunications and Networks
15	Internet and New IT Infrastructure
16	Internet and New IT Infrastructure
17	Electronic Business and Electronic Commerce
18	Electronic Business and Electronic Commerce
19	Electronic Business and Electronic Commerce
20	Business Processes and Enterprise Applications
21	Business Processes and Enterprise Applications
22	Business Processes and Enterprise Applications
23	Managing Knowledge and Artificial Intelligence
24	Managing Knowledge and Artificial Intelligence
25	Enhancing Decision Making
26	Enhancing Decision Making
27	Information Security
28	Information Security
29	Information Security
30	Information Security
31	Ethical and Social Issues
32	Ethical and Social Issues
33	Redesigning the Organization - BPR
34	Redesigning the Organization - BPR
35	Systems Development
36	Systems Development
37	Understanding the Business Value of IS
38	Understanding the Business Value of IS
39	Understanding the Business Value of IS
40	International Information Systems

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-I**  
CC104: Managerial Communication (MC)

**1. Course Objectives:**

Communication is a very essential skill for the managers to be successful in their professional career. The objective is to acquaint the students with the basic concepts and techniques of communication that are useful in developing skills of communicating effectively.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course content:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
I	Concepts of Communications: Definition, Forms of Communication, Overcoming Communication Barriers,	8	14
II	Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play	8	14
III	Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD	8	14
IV	Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews	8	14
V	Forms of Communication in Written mode: Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing.	8	14

**4. Teaching Methods:**The following pedagogical tools will be used to teach this course:

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

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

**6. Basic Text Books:**

1. Murphy, *Effective Business Communication*, 7<sup>th</sup> edition, Tata McGraw-Hill Publishing Company, New Delhi.
2. Koneru, *Professional Communication*, 1<sup>st</sup> edition, Tata McGraw-Hill Publishing Company, New Delhi.
3. Monipally, M. M., *Business Communication Strategies*, Tata McGraw-Hill Publishing Company, New Delhi.

## 7. Reference Books:

1. Bentley, T. J., *Report Writing in Business*, The Chartered Institute of Management Accountants, Viva books Pvt. Ltd., New Delhi, 2001
2. Boone, Kurtz, & Block, *Contemporary Business Communication*, Prentice Hall, New Jersey, US.
3. Chaturvedi, P. D. and Mukesh Chaturvedi, *Business Communication: Concepts, Cases and Applications*, Pearson Education, New Delhi, 2004.
4. Devlin, Frank J., *Business Communication*, Richard D. Irwin, Inc, Illinois, 1968
5. Kaul, Asha, *Effective Business communication*, Prentice Hall of India, New Delhi, 2000
6. Lesikar Raymond V. & M. E. Flatley, *Basic business Communication*, 10 ed., Tata McGraw-Hill, New Delhi, 2005
7. Ludlow, Ron & F. Panton, *The Essence of Effective Communication*, Prentice Hall of India, New Delhi, 1998
8. Monippally, M. M., *The Craft of Business Letter Writing*, Tata McGraw Hill, New Delhi, 1997
9. Ray, Reuben, *Communication Today*, Himalaya Publishing House, Mumbai, 1997
10. Thill, John & C. V. Bovee, *Excellence in Business Communication*, 3rd Ed., McGraw Hill Inc.,

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc. :** Harvard Business Review, Business India / Business Today / Business World, University News, Journal of Business Communication, Business Communications Quarterly, PR Communication Age, etc.

## 9. Session Plan:

CC104: Managerial Communication (MC)

Sessions	Topics
1-2	Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication
3	Process of Communication, Forms of Communication
4	Communication Roadblocks and Overcoming them
5	Role of Verbal & Non-verbal Symbols in Communication
6	Barriers to Effective Communication, Overcoming Communication Barriers
7-8	Listening: Definition, Anatomy of poor Listening, Features of a good Listener
9	Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette
10-13	Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience
14-17	Group Discussion & Interviews
18-21	Meetings: Ways and Means of conducting meeting effectively
22-23	Forms of Communication in Written mode: Basics, Body language of Business Letters & Memos, Tone of writing, Writing Sales Letters
24-27	Job applications & Resume
28	E-mail: How to make smart e-mail
29-30	Writing Business Reports
31-32	Writing Business Proposals
33-40	Presentation of Term Papers / Assignments

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- I**  
**CC 105 Organizational Behaviour (OB)**

**1. Course Objective:**

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyse the behaviour within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioural dynamics and contribute to organizational effectiveness

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Basic Understanding of the context of OB:</b> What is Organizational Behaviour Understanding the national culture and the Indian setting Changes occurring in the Context and their impact on Organizational Behaviour	<b>8</b>	<b>14</b>
<b>II</b>	<b>Understanding dynamics of Individual behaviour:</b> Understanding Personality, Values, Attitude and their impact on behaviour at work Understanding Motivation at work.	<b>8</b>	<b>14</b>
<b>III</b>	<b>Understanding Dynamics of Group behaviour</b> Understanding the process of Perception: How we make sense of Our environment Understanding Interpersonal Communication and Transactions Understanding Groups and Teams	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Understanding Organizational dynamics of behaviour:</b> Managing Conflict, Stress and Negotiation Understanding Decision-making Understanding Power and Organizational Politics	<b>8</b>	<b>14</b>
<b>V</b>	<b>Using Leadership for managing change towards organizational effectiveness</b> Understanding Organizational Culture and changing it for effectiveness Basic Theories of Leadership Contemporary Issues in Leadership Practice	<b>8</b>	<b>14</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussions on concepts and issues of Organizational Behaviour.
- (b) Case discussion covering a cross section of decision situations.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

- T1. Understanding Organizational Behavior (2nd Ed), by Uday Pareek, Oxford University Press
- T2 Organizational Behavior (Latest Edition), Mcshane and Radha Sharma , McGraw-Hill
- T3 Organizational Behavior (Latest Edition), Stephan Robbins, Pearson Education

## 7. Reference Books:

1. Organizational Behavior (Latest Edition), Fred Luthans, McGraw-Hill, latest Edition
2. Organizational Behaviour by Gregory Moorhead & Ricky W. Griffin, Jaico, Publication. latest Edition
3. Organizational Behaviour by K. Aswathappa, Himalaya Publishing House Pvt. Ltd., latest Edition
4. Organizational Behaviour by Niraj Kumar, Himalaya Publishing House Pvt. Ltd., latest Edition
5. Organizational Behaviour PG Aquinas, Excel Books, Latest Edition
6. Organizational Behaviour Debra L. Nelson & James C. Quick, Cengage Learning 5<sup>th</sup> Edition.
7. Case in Organization Behaviour and HRM, Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi, Tata Mcgraw-Hill Latest Edition
8. Organizational Behaviour, Robert Kreitner and Angelo Kinicki, Tata Mcgraw-Hill Latest Edition.
9. Organizational Behaviour, S. S. Khanka, Vikas Publishing Latest Edition
10. Organizational Behaviour Tax and Car, Kavita Singh, Pearson Edition Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Harvard Business Review, Decision, Vikalpa, etc.

## 9. Session Plan:

### CC 105 Organizational Behaviour (OB)

Session No.	Topics
1-2	What is Organizational Behaviour: Meaning and definition of OB, Evolution of OB as a field of study and practice, basic model of OB, Indian organizational Setting, Positive OB Understanding the national culture and the Indian setting: Meaning and definition of national culture, impact of national culture on behaviour within Organizations.
3-5	Dimensions of national culture, cultural differences across nations, changes in national culture, major features of national culture of India, Implications of national culture for OB, Leveraging cultural characteristics for greater effectiveness Changes occurring in the Context and their impact on Organizational Behaviour

- 6-8 Context of Organizational Behaviour: Major changes in the environment: Globalization, IT, Diversity, Global Financial crisis and resultant slow down in India, impact on behaviour within organizations. How can managers respond to those challenges and how knowledge of OB can help managers
- 9-12 Understanding Personality, Values, Attitude and their impact on behaviour at work: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality, importance of personality at work. Meaning and importance of values, how a person develops values, types of values, the link between values and behaviour. Emotions and their impact on behaviour, Self esteem and self efficacy, their meanings and importance. Understanding Attitude at work and their impact on behaviour: Meaning of Attitudes, Functions and components of attitudes, important attitudes at work - job satisfaction, commitment, involvement and engagement. Organizational Citizenship Behaviour, relationship between work attitudes and performance
- 13-16 Understanding Motivation at work: Understanding the concepts of Needs, Drive, and Motives. Meaning and definition, evolution of motivational theories, content and process theories of motivation: Maslow's, Herzberg's, McClelland's and Alderfer's theories, Equity, Goal-seeking and VIE theories, and Porter & Lawler's extension of VIE theory. Understanding the meaning and importance of Intrinsic and Extrinsic Motivation and motivators. Evaluation of motivational theories and basic understanding of their application in the work context. Meaning of work motivation. Understanding basic approaches to motivating performance at work.
- 17-18 Understanding Perception and Attribution: Meaning, definition and importance of Perception, perceptual process, sub-processes of perception, factors affecting perception, object and social perception. Process of Attribution: meaning, definition and importance of attribution, errors in perception and attribution, consequences of these errors and ways to reduce errors.
- 19-21 Understanding Interpersonal Communication and Transactions: Communication as an interpersonal process, meaning and importance of effective communication, Feedback and its importance in effective communication, skills of communication including listening, giving and receiving feedback, Johari Window as a tool for improving quality of communication. Transactional analysis as a theory of effective communication, concepts of Strokes, egostates, transactions and games. Approaches to effective communication through Transactional Analysis.
- 22-24 Understanding Groups and Teams: Meaning, definitions and importance of groups and teams, difference between groups and teams, Formation of groups and models of group development, types of groups and teams, Factors affecting effectiveness of groups, advantages and limitations of working in groups, team roles and their importance, measures for improving effectiveness of groups and teams, process and team based design of organizations Managing Conflict, Stress and Negotiation: Meaning and definition of conflict, changing view of conflict at work, levels of conflict, functional vs. dysfunctional conflict, process of conflict, approaches towards management of conflict.
- 25-28 Meaning and definition of stress, link between conflict and stress, sources of stress, distress vs. eustress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress. Negotiation as an approach to conflict management, meaning, definition and importance of negotiation, concept of bargaining and exchange, types of bargain. Approaches towards effective negotiation.
- 29-30 Understanding Decision-making: Meaning and importance of decision-making, individual and group decision-making, rational and behavioural models of decision-making, bounded rationality, heuristics, biases and intuition, factors that affect



- decision-making process, creativity in decision-making, measures to improve quality of decision-making in organizations
- 31-32 Understanding Power and Organizational Politics: Meaning of power, individual and organizational sources of power, role of dependency in power and influence, meaning of influence, meaning of political behaviour, nature of power, nature of politics, tactics of using power and politics, upward influence and impression management, political behaviour and ethics.
- 33-34 Understanding Organizational Culture and changing it for effectiveness: Meaning, definition, importance of Organizational culture, links between organizational culture and formalization, national culture, how does culture start and is sustained, how employees learn culture, types of culture, levels of manifestation of culture, Advantages and limitations of strong and weak cultures, how subcultures develop, changing culture of organization, creating culture of empowerment, ethical conduct, innovation, learning, customer-responsiveness and spirituality.
- 35-37 Basic Theories of Leadership: meaning, definition and importance of leadership, evolution of leadership research, difference between managers and leaders, leadership skills. Trait theory of leadership, behavioural theories, contingency theories, Contemporary Issues in Leadership Practice: Concepts useful for leadership - trust, follower centric leadership, factors that neutralize or substitute leadership.
- 38-40 Understanding and distinguishing between the transactional, transformational and charismatic leadership, Leadership and Emotional Intelligence, Self leadership, team leadership, Mentoring, Leadership, morality and ethical conduct Leadership, attribution, developing leadership within organizations

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-I**  
CC 106 : Principles of Management (POM)

1. Course Objectives:

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practice application of managerial process.

2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

3. Course Contents:

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (20% of 70)</b>
<b>I</b>	Historical Development Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.	<b>8</b>	<b>14</b>
<b>II</b>	Planning Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making.	<b>8</b>	<b>14</b>
<b>III</b>	Organising Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process- Techniques – HRD– Managerial Effectiveness.	<b>8</b>	<b>14</b>
<b>IV</b>	Directing Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Electronic media in Communication.	<b>8</b>	<b>14</b>
<b>V</b>	Controlling System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalisation and Liberalization, International Management and Global theory of Management.	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Role Playing
- (3) Assignments and Presentations
- (4) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

- T1:** Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
- T2:** Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition or later edition)
- T3:** Stephen P. Robbins, Organization Theory – Structure, Design and Applications, Prentice Hall of India, New Delhi, Third or later edition.

#### 7. Reference Books:

1. Bateman, *Management (SIE)*, Tata McGraw-Hill Publishing Company, New Delhi
  2. Decenzo David, Robbin Stephen A, "Personnel and Human Resources Management", Prentice Hall of India, 1996
  3. Fraidoon Mazda, "Engineering Management", Addison Wesley,-2000
  4. Hillier Frederick S. and Hillier Mark S. - Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2nd Edition 2008)
  5. JAF Stoner, Freeman R. E and Daniel R Gilbert Management, Pearson Education, Sixth Edition, 2004
  6. Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008)
  7. Massie, Joseph L., *Essentials of Management*, Pearson Education,
  8. Robbins & Coulter - Management (Prentice Hall of India, 8th Edition)
  9. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5th Edition)
  10. Tripathy PC And Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.
  11. Stephen P. Robbins, Organization Theory – Structure, Design and Applications, Prentice Hall of India, New Delhi, Third or later Edition.
8. List of Journals/Periodicals/ Magazines/ Newspapers etc.: Harvard Business Review, Business India / Business Today / Business World, "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad, Effective Executive

## 9. Session Plan:

### CC 106 : Principles of Management (POM)

Sessions	Topic
1-2	Definition of Management, Science or Art, Management and Administration
3-4	Development of Management Thought, Contribution of Taylor and Fayol
5-6	Functions of Management – Types of Business Organization
7-8	Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.
9-10	Nature & Purpose, Steps involved in Planning
11-13	Objectives, Setting Objectives, Process of Managing by Objectives
14-16	Strategies, Policies & Planning Premises, Forecasting, Decision-making
17-18	Nature and Purpose, Formal and informal organization, Organization Chart
19	Structure and Process, Departmentation by difference strategies
20	Line and Staff authority, Benefits and Limitations
21-22	De-Centralization and Delegation of Authority, Staffing
23-24	Selection Process, Techniques, HRD, Managerial Effectiveness
25-26	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives
27-29	Leadership, Types of Leadership Motivation, Hierarchy of needs, Motivation theories, Motivational Techniques, Job Enrichment
30-32	Communication – Process of Communication, Barriers and Breakdown – Effective Communication – Electronic media in Communication
33-34	System and process of Controlling, Requirements for effective control
35-36	The Budget as Control Technique, Information Technology in Controlling
37-38	Productivity – Problems and Management – Control of Overall Performance – Direct and Preventive Control – Reporting
39-40	The Global Environment – Globalisation and Liberalization – International Management and Global theory of Management

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**Semester- I**  
**CC 107 Quantitative Analysis (QA)**

**1. Objective:**

To impart the basic art and science of gathering, analysing and using data to identify and resolve managerial and decision making problems.

To develop skills in structuring and analysing business problems using quantitative analysis.

To develop aptitude and statistical thinking approach to business problems.

To understand the effective use of computer software for resolution of statistical problems.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (20% of 70)</b>
<b>I</b>	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistics on the computer. Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples Random variable and probability distribution, Discrete and Continuous distribution, Expected value and variance of a distribution. Software exposure to the above concepts – (by use of EXCEL or any other available software)	<b>8</b>	<b>14</b>
<b>II</b>	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book Sampling and Sampling distribution Statistical Inference: Estimation for Single Populations	<b>8</b>	<b>14</b>
<b>III</b>	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book Design of Experiments and Analysis of Variance ( Only one way) , Cases form the text book	<b>8</b>	<b>14</b>
<b>IV</b>	Goodness-Of-Fit-Test, Cases form the text book Test of Independence, Cases form the text book Simple regression Analysis , Cases form the text book. Multiple Regression Analysis, Cases form the text book, Use of Software in Multiple Regression, Building Multiple Regression Models, Different types of models, Multicollinearity	<b>8</b>	<b>14</b>
<b>V</b>	Time-Series Forecasting and Index Numbers Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book. Review, Feedback and Integrated Examples and Cases	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and case studies
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
<b>B</b>	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Textbooks (Latest Edition):

1. Business Statistics for Contemporary Decision Making by Ken Black (Fourth or later edition) Wiley Student Edition
2. Statistics for Management by Richard I. Levin and David S. Rubin (Pearson Education)
3. Statistics for Managers, D. P. Apte, Excel Books, Latest Edition

#### 7. Reference Books:

1. Statistics for Management, T N Srivastava and Shailaja Rego, TMH
2. Complete Business Statistics, Amir D Aczel and Jayavel Sounderpandian, TMH
3. Business Statistics by J. K. Sharma (2nd Edition or later edition) Pearson
4. Statistics for Managers by Levine, Stephen, Krehbiel and Berenson (Fourth or Later edition) Pearson Quantitative Techniques for Decision
5. Mathematics and Statistics for Management, K. B. Akhilesh & S. B. Balasubrahmanyam, Vikas Publishing.

#### 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

#### 9. Session Plan:

##### CC 107 Quantitative Analysis (QA)

Session no.	Topic
1-2	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs
3-4	Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistics on the computer.
5-6	Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples

7-8	Random variable and probability distribution, Discrete and Continuous distribution, Expected value and variance of a distribution.
9-10	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book
11-13	Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book
14-15	Sampling and Sampling distribution
16-17	Statistical Inference: Estimation for Single Populations
18-20	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book
21-23	Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book
24-25	Design of Experiments and Analysis of Variance ( Only one way) , Cases form the text book
26	Goodness-Of-Fit-Test, Cases form the text book
27	Test of Independence, Cases form the text book
28-29	Simple Regression Analysis , Cases form the text book
30-31	Multiple Regression Analysis, Cases form the text book, Use of Software in Multiple Regression.
32	Building Multiple Regression Models, Different types of models, Multicollinearity
33-35	Time-Series Forecasting and Index Numbers
36-38	Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book.
39-40	Review, Feedback and Integrated Examples and Cases

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER - II**  
**CC 201 : Cost and Management Accounting (CMA)**

**1. Objectives:**

The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting; activity costing; marginal costing; standard costing, etc.

**2. Course Duration**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Cost Management and Cost Estimation</b> Cost and Management Accounting Overview Reading: Chapter (PS), Chapter 1 (CT) Various Cost Concepts. Reading: Chapter 2 and 6 (PS), Chapter 2 (CT) Cost Estimation approaches, tools and techniques Reading: Chapter 5, (PS), Chapter 10 (CT) Cases: Apollo Community Hospital (PS) and Rajesh Xerox and Print (PS)	<b>8</b>	<b>14</b>
<b>II</b>	<b>Cost allocation and Job/ batch Costing</b> Cost Allocation, Activity Based and Target Costing Reading: Chapter 5 and 19 (PS), Chapter 15 (CT) Cases: Avon Company (PS) and National Bank (PS) Job and Batch Costing Reading: Chapter 7, (PS), Chapter 4 (CT) Introduction to the concept of operating costs	<b>8</b>	<b>14</b>
<b>III</b>	<b>Costing Methods</b> Operating Costing. Reading: Chapter 8 (PS) Chapter 4 (CT) Cases: Tasty Bread Manufacturing (PS) Dental Practice (PS) Process Costing and Joint and Byproduct Costing. Reading: Chapter 10 (PS), Chapter 16 and 17 (CT) Cases: Lalwani Company (PS), Lilavati Company (PS)	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Management Applications</b> Marginal (Variable) Costing and Absorption Costing Reading: Chapter 16 (PS), Chapter 9(CT). Case: Krishna Optics (PS) Marginal Costing and CVP Analysis. Reading: Chapter 16 (PS), Chapter 3 (CT). Case: Chain of Hotels (PS) Decision Involving Alternative Choices and Pricing Decisions Reading: Chapter 17, 18 (PS); Chapter 11, 12 (CT) Cases: Ajanta House (PS), Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS)	<b>8</b>	<b>14</b>
<b>V</b>	<b>Planning, Control and Decision Making</b> Budgeting and Budgetary Control System Reading: Chapter 12 (PS), Chapter 6,7 and 8 (CT). Case: Angel Company (PS) Standard Costing and Variance Analysis Reading: Chapter 13 (PS), Chapter 7, 8, 14 (CT). Case: Priety Company (PS)	<b>8</b>	<b>14</b>



Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards  
Reading: Chapter 15, 19, and 21 (PS)

#### 4. Teaching Pedagogy:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The Participants will be evaluated on a continuous basis comprising of the following elements:

1	Projects/Assignments/Quizzes	Weightage 10% (Internal Assessment)
2	Mid-Semester Examination	Weightage 20% (Internal Assessment)
3	End-Semester Examination	Weightage 20% (External Assessment)

#### 6. Text Books:

- T1:** Management Accounting by Paresh Shah (Oxford University Press) (PS)
- T2:** Cost Accounting by Charles T. Hongren, S. M. Datar, and others. (Pearson) (13<sup>th</sup> Edition) (CT)
- T3:** Costing for Management, S. K. Bhattacharya and John Dearden Sounderpandian Vikas Latest Edition

#### 7. Reference Books:

1. Cost Management: Strategies for Business Decisions by Hilton, Maher, and Selto (TMH)
2. Management Accounting by Khan and Jain (TMH)
3. Cost and Management Accounting by Ravi Kishore (Taxmann)
4. Cost and Management Accounting and Control by Hansen & Mowen (Thomson Publishers)
5. Accounting Managerial, Pandikumar Management, Excel Books Latest Edition
6. Accountancy, Robert Hilton, G Ramesh, M. Jayadev, Tata Mcgraw hill Latest Edition
7. Managerial Accountancy, Bamber, Braun, Harrison, Pearson Education, Latest Edition
8. Cost and Management Accounting; Theory and Problem, M. N. Arora, Excel Books, Latest Edition
9. Management Accounting, M. A. Sahaf, Vikas, Latest Edition
10. Management Accounting, J. Madegowda, Himalya Latest Edition

#### 8. List of Journals/Periodicals/ Magazines/ Newspapers: Indian Journal of Accounting; Cost and Accounts Journal

## 9. Session Plan:

### CC 201 : Cost and Management Accounting (CMA)

Sessions	Topics
1 -2	Cost and Management Accounting Overview
3-5	Cost Concepts
6- 8	Cost Estimation Cases: Apollo Community Hospital (PS) Rajesh Xerox and Print (PS)
9-12	Cost Allocation, Activity Based and Target Costing Cases: Avon Company (PS) National Bank (PS)
13- 15	Job and Batch Costing
16-18	Operating Costing Cases: Tasty Bread Manufacturing (PS) Dental Practice (PS)
19- 22	Process Costing and Joint & By Product Costing Cases: Lalwani Company (PS) Lilavati Company (PS)
23-24	Marginal (Variable) Costing and Absorption Costing Case: Krishna Optics (PS)
25-28	Marginal Costing and CVP Analysis Case: Chain of Hotels (PS)
29-31	Decision Involving Alternative Choices and Pricing Decisions Cases: Ajanta House (PS) Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS)
32-34	Budgeting and Budgetary Control System Case: Angel Company (PS)
35-38	Standard Costing and Variance Analysis Case: Priety Company (PS)
39-40	Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-II**

CC202: Environment for Business (EFB)

**1.Course Objectives:**

The objective of the course is to bring about understanding of Social, Economic, Tehnological, International, Political-Legal and Natural Environment influencing business and industry and to acquaint the students with emerging trends in business environment.

**2.Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3.Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Economic Environment</b> Concepts and significance of economic environment – at national and international level, Economic System: Lassiez faire, capitalism, socialism and mixed economy, National Income, Monetary and Fiscal Policy (finance commission), Industrial Policy, Latest five year plan, State Industrial Policy, Union Budget	<b>8</b>	<b>14</b>
<b>II</b>	<b>Social Environment</b> Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change, Social Responsibility of Business and Trusteeship management, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance	<b>8</b>	<b>14</b>
<b>III</b>	<b>Technological Environment</b> Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards	<b>8</b>	<b>14</b>
<b>IV</b>	<b>International Business Environment</b> International Business: An Overview, types of International Business, Balance of Payments and Macroeconomic Management, Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, WTO, Regional Blocks, EPZs, EOUs, TPs and SEZs	<b>8</b>	<b>14</b>
<b>V</b>	<b>Natural Environment</b> Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussion and Presentations
- (3) Field Visits and Assignments

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

- T1:** Paul, Justine, Business Environment: Text & Cases, 2<sup>nd</sup> edition or later edition, Tata McGraw-Hill Publishing Company, New Delhi.
- T2:** Cherunilam, Francis, Business Environment: Text & Cases, Himalaya Publishing House, Mumbai. Latest edition.
- T3:** Shaikh Saleem, Business Environment, Pearson, Latest edition.
- T4:** Vivek Mital, Business Environment, Excel Books Latest Edition

#### 7. Reference Books:

1. Cherunilam Francis (2006), *International Business Environment*, Himalaya Publishing House, Mumbai
2. Mithani D.M. (2005), *International Economics*, Tata McGraw Hill.
3. Shaikh Saleem, Business Environment, Pearson, Latest edition.
4. Vivek Mital, Business Environment, Excel Books, Latest edition.
5. David Kreps, Microeconomics for managers, Norton, W. W. & Company, Inc. 2007
6. Bedi Suresh Business Environment, Excel Books 2005

#### 8. List of Journals/Periodicals/ Magazines/ Newspapers:

Economic & Political Weekly, Intellectual Property Rights, Corporate Governance, Business India / Business World, Banking & Finance, Industrial Economist, Fortune, Global Business Review, Economic Survey, GOI, India Development Report (Latest Edition), World Development Report, RBI Annual Report, etc.

## 9. Session Plan:

### CC202: Environment for Business (EFB)

Sessions	Topics
1	Concepts and significance of economic environment – at national and international level
2-3	Economic System: Laissez faire, capitalism, socialism and mixed economy,
4	National Income, Monetary and Fiscal Policy (finance commission)
5-6	Industrial Policy
7	Latest five year plan
8	State Industrial Policy, Union Budget
9-10	Concept and significance of social environment, Interdependence of business and society, Culture and Organization, Technological Development and social Change
11-12	Social responsibility of business and trusteeship management, Business Ethics
13	Population and Census
14	Management education in India
15-16	Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance
17-18	Impact of technology on organization
19-20	Process of technological adaptation and development, Patents, Technological Collaborations, Government guidelines,
21-22	Technology assessment at government level
23-24	ISO standards and Bureau of Indian Standards
25	International Business: An Overview, types of International Business
26	Balance of Payments and Macroeconomic Management
27-28	Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers,
29-30	WTO, Regional blocks,
31-32	EPZs, EOUs, TPs and SEZs
33-34	Economic Development and Pollution, Increased Pollution Levels
35-36	Changing role of Government
37-38	Regulations and its impact on business & industry
39-40	Green Marketing, Environmental Technology, Ecological implications of technology

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA –I**  
**Semester II**  
**CC 203- Financial Management (FM)**

**1. Course Objective:**

The objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that the students possess a sound base in accounting principles and practices including financial analysis. Therefore, it would begin with the framework of financial management linking various functional subjects. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return. Students are expected to learn these decision making skills with the help of a few cases. The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books. Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follow:

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation</b> Financial Management; Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares	<b>8</b>	<b>14</b>
<b>II</b>	<b>Understanding Working Capital Management as a Decision to Create Value for the Business</b> Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance	<b>8</b>	<b>14</b>
<b>III</b>	<b>Understanding Investment Decision and Various Steps Involved</b> Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Understanding Financing Decision and Various Sources of Finance</b> Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital	<b>8</b>	<b>14</b>
<b>V</b>	<b>Understanding Dividend Decision, Theory and Practice; Contemporary Issues and Projects by Students</b> Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory.	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Selected Cases Covering Major Financial Management Decisions.
- (b) Solving of Selected Numerical
- (c) Projects/Assignments/Quizzes

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Book:

**T1:** Basic text book is Financial Management – I. M. Pandey – 9<sup>th</sup> Edition or later edition, Vikas Publication.

**T2:** Chandra, Prasanna (2008), Financial Management – Theory and Practice, 7<sup>th</sup> Edition or later edition, Tata McGraw-Hill Publishing Company, New Delhi

**T3:** Van Horne & Wachowicz Jr. (2004), Fundamentals of Financial Management, 11<sup>th</sup> Edition or later edition, Pearson Education, New Delhi

#### 7. Reference Books:

1. Srivastava & Misra (2008), Financial Management, Oxford University Press, New Delhi.
2. Briham & Houston (2006), Fundamentals of Financial Management, 10<sup>th</sup> Edition, South-Western, Thomson Business Information India (P) Ltd., New Delhi.
3. Brealey & Myers (2005), Principles of Corporate Finance, 7<sup>th</sup> Edition, Tata McGraw-Hill Publishing Company, New Delhi.
4. Reddy, Sudarsana (2008), Financial Management – Principles and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, Mumbai.
5. Vishwanath, S. R. (2007), Corporate Finance - Theory and Practice, 2<sup>nd</sup> Edition, Response Books, New Delhi.
6. McMnamin, Jim (2000), Financial Management – An Introduction, 1<sup>st</sup> Edition, Oxford University Press, New Delhi.

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Chartered Finance Analysis, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

## 9. Session Plan:

### CC 203- Financial Management (FM)

Sessions	Topics
1-2	Financial Management; Definition, Scope, Goal, Function, Agency Theory Case: It Makes or Breaks (Will be Provided) Assignments:1) A Comparison of Profit Maximisation and Wealth Maximisation 2) Agency Theory and Agency Cost
3,4, 5	Concepts of Time Value, Compounding & Discounting, Annuities, Sinking and Capital Recovery Factors Expected : Discussing and Solving of Numerical Examples
6,7,8	Valuation of Bonds and Shares Expected : Discussing and Solving of Numerical Examples
9	Principles of Working Capital Management and Formulating Working Capital Policy
10-11	Estimation of Working Capital Requirements and Operating Cycles Expected : Discussing and Solving of Numerical Examples
12-13	Components of Working Capital; Cash Management and Tools of Managing Cash. Case: Bright Paints Limited, pp 656 of IMP Expected : Discussing and Solving Numerical Examples
14	Components of Working Capital; Receivables Management Case: Relax Pharmaceutical Limited, pp 623 of IMP Expected : Discussing and Solving of Numerical Examples
15	Components of Working Capital; Inventory Management Expected : Discussing and Solving of Numerical examples
16	Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance Case: Reliable Texamill Limited, pp 597 of IMP
17-19	Investment Decision; Introduction and Techniques of Investment Selection, DCF and non DCF methods Expected : Discussing and Solving Numerical Examples
20-21	Cost of Capital Read: Chapter 9 of IMP Expected : Discussing and Solving of Numerical Examples
22-24	Estimation of Cash Flows Case: Hind Petrochemicals Company, pp 227 of IMP Expected : Discussing and Solving of Numerical Examples
25-27	Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis Expected : Discussing and Solving of Numerical Examples Case: Central Equipment Company, pp310-312of IMP
28-30	Capital Structure Theories Relevance and Irrelevance of Capital Structure, and Arbitraging. Expected : Discussing and Solving of Numerical Examples



- 31-32 Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
- 33-34 Dividend Theory; Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory.  
Expected : Discussing and Solving of Numerical Examples
- 35-36 Formulation of Dividend Policy & Practice, Methods of Payments and Other Considerations
- 37-40 Students' Assigned Projects' Presentation and Discussion. Topics are to be Related to Studies on Major Decisions Made by Companies Such as Acquisition, Take-over, Dividend Practices, Working Capital Management etc.

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA -I**  
**Semester- II**  
**CC 204 Human Resource Management (HRM)**

**1. Course Objective:**

This is the first introductory course of the functions of HRM

To acquaint students with different subsystems of Human Resource Management and their importance.

The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Strategic role of HRM and subsystems:</b> Introduction to Human Resource Management The Strategic Role of Human Resources Management. Job Analysis. HR Planning and Recruiting Employees Testing and Selection	<b>8</b>	<b>14</b>
<b>II</b>	<b>HR subsystems – II</b> Interviewing Candidates Training and Developing Employees Performance Management and Appraisal Managing Career and Fair Treatment	<b>8</b>	<b>14</b>
<b>III</b>	<b>HR subsystems – III</b> Establishing Strategic Pay Plans Pay for Performance and Financial incentives Managing Global Human resources Managing Strategic Organizational Renewal	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Industrial Relations</b> Industrial Relations – Definitions and Main Aspects Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes	<b>8</b>	<b>14</b>
<b>V</b>	<b>Labour Legislations</b> Factories Act, International Labor Organization Labor Management Cooperation/Workers’ Participation in Management, Payment of Wage Legislation Minimum Wage Legislation, Equal Remuneration Legislation	<b>8</b>	<b>14</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

### 6. Basic Textbooks (Latest Edition):

- T1:** Human Resources Management, Eleventh Edition ( or later ) Gargy Dessler and Biju Varkkery– Prentice Hall India / Pearson Education – 2003 Indian Reprint
- T2:** Industrial Relations, Trade Unions and Labor Legi- slations, First Indian Print 2004 ( or later) Sinha, Sinha and Shekhar – Pearson Education
- T3:** Human Resource Management, Ninth Edition John M. Ivancevich – Tata McGraw Hill
- T4:** Human Resource Management, Chandra, Prasanna(2008), Sinha, Sinha and Shekhar – Pearson Education, Second Edition, 2006

### 7. Reference Books:

1. Managing Human Resources, Third Edition Gomez-Mejia, Balkin and Cardy – Pearson Education
2. Industrial Relations & Labor Laws, Fourth Revised Edition S.C.Srivastava – Vikas Publishing House Pvt Ltd
3. Human Resource Management, P. Jyothi and D. N. Venkatesh, Oxford University Press
4. A Text book of Human Resource Management, by C.B.Mamoria & S.V.Gankar, Himalaya Publishing House Pvt. Ltd.,
5. Human Resource Management, M. Lall, Excel Books Latest Edition
6. Human Resource Management, David Lepak, Many Gowar, Pearson, Latest Edition
7. Managing Human Resource, Fisher, Schoenfeldt, Shaw, Cengage Learning Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

### 9. Session Plan:

#### CC 204 Human Resource Management (HRM)

Session	Topics
1	Introduction to Human Resource Management
2	The Strategic Role of Human Resources Management.
3 - 4	Job Analysis.
5 - 6	HR Planning and Recruiting
7 - 8	Employees Testing and Selection
9 - 10	Interviewing Candidates
11 - 12	Training and Developing Employees
13 - 14	Performance Management and Appraisal
15 - 16	Managing Career and Fair Treatment
17 - 18	Establishing Strategic Pay Plans

19 – 20	Pay for Performance and Financial incentives
21 - 22	Managing Global Human resources
23 - 24	Managing Strategic Organizational Renewal
25	Industrial Relations – Definitions and Main Aspects
26	Trade Union Legislations,
27 - 28	Methods of settling Industrial Disputes, Collective Bargaining,
29 – 30	Legislations Concerning Settlement of Industrial Disputes
31 – 32	Factories Act
33	International Labor Organization
34	Labor Management Cooperation/Workers’ Participation in Management,
35 -36	Payment of Wage Legislation
37	Minimum Wage Legislation
38	Equal Remuneration Legislation
39 – 40	Review and feedback.

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA - I**  
**Semester II**  
**CC 205 : Marketing Management (MM)**

**1. Course Objective:**

The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Understanding Marketing Management and Marketing Environmen</b> Nature and scope of Marketing Management; Company orientations toward the market place; Value chain and value delivery process; Corporate strategic planning, Evaluating business portfolios, Growth Strategies; Marketing goals and Plans; Gathering information from internal and external sources; Scanning the environment. Feedback and review / case analysis.	<b>8</b>	<b>14</b>
<b>II</b>	<b>Developing Insights about Marketing Problems and Consumer Behaviour</b> Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system & process. Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying. Feed back and review/ Case analysis.	<b>8</b>	<b>14</b>
<b>III</b>	<b>Identifying Market Segments, Dealing with Competition and Creating Brand Equity</b> Differentiated and Undifferentiated Marketing; Segmentation, targeting and positioning. Dealing with competition, Creating brand equity, Branding decisions. Crafting the brand positioning, Strategies at different stages of product life cycle. Feedback and review/ Case analysis.	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Product Strategies, Service quality and Pricing</b> Product classification, Product differentiation, Product –brand relationship; New product development and Managing the development process. Offering a service product and managing the service quality. Developing Pricing Strategies and Programs. Feedback and review/ Case analysis.	<b>8</b>	<b>14</b>
<b>V</b>	<b>Distribution and Integrated Marketing Communication</b> Designing and managing distribution channels; Multi channel marketing, Direct marketing and E-commerce. Managing Retailing, Wholesaling and Logistics. Designing and Managing	<b>8</b>	<b>14</b>

Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions, Event and experience marketing, and Public Relations. Managing Personal Communications: Direct and Interactive Marketing, word of Mouth, and Personal Selling. Feedback and review / Case analysis .

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Book:

**T1:** The base book for the course is “Marketing Management: A South Asian Perspective” by Kotler, Keller, Koshy and Jha (Latest edition), Pearson Education.

**T2:** Stanton, Etzel, Walker; Fundamental of marketing, McGraw Hill Inc. N. York.

**T3:** Ramaswami & Namakumari, Marketing Management: Indian context, Macmillan (India) Limited, New Delhi.

#### 7. Reference Books: (Latest available editions should only be considered)

1. Arun Kumar, N. Meenakshi, Marketing Management, Vikas Publishing House, N. Delhi.
2. Rajan Saxena Marketing Strategies, Tata-McGraw Hill Publishing Company, New Delhi.
3. Panwar J. S., Marketing in the new Era, SAGE Publications (I) Ltd. N.Delhi.
4. Khurana & Ravichandran, Strategic Marketing Management, Global Business Press, N Delhi.
5. Mazumdar Ramanuj, Marketing Strategies, Allied Publishers Ltd. New Delhi.

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, etc.,\

#### 9. Session Plan:

<b>CC 205 : Marketing Management (MM)</b>	
<b>Session</b>	<b>Topics</b>
1	Nature, scope and basics of Marketing
2	Company orientation toward the market place (The old and the new concepts, integrated marketing)
3	Customer value chain and core competencies of a firm
4	Corporate strategic planning and growth strategies
5	Strategic business units, mission, goals and programmes

- 6 Gathering business information from various sources
- 7 Marketing environment – micro and macro environment
- 8 Feedback and review of module-1 / Case analysis (Suggested case: Nalanda State Small Industries Corporation Ltd, Source: Strategic Management, Krishna Kumar, Allied Publishing House.)
- 9 The nature, scope and process of marketing research
- 10 Developing a research plan
- 11 Demand measurement and forecasting
- 12 Creating customer value, customer satisfaction & loyalty
- 13 Factors influencing consumer behaviour
- 14 The buying decision process
- 15 Organizational buying process
- 16 Feedback and review of module -2 / Case analysis. Suggested cases: (1)Vero Bicycles Pvt Ltd. (Source: Cases in Marketing 5<sup>th</sup> ed., G. Thomas, Macmillan Pvt. Ltd) (2) Suryodaya Private Ltd, Source: IIM, A'bad.
- 17 Differentiated and undifferentiated marketing, segmentation, targeting and positioning
- 18 Bases for segmenting consumer and business markets
- 19 Marketing strategies for market leaders, challengers & nichers
- 20 Branding decisions and brand equity
- 21 Devising a branding strategy, brand extension decisions
- 22 Developing a positioning strategy
- 23 Product lifecycle and strategies for different PLC stages
- 24 Feedback and review of module -3/ Case analysis  
Suggested case: Priya Drinks Limited (Source IIM, Ahmedabad)
- 25 Product mix, product line, product -brand relationship
- 26 New products: Need, scope and importance
- 27 New product development process
- 28 Service marketing -Marketing strategies for service firms
- 29 Managing service quality
- 30 Pricing objectives, pricing approaches
- 31 Pricing strategies – initiating and responding to price changes
- 32 Feedback and review of module -4 / Case analysis  
Suggested cases: (1) Household Products India Ltd. (2) National Publishing company (IIM, Ahmedabad)
- 33 Designing and developing distribution channels
- 34 Channel integration, direct marketing and e-commerce
- 35 Managing retailing, wholesaling and logistics
- 36 Communication mix and integrated marketing communication
- 37 Mass communication: Advertising, sales promotion & P.R.
- 38 Media planning, options, media scheduling & ad effectiveness
- 39 Managing personal communication & Interactive marketing
- 40 Feedback and review of module – 5 / Case analysis  
Suggested cases: (1) Consumer Products Ltd. (2) Zarna's Sales Promotion Practices (IIM, Ahmedabad)

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- II**  
**CC 206 Production & Operations Management (POM)**

**1. Course Objective**

The objective of the course is to:

- a) Understand the role of the operations management (OM) function in the functioning of an organization and
- b) Offer a broad survey of the concepts and tools used in operations anagement.

**2. Course Duration:**

The course is divided into five modules. Each module consists of 8 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
I	Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems, the systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services. Facility location and layout.	8	14
II	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.	8	14
III	Understand various methods of operations scheduling and the management large projects. Operations scheduling, project management.	8	14
IV	Understand the issues associated with the management of queues and the management of supply chains. The management of queues, applications in manufacturing and services, supply chain management.	8	14
V	Understand the concepts of quality management and the usage of statistical tools for quality management. Develop an understanding of Japanese manufacturing management philosophies. Quality management, statistical quality control, JIT production systems.	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc



## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

- T1:** Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K., *Operations Management for Competitive Advantage*, 11<sup>th</sup> edition, Tata McGraw-Hill
- T2:** Russell, Roberta S. and Taylor, Bernard W., *Operations Management Along the Supply Chain*, 6<sup>th</sup> edition, John Wiley and Sons (Wiley India)
- T3:** Production and Operation Management 2<sup>nd</sup> Edition (or later) by Kanishka Bedi, Oxford University Press
- T4:** Kachru Upendra Production and Operations Management, Excel Books., 1<sup>st</sup> Edition.

## 7. Reference Books:

1. Buffa, Elwood S. and Sarin, Rakesh K., *Modern Production and Operations Management*, 8<sup>th</sup> edition, John Wiley and Sons (Wiley India)
2. Heizer, Jay and Render, Barry, *Operations Management*, 8<sup>th</sup> edition, Pearson Education
3. Shah, Janat, *Supply Chain Management: Text and Cases*, Pearson Education
4. K. Aswathappa and K. Shridhara Bhat, *Production and Operations Management*, Himaliya Publications, edition 2009 or later.
5. S. A. Chunawala, Dr. Patel, *Production and Operations Management*, Himaliya Publications, Latest edition.
6. Martin K. Starr, *Production and Operations Management*, Cengage learning, Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Productivity Journal, Indian Management, Business India, Supply Change, etc.

## 9. Session Plan:

### CC 206 Production & Operations Management (POM)

Session	Topics
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- |   |   |
|---|---|
| 1 | Introduction  |
| 2 | Operations Strategy and Competitiveness<br>Product Design and Process Selection - |
| 3 | Manufacturing<br>Product Design and Process Selection -                           |
| 4 | Manufacturing   |
| 5 | Facility Location   |
| 6 | Facility Location   |
| 7 | Facility Layout   |

- 8 Facility Layout
- 9 Forecasting
- 10 Forecasting
- 11 Forecasting
- 12 Inventory Management
- 13 Inventory Management
- 14 Inventory Management
- 15 Inventory Management
- 16 MRP
- 17 Aggregate Planning
- 18 Operations Scheduling
- 19 Operations Scheduling
- 20 Operations Scheduling
- 21 Project Management
- 22 Project Management
- 23 Project Management
- 24 Project Management
- 25 Queueing - The Management of Waiting Lines
- 26 Queueing - The Management of Waiting Lines
- 27 Queueing - The Management of Waiting Lines
- 28 Queueing - The Management of Waiting Lines
- 29 Supply Chain Management
- 30 Supply Chain Management
- 31 Supply Chain Management
- 32 Supply Chain Management
- 33 Quality Management and Statistical Quality Control
- 34 Quality Management and Statistical Quality Control
- 35 Quality Management and Statistical Quality Control
- 36 Quality Management and Statistical Quality Control
- 37 Quality Management and Statistical Quality Control
- 38 JIT and Japanese Manufacturing
- 39 JIT and Japanese Manufacturing
- 40 JIT and Japanese Manufacturing

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**Semester-II**  
**CC 207- Research Methodology and Operations Research (RM & OR)**

**1. Course Objective:**

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

To help students develop skills in structuring and analyzing various Operations Research (OR) problems for managerial decision making by using basic OR tools and techniques.

To learn to implement various management science software packages.

**2. Course Duration:**

The course is divided into five modules, out of which three modules are of Research Methodology and two modules of Operations Research. Each module has eight sessions of 75 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Session	Marks (20% of 70)
<b>I</b>	<b>Introduction to Business Research and Research Design</b> Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research. Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs. Sources of secondary data. Feedback and review / case analysis.	<b>8</b>	<b>14</b>
<b>II</b>	<b>Measurement and Scaling, Data Source and Data Collection</b> Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales. Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis.	<b>8</b>	<b>14</b>
<b>III</b>	<b>Data Analysis and Presentation</b> Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance. Parametric and nonparametric tests for univariate and bivariate data. Tests of association; simple linear regression and other nonparametric tests. Research report writing. Feedback and review/ Case analysis.	<b>8</b>	<b>14</b>
<b>IV</b>	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc. Formulation of LP problems Duality and its implications, Introduction to sensitivity analysis, Integer AND Goal programming problems (only formulation and solution of two variable case)	<b>8</b>	<b>14</b>
<b>V</b>	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem. Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation.	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of business research.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Textbooks (Latest Edition):

- T1 :** Business Research Methods (IX edition) by Donald R. Cooper and Pamela S. Schindler, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- T2.** Operations Research – 8<sup>th</sup> Edition or Later edition, Hardy Taha , Pearson
- T3.** Quantitative Techniques in Management BY Vohra N. D, 3 Edition or higher edition – Tata McGraw Hill Publishing Company Ltd., New Delhi.
- T4 :** D. K. Bhattacharyya, Research Methodology, Excel Books 2<sup>nd</sup> Edition.

#### 7. Reference Books:

1. Business Research Methods, *Zikmund Willium* (2003) Thompson Learning
2. Business Research Methods, *Bryman Alan* (2006) Oxford University Press
3. Research Methods for Business, *Sekaran Uma* (4<sup>th</sup> edition) John Wiley & Sons
4. Research Methodology, *Panneerselvam R,* (2004) Prentice Hall of India
5. Business Research Methods, Alan Bryman, Emma Bell 2<sup>nd</sup> Edition, Oxford Press
6. Introduction to Management Science – a Modeling and Case studies approach with spreadsheets Fredrick S Hiller, Mark S Hiller,
7. Introduction to Operational Research by Hiller and Liebermann.
8. Operation Research by J. K. Sharma, 3<sup>rd</sup> Edition. MACMILLAN
9. Operation Research by G. Srinivasan, Prentice-Hall India
10. Quantitative Analysis for Management by Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, Pearson

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc. :** Opsearch, Operations Research Quarterly, Vikalpa, Decision, etc.

## 9. Session Plan:

### CC 207- Research Methodology and Operations Research (RM & OR)

Sessions	Topic
1-3	Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research.
4-6	Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs.
7-8	Sources of Data, Methods of Collection of Data,
9-12	Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales.
13-16	Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis
17-20	Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance. Parametric and nonparametric tests for univariate and bivariate data.
21-24	Tests of association; simple linear regression and other nonparametric tests. Research report writing.
25-27	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc.
28-30	Formulation of LP problems Duality and its implications, Introduction to sensitivity analysis,
31-32	Integer and Goal programming problems (only formulation and solution of two variable case)
33-36	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem.
37-40	Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA**  
**Semester- III**  
**CC301: Strategic Management (SM)**

**1. Course Objectives:**

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment
- 2) To familiarize the learners with the strategies at corporate, business and functional levels
- 3) To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation
- 4) To understand the process of strategy implementation and the challenges of managing a change
- 5) To understand strategic control system to monitor the strategy implementation process
- 6) To get acquainted with various strategies adopted by firms to successfully compete with their rivals

**2. Course Duration:** The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents: 4. Teaching Methods:**

Module No.	Module / Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Strategic Management:</b> An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return, Vision, Mission and Purpose; Business Model and Strategy <b>Environmental Analysis:</b> External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;	<b>8</b>	<b>14</b>
<b>II</b>	<b>Internal Analysis:</b> Concept of Value Chain, SWOT Analysis; Resources, Capabilities and Competencies, Distinctive Competence and Core Competence of Organizations; Competitive Advantage and Sustainable Competitive Advantage;	<b>8</b>	<b>14</b>
<b>III</b>	<b>Strategy Formulation;</b> Strategy formulation at Business and Corporate levels, Diversification, Strategic Alliance and Joint Ventures; Mergers & Acquisitions; International Business Strategies. <b>Case: AXIS Bank:</b> Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2) / Maruti Udyog Ltd.: The Competition Ahead (T3)	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Nuances of Strategy Implementation:</b> Operational sing the strategy, Functional Strategies and Policies, Institutionalizing the Strategy, Matching Structure and Strategy, Strategic Leadership and Organization Culture; Management of Change. <b>Case: Manpower Australia:</b>	<b>8</b>	<b>14</b>

**Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)**

<b>V</b>	<b>Strategic control:</b> Operations Control and Strategic Control; Measurement of Performance; Balanced Scorecard., Ethics, Corporate governance and Social Responsibilities. <b>Case: Tata Steel: A Century of Corporate Social Responsibilities (T2) / Jack Welch and the General Electric Management System (R1)</b>	<b>8</b>	<b>14</b>
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The following pedagogical tools will be used to teach this course:

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

**5. Evaluation:** The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 10%(Internal Assessment)
B	Mid-Semester Examination	Weightage 20 % (Internal Assessment)
C	End-Semester Examination	Weightage 70% (External Assessment)

**6. Basic Text Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases	Tata McGraw-Hill, New Delhi	16th Edition, 2010
T2	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	1st Indian Reprint, 2007
T3	Robert Grant	Contemporary Strategic Management	Wiley India Pvt. Ltd.	6th edition, 2009

**7. Reference Book**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw-Hill	3rd Edition, 2009
R2	Gerry Johnson, Kevan Scholes and ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	2nd Impression

R3	Michael Porter	Competitive Advantage: Creating and Sustaining Superior Performance	Free Press	1985
R4	Peter Fitzroy and James M. Herbert	Strategic Management: Creating Value in a Turbulent World	Wiley India Pvt. Ltd.	Wiley India Edition, 2008
R5	P. Subba Rao	Business Policy and Strategic Management	Himalaya Publishing House	1st Edition, 2007
R6	Pankaj Ghemawat	Strategy and Business Landscape	Pearson Education	3rd Impression
R7	Avinash Dixit and Barry J. Nalebuff	Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life	Viva Books	1st Edition, 2010
R8	Richard Lynch	Corporate Strategy	Pearson Education	1st Impression, 2007
R9	John Parnell	Strategic Management: Theory and Practice	Biztantra, New Delhi	2003
R10	Robert Grant	Contemporary Strategic Management: Case Studies	Wiley India Pvt. Ltd.	6th Edition, 2009
R11	Upendra Kachru	Strategic Management-Concept and Case	Excel Books	2006
R12	Jay B Barney & William S. Hesterly	Strategic Management And Competitive Advantage-Concept and Cases	Pearson Education	2008
R13	Charles W. L. Hill & Gareth R. Jones	An Integrated approach to Strategic Management	Cengage Learning	2008
R14	C Apparao, B.P.Rao & K Shivaramakrishna	Strategic Management and Business Policy	Excel Books	2008
R15	Gordon Walker	Modern Competitive Strategy	Tata McGraw hill	2nd edition 2008
R16	Vipin gupta, K. Gollakota and R. Srinivasan	Business Policy & Strategic Management-Concepts and Applications	PHI	Revised Second Edition, 2009

### 8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

Harvard Business Review  
 Vikalpa – A Journal for Decision Makers  
 Management Review

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.



## 9. Session Plan: CC301: Strategic Management

<b>Sessions</b>	<b>Topics</b>
1-2	Strategic Management: An Introduction; Stakeholders in Business; The I/O Model and Resource-based Model of Above Average Return Vision, Mission and Purpose; Business Model and Strategy
3-4	Environmental Analysis: External and Industry Environmental Analysis using PEST Model
5-6	Environmental Analysis: External and Industry Environmental Analysis using Michael Porter's Five-Force Model
7-8	Understanding concepts such as Key Success Factors; Driving Forces, Strategic Group Mapping;
9-10	Internal Analysis: Concept of Value Chain, Competence, Distinctive Competence and Core Competence; Competitive Advantage and Sustainable Competitive Advantage;
11-12	SWOT Analysis
13-14	Strategy Formulation: Strategy formulation at Business and Corporate levels, Diversification
15-16	Strategic Alliance and Joint Ventures;
17-18	Mergers & Acquisitions; International Business Strategies.
19-20	Case: AXIS Bank: Banking on Technology and Market Segments for Competitive Space (T1) / ONGC's Growth Strategy (T2)
21-22	Nuances of Strategy Implementation: Operationalising the strategy, Functional Strategies and Policies,
23-24	Institutionalizing the Strategy, Matching Structure and Strategy
25-26	Strategic Leadership and Organization Culture
27-28	Management of Change.
29-30	Case: Manpower Australia: Using Strategy Maps and the Balanced Scorecard Effectively (T1) / Louis V. Gerstner Jr.: The Man who Turned IBM Around (T2)
31-32	Strategic control: Operations Control and Strategic Control
33-34	Measurement of Performance; Balanced Scorecard.
35-36	Ethics, Corporate Governance and Social Responsibilities.
37-38	Case: Tata Steel: A Century of Corporate Social Responsibilities (T2)
39-40	Review and Integration

**MBA**  
**Semester- III**

**CC302 Legal Aspects of Business (LAB)**

**1. Course Objectives:**

The objectives of the course are:

1. To sensitize the students as also help they appreciate the overall legal framework within which business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Indian Contract Act – 1872</b> -General Principles of Contract Act-Sections 1 TO 75 of the act Introduction, Essentials of a valid contract, performance and discharge of a contract, remedies on breach of a contract, Quasi contracts, etc	8	14
<b>II</b>	<b>Specific Contracts</b> -Sections124 TO 238(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc Rights & Duties of the respective parties, applications in the business world.	8	14
<b>III</b>	Companies act,1956 & Negotiable instruments Act,1881 (i) <b>Companies act, 1956</b> . Introduction, Formation of a company(M/A & A/A),Prospectus, Meetings, Appointment and removal of directors, etc. (ii) <b>Negotiable Instruments Act,1881</b> Negotiable Instruments Act – 1881 – Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds, etc.	8	14
<b>IV</b>	<b>Sales of Goods Act – 1930</b> , Consumer Protection act,1986 & Information Technology act,2000 (I) <b>Sale of Goods act,1930</b> -Contract of sale and its features, conditions & warranties, Rights of an unpaid seller, etc. (ii) <b>Consumer Protection Act, 1986</b> – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressal agencies. (iii) <b>Information Technology act,2000</b> Introduction, Digital Signature, Electronic Governance, cyber crimes	8	14

and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.

V	Intellectual Property Rights(IPRs) & Environmental Laws (i) <b>Intellectual Property Rights(IPRs)</b> Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc. (ii) <b>Environmental Laws</b> Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary, Environment Impact Assessment(EIA), etc.	8	14
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	4th Edition
T2	N. D. Kapoor,	Mercantile Law	Sultan Chand & Sons	Latest Edition
T3	S S Gulshan	Business Law	Excel	3rd Edition

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	L Bently & B Sherman	Intellectual Property Law	Oxford	3rd Edition 2009
R2	S S Gulshan	Company law	Excel	2nd Edition

R3	Pollock & Mulla.	Indian Contract act-Vol I & II	Lexis Nexis	Latest Edition
R4	Ramaswamy, B S	Contracts and their management	Lexis Nexis	Latest Edition
R5	Balakrishna, Justice Eradi	Consumer protection Jurisprudence	Butterworths India	Latest Edition
R6	Vinod V Sople	Managing Intellectual Property-The Strategic Perspective	PHI	Latest Edition
R7	Ravindra Kumar	Legal Aspects of Business	Cengage	2009 Edition
R8	Prof.(Cmde) P K Goel	Business Law for Managers	Biztantra	2010 Edition
R9	K. R. Bulchandani	Business Laws for management	Himalaya	5th Edition
R10	Bare Acts where ever required.			

It is requested that students are enabled to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

#### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

#### 9. Session plan : CC 302-Legal Aspects of Business (LAB)

Session no.	Topic
<b>1</b>	<b>Introduction to Indian Contract Act – 1872</b> -General Principles
<b>2-4</b>	Review of Sections 1 TO 75 of the act
<b>5-6</b>	Essentials of a valid contract, Performance and discharge of a contract,
<b>7-8</b>	Remedies on breach of a contract, Quasi contracts
<b>9-10</b>	<b>Specific Contracts</b> -Sections 124 TO 200(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc.
<b>11-12</b>	<b>Specific Contracts</b> -Sections 201 TO 238(Bare act)
<b>13-14</b>	Rights & Duties of the respective parties,
<b>15-16</b>	Applications in the business world.
<b>17-18</b>	Companies act, 1956 & Negotiable instruments Act, 1881
<b>19-20</b>	<b>Companies act, 1956.</b> Introduction, Formation of a company(M/A & A/A), Prospectus, Meetings, Appointment and removal of directors, etc.
<b>21-22</b>	<b>Negotiable Instruments Act, 1881</b> Instruments, Types of Negotiable instruments and their essential features,
<b>23-24</b>	Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds, etc.
<b>25-26</b>	<b>Sales of Goods Act – 1930</b> , Consumer Protection act, 1986 & Information Technology act, 2000
<b>27-28</b>	<b>Sale of Goods act, 1930</b> -Contract of sale and its features, conditions & warranties, Rights of an unpaid seller, etc.

- 29-30 Consumer Protection Act, 1986** – Introduction, Consumer & consumer disputes, Consumer protection councils, various consumer disputes redressed agencies.
- 31-32 Information Technology act,2000** Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.
- 33 Intellectual Property Rights(IPRs) & Environmental Laws**
- 34-36 Intellectual Property Rights(IPRs)** Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions. With respect to registration, renewal, revocation, remedies in case of infringement, etc.
- 37-39 Environmental Laws** Introduction, Major laws like Air pollution, Water pollution, Environment protection, Powers of Central & State Governments, various offences & penalties, Role of Judiciary,
- 40 Environment Impact Assessment (EIA)**

## MBA Semester- III

### CC 303-New Enterprise and Innovation Management (NE & IM)

**1. Objectives:** The objectives of the course are:

- 1) Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
- 2) To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization.
- 3) Prepare a bankable business plan which can be considered prerequisite for starting and obtaining finance particularly from venture finance, public issue etc.
- 4) Understand aspects of starting a new venture.
- 5) To help them understand and appreciate challenges of starting and managing new ventures
- 6) Frame and develop start up strategies Understand issues and problem pertaining to growth stage including delegation, formalization of system and HR issues.

**2. Course Duration:** The course will have sessions which are divided into five modules. Each module consists of 40 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course contents:** The course will contain following modules:

Module No.	Topics/ Sub topics	Sessions	Marks
<b>I</b>	<b>Entrepreneurship:</b> Entrepreneurship and enterprise: concept, Role in economic development. Entrepreneurial competencies: awareness, assessment & development. Simulation Exercise on goal setting in entrepreneurship. Entrepreneurial and intrapreneurial mind. International entrepreneurship opportunities	8	14
<b>II</b>	<b>Business Plan:</b> Emerging business opportunities: Sources and assessment. Business plan: concept, methods, analysis and interpretation. Source of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratios and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental, Marketing.	8	14
<b>III</b>	<b>Start Up:</b> Institutional support to start up and incentives for SSI. statutory obligation in starting a unit ( general like Income tax, VAT, CST or GST, service tax, excise and customers, labour laws, etc ). Start up Strategy. Dealing with outside agencies like consultant, contractors etc. Key marketing issue of new venture. Starting a Franchising business. Starting an e-commerce venture. Buying a running business.	8	14
<b>IV</b>	<b>Managing Growing Venture</b> Growth, objective and strategy. Managing growth. Accessing resource from external sources for financing growth including public issue. Merger, amalgamation, joint venture, collaboration and selling business.	8	14

<b>V</b>	<b>Innovation Management</b> Innovation management an introduction. Organizational setup that facilitate innovations. Management of research and development. Strategic alliances and networks. Developing effective implementation mechanisms. Presentation of innovations assignment.	8	14
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**4. Teaching Methods:**

The course will use the following pedagogical tools:

- A. Lectures (50%)
- B. Simulation exercise .like managerial games, role play etc, (10%)
- C. Experience sharing with entrepreneurs by visiting industry, guesttalks and live projects. (10%)
- D. Presentation by students on case analysis and project presentation.(30%)

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

- A Projects/ Assignments/ Quizzes/ Weightage 10% (Internal Assessment)  
Class participation etc
- B Mid-Semester examination Weightage 20 % (Internal Assessment)
- C End –Semester Examination Weightage 70% (External Assessment)

**6. Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	The McGraw-Hill Companies	6th Edition or Latest Edition
T2	P. C. Jain	Hand book for New entrepreneurs	Oxford University Press	Latest Edition
T3	Paul Trot	Innovation Management and New product development	Pearson Education	4th edition

**7.Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	S. Nagendra and V. S. Manjunath	Entrepreneurship and Management	Pearson Education	2008
R2	P. Narayana Reddy	Entrepreneurship Text and Cases	Cengage	2010

R3	T. W. Zimmerer and N.M. Scarborough	Essentials of Entrepreneurship and Small Business Management	Prentice Hall	2002
R4	W. A. Sahlman, H.H. Stevenson, M. J. Roberts and Amar Bhide	Entrepreneurial Venture	Harvard Business School Press	1999
R5	B.M. Patel	Project Management Strategic Financial Planning Evaluation and Control	VIKAS	2000
R6	Jack M. Kaplan	Patterns of Entrepreneurship	Wiley	Latest Edition
R7	Bruce R. Barringer and R. Duane Ireland	Entrepreneurship successfully launching New	Pearson Education	2006
R8	Joe Tidd, John Bessant, and Keith Pavitt	Managing Innovation	Wiley	Latest Edition
R9	Peter F. Drucker	Innovation and entrepreneurship	East –West News papers	Latest Edition
R10	Timmons, Spinelli	New Venture Creation Entrepreneurship for 21st Century	TATA McGraw Hill	7th Edition
R11	Nandan	Fundamental of Entrepreneurship	PHI	Latest Edition
R12	R. Gopal, Pradip Manjrekar	Entrepreneurship and Innovation Management	Excel	Latest Edition
R13	Poonam Charantimath	Entrepreneurship Development	Pearson	Latest Edition
R14	Bholanath Dutta	Entrepreneurship Management	Excel	Latest Edition

Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, journals like The journal of Entrepreneurship, Entrepreneurship and regional development, Journal of Business venturing, Small enterprise development, Entrepreneurship Theory and Practice.

### **8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.



## 9. Session plan:

<b>Session no.</b>	<b>Topic</b>
1	Entrepreneur, entrepreneurship and enterprise: concept, Role in economic development.
2-3	Entrepreneurial competencies: awareness, assessment & development.
4-5	Simulation Exercise on goal setting in entrepreneurship.
6-7	Entrepreneurial and intrapreneurial mind.
8	International entrepreneurship opportunities.
9	Emerging business opportunities: Sources and assessment.
10-11	Business plan: concept, methods, analysis and interpretation
12-13	Feasibility studies – Financial, Technical, Environmental and Marketing. Source of external finance, short term as well as long term
14-15	Informal risk capital and venture capital.
16	Financial statements, BEP, Ratios and project appraisal criteria's.
17	Institutional support to start up and incentives for SSI.
18	statutory obligation in starting a unit ( general like Income tax, VAT, CST or GST, service tax, excise and customers, labour laws, etc ).
19	Start up Strategy.
20	Dealing with outside agencies like consultant, contractors etc.
21	Key marketing issue of new venture.
22	Starting a Franchising business.
23	Starting an e-commerce venture.
24	Buying a running business
25-26	growth, objective and strategy
27-28	Managing growth.
29-30	Accessing resource from external sources for financing growth including public issue.
31-32	Merger, amalgamation, joint venture, collaboration and selling business.
33	Innovation management an introduction.
34	Organizational setup that facilitate innovations.
35	Management of research and development.
36	Strategic alliances and networks.
37	Developing effective implementation mechanisms.
38-39	Presentation of innovations assignment.
40	Assessing and improving innovations management performance.

**MBA**  
**Semester- III**

**MM 301-Consumer Behaviour and Marketing Research (CB & MR)**

**1. Course Objectives:**

The objectives of the course are:

1. To familiarize the students with the behavioural aspects of consumers.
2. To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.
3. To understand the role of research in understanding the psychological and behavioural aspects of consumers.
4. To have an overview of the ever expanding role of Marketing Research in various business applications.
5. To understand the scope of marketing research in designing and implementing successful marketing strategies.
6. To acquire an appreciation of various analytical techniques and use of statistical software in marketing research.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Understanding the Consumer:</b> Emergence of buyers' markets and growing importance of consumer. Consumer motivation, personality traits, and consumer perceptions. Theories of consumer learning, consumer attitudes and effect of communication on consumer behaviour. Consumer Research.	8	14
<b>II</b>	<b>Socio-cultural settings and Consumer Decision Making:</b> Family, reference group and social class influences on consumer decision making. Cultural, sub-cultural and cross cultural influences on consumer behaviour. Opinion leadership and diffusion of innovation.	8	14
<b>III</b>	<b>The Nature and Scope of Marketing Research:</b> Marketing Information System and Marketing Research. Problem definition, research objectives and hypotheses. Identifying information need and data source, primary and secondary sources of data. Research designs-Cross sectional and focus group designs. Exploratory, descriptive, and causal research designs. Measurement and Scaling in Marketing research	8	14

<b>IV</b>	<b>Data Collection and Testing of Hypotheses:</b> Probabilistic and non probabilistic sampling procedures, sample size decisions. Designing the research instrument and data collection. Editing of data, data entry in electronic spread sheet/ data editor. Selecting statistical tests for nominal, ordinal and interval/ ratio data. General hypothesis testing procedure for parametric and nonparametric statistics (Analysis of Differences). Measurement of Associations between two nominal, ordinal and interval data. One-way ANOVA, completely randomized design (CRD).	8	14
<b>V</b>	<b>Multivariate Data Analysis:</b> Analysis of Variance- Randomized block design (RBD), Latin square design (LSD), and Factorial design (FD). Using Statistical Software such as SPSS/ SYSTAT/ SAS for Correlation and Multiple Regression, Factor analysis, Discriminant and Logit Analysis, Cluster Analysis. Basic knowledge about Multidimensional and Conjoint analysis. Preparing a Research Report.	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Any of the following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Schiffman and Kanuk	Consumer Behaviour	Pearson	IX Edition
T2	Loudon & Della Bitta	Consumer Behaviour	Tata McGraw-Hill	IV Edition
T3	Blackwell and Engel	Consumer Behaviour	Cengage	Indian Edition
T4	Luck and Rubin	Marketing Research	PHI	VII edition

T5	Malhotra Naresh & Dash S	Marketing Research	Pearson	V Edition
T6	Aaker, Kumar, Day	Marketing Research	Wiley	IX edition

### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Majumdar Ramanuj	Consumer Behaviour: Insights from Indian Market	PHI	Latest Edition
R2	Hoyer, MacInnis and Dasgupta	Consumer Behaviour	Biztantra	Latest Edition
R3	Evans	Consumer Behaviour	Wiley Indian Edition	Latest Edition
R4	Peter and Olson	Consumer Behaviour & Marketing Strategy	Tata McGraw-Hill	Latest Edition
R5	Assael Henery	Consumer Behaviour and Marketing Action	Cengage	Latest Edition
R6	Lindquist Jay D	Consumer Behaviour	Cengage	Latest Edition
R7	Churchill A Gilbert Jr.	Marketing Research	Cengage	Latest Edition
R8	Burns and Bush	Marketing Research	Pearson	V Edition
R9	G C Beri	Marketing Research	Tata McGraw Hill	Latest Edition
R10	Rajendra Nargundkar	Marketing Research: Text and Cases	Tata McGraw Hill	Latest Edition
R11	Eshwaran Sunanda and Singh S	Marketing Research	Oxford	Latest Edition
R12	Cooper & Schindler	Marketing Research	Tata McGraw Hill	Special Indian Edition
R13	Bradley Niegel	Research: Tools and Technique	Oxford	Latest Edition
R14	Zikmund Babin	Marketing Research	Cengage	Latest Edition
R15	Coakes, Steed and Dzidic	SPSS 13.0 for Windows	Wiely Student Edition	Latest Edition

### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Consumer Research, Journal of Marketing Research, Journal of Consumer Behaviour, Business Magazines, other Indian Journals for Marketing and Research

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:MM 301-Consumer Behaviour and Marketing Research

Session no.	Topic
1	Understanding the consumer, Consumer research
2	Consumer Motivation: theories of motivation and consumer behaviour
3	Personality traits and consumer behaviour
4	Consumer perception, how to change perceptions
5	Consumer learning and impact on behaviour
6	Consumer attitude formation and changing attitudes
7	Communication and consumer behaviour
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9	Family and Reference group influence on consumer behaviour
10	Social class influence on consumer behaviour
11	Socialization and Influence of Culture on consumer behaviour
12	Subcultures and consumer behaviour
13	Cross cultural behaviour – an International perspective
14	Opinion leadership and diffusion of innovation
15	Consumer Decision Making-Levels of involvement and decision making
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Basic and Applied research, Marketing research and Information system-meaning and scope, recurring and non recurring marketing problems.
18	Overview of Marketing Research process. Problem definition, research objectives and framing of hypotheses.
19	Information need and sources of data-primary and secondary sources.
20	Research designs. Cross sectional and focus group designs
21	Exploratory, descriptive and causal designs.
22-23	Measurement and Scaling in Marketing research
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25	Probabilistic and non-probabilistic sampling procedures. Sample size decision
26	Types of questionnaires and questionnaire designing
27	Data collection, data entry in electronic spread sheet, editing of data
28	Testing of Hypotheses-Parametric tests of difference
29	Testing of Hypotheses-Non parametric tests of difference
30	Testing of Hypotheses-Tests of Association
31	One way ANOVA Completely randomized design
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33-34	ANOVA-Randomized block design, Latin Square and Factorial Designs and their applications in MR
35-36	Multiple regression analysis, Logistic Regression analysis (LOGIT)
37-38	Factor Analysis, Cluster analysis
39	Introduction to Discriminant analysis, Multidimensional scaling and Conjoint analysis.
40	Feedback and review of module – 5 / Case analysis Analysis of Practical problems on computer

**M.B.A.**  
**Semester – III**

**MM-302-Integrated Marketing Communication (IMC)**

**1.Objectives:** The objectives of this course are:

- 1) To familiarize the students with concepts and practices in marketing communication.
- 2) To learn various communication tools and its effectiveness. in contemporary time, and
- 3) Draw a lesson from that knowledge for better integration various marketing communication tools.
- 4) Bring out creative ideas for effective marketing communication.

**2. Course Duration:** The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.

**3. Course Content:** The course will contain following modules. .

Module No.	Topics/ Sub topics	Sessions	Marks
<b>I</b>	<b>An Introduction to Integrated Marketing Communication (IMC):</b> Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour	8	14
<b>II</b>	<b>Understanding communication process:</b> Source, Message and channel factors, Communication response hierarchy-AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement-The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model	8	14
<b>III</b>	<b>Planning for Marketing Communication (Marcom):</b> Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.	8	14
<b>IV</b>	<b>Developing the Integrated Marketing Communication Programme:</b> Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity , event sponsorships etc. Creative strategy in implementation and evaluation of marcom-Types of appeals and execution styles. Media planning and selection decisions-steps involved and information needed for media planning,	8	14

<b>V</b>	<b>Measuring Effectiveness and control of Promotional Programmes:</b> Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC. The ethical, social, and legal aspects of advertising and promotion-, Social Communication Different legislative and self regulatory codes controlling advertising and promotions in India viz. advertising councils code, print media codes, broadcasting media codes and regulations governing sales promotion, packaging, direct marketing and internet marketing	8	14
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**4. Teaching methods:** The following pedagogical tools shall be used for teaching the subject.

- a) Small case studies and discussions in the relevant areas of the subject
- b) Appropriate project work related to the study of some concepts for better understanding
- c) Class participation through case discussions and presentation regarding new developments in the subject area.
- d) Quizzes on regular basis.

**5. Evaluation:**

There will be continuous evaluation of the students on the bases of following methods

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

Any book covering majority part of the syllabus can be selected as textbook. Any one of following books can be suggested as base book for the study of this subject. However, students are also expected to refer books by other authors on the subject. They are also supposed to read regularly business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	George Belch, Michael Belch & Keyoor Purani	Advertising & Promotion- An Integrated Marketing Communications Perspective	TATA McGraw Hill	Latest Edition
T2	Kruti Shah and Alan D’Souza	Advertising & Promotions: An IMC perspective	TATA McGraw Hill	Latest Edition
T3	Terence A. Shimp Pub.	Advertising & Promotion: An IMC approach	Cengage Learning	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Kenneth Clow and Donald Baack.	Integrated Advertising, Promotion, and marketing Communication	Pearson	Latest Edition
R2	S H H Kazmi and Satish K Batra	Advertising & Promotions,	Excel	Latest Edition
R3	Aakar, Batra and Myers	Advertising Management,	Prentice	Latest Edition
R4	Jaishri Jethwaney & Shruti Jain	Advertising Management-.	Oxford	Latest Edition
R5	Thomas O'Guinn, Allen and Semenik	Advertising Management-with integrated brand Promotion	Cengage Learning	Latest Edition
R6	Sharma and Singh	Advertising: Planning and Implementation	PHI Learning	Latest Edition
R7	Wells Moriarty and Burnett	Advertising; Principles and practice	Pearson	Latest Edition
R8	Tom Duncan	Principles of Advertising & IMC	TATA McGraw Hill	Latest Edition
R9	Richard J. Semenik	Promotion and Integrated Marketing Communication,	Thomson	Latest Edition
R10	William Arens	Contemporary Advertising	TATA McGraw Hill	Latest Edition

## 8. List of Journals / Periodicals/Magazines/Newspapers:

Journal of Advertising, Journal of Marketing, Indian Journal of Marketing, Indian Management, Journal of Consumer Behaviour

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:MM-302-Integrated Marketing Communication

Session No.	Topics/ Sub topics
1-2	<b>An Introduction to Integrated Marketing Communication:</b> Meaning and role of IMC in Marketing process, one voice communication V/s IMC.
3-5	Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship;
6-7	The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour
8	Feed back and review of Module-I & Case analysis



- 9-12**     **Understanding communication process:** Source, Message and channel factors, Communication response hierarchy-AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy
- 13-15**    Consumer involvement-The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model
- 16**        Feed back and review of Module-II & Case analysis
- 17-19**    **Planning for Marketing Communication (Marcom):** Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives.
- 20**        Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.
- 21**        Feed back and review of Module-III & Case analysis
- 22-24**    **Developing the IMC Programme:** Planning and development of creative marketing communication. Creative strategies in advertising, sales promotion, publicity etc.
- 25-27**    Creative strategy in implementation and evaluation of marcom-Types of appeals and execution styles.
- 28-29**    Media planning and selection decisions-steps involved and information needed for media planning,
- 30**        Feed back and review of Module-IV & Case analysis
- 31-34**    **Measuring Effectiveness and control of Promotional Programmes:** Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC.
- 35-39**    The ethical, social, and legal aspects of advertising and promotion-Different legislative and self regulatory codes controlling advertising and promotions in India viz. advertising councils code, print media codes, broadcasting media codes and regulations governing sales promotion, packaging, direct marketing and internet marketing
- 40**        Feed back and review of Module-V & Case analysis

**M.B.A.**  
**Semester – III**

**MM 303 Sales & Distribution Management (SDM)**

- 1 Course Objective:** The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.
- 2 Course Duration:** The course will have 40 sessions of 75 minutes duration.
- 3 Course Contents:** Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Introduction to Sales &amp; Distribution Management:</b> Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis.	8	14
<b>II</b>	<b>Personal Selling Process, Sales Territories &amp; Quotas:</b> Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures, case Analysis	8	14
<b>III</b>	<b>Sales Force Management:</b> Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce, case analysis	8	14
<b>IV</b>	<b>Distribution Management:</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels-retailing wholesaling, designing channel systems, channel management, case analysis.	8	14
<b>V</b>	<b>Market logistics and supply chain management:</b> Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets, Case analysis.	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- A.** Concept Discussion
- B.** Case Discussion
- C.** Projects/ Assignments/ Quizzes/ Class Participation

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

**6. Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Krishna K. Havaldar, Vasant M. Cavale	Sales & Distribution Management	Tata McGraw-Hill	Latest Edition
T2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
T3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw-Hill	Latest Edition

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	David Jobber, Geoffrey Lancaster	Selling & Sales Management	Pearson	Latest Edition
R2	Tanner, Honeycutt, Erffmeyer	Sales Management	Pearson	Latest Edition
R3	Mark W. Johnston, Greg W. Marshall	Sales Force Management	Tata McGraw- Hill	Latest Edition
R4	William L. Cron, Thomas E. DeCarlo	Sales Management	Wiley	Latest Edition
R5	Dr. S. L. Gupta	Sales & Distribution Management	Excel	Latest Edition
R6	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
R7	Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M.	Selling The Personal Force in Marketing	John Willey & Sons	Latest Edition
R8	Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan	Marketing Channels	Pearson	Latest Edition
R9	John L. Gattorna	Handbook of Logistics & Distribution Management	Jaico	Latest Edition

### **8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### **9. Session plan MM303 Sales and Distribution Management (SDM)**

#### **Session no. Topic**

- |              |  |
|--------------|--|
| <b>1-3</b>   | Introduction to Sales & Distribution Management, Nature and scope of sales management, personal selling objectives, Types of sales management positions. |
| <b>4-6</b>   | Theories of personal selling, personal selling strategies  |
| <b>7-9</b>   | Sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis, review and feedback of module 1                |
| <b>10-11</b> | Personal Selling Process-prospecting, sales presentation, objection handling, closing the sale and post sales activities                                 |
| <b>12-14</b> | Relationship selling, Designing Sales Territories, Sales Quotas  |
| <b>15-17</b> | Sales organization structures, case Analysis, review and feedback of module 2  |
| <b>18-20</b> | Recruitment and Selection of sales force, Training of sales force  |
| <b>21-23</b> | Motivating and Compensating the salesforce, Controlling the salesforce   |
| <b>24-25</b> | Case Analysis, review and feedback of module 3   |
| <b>26-28</b> | Distribution Management, Introduction, Need and Scope of distribution Management, Marketing Channels strategy, levels of channels                        |
| <b>29-31</b> | Institutions for channels-Retailing and Wholesaling  |
| <b>32-34</b> | Designing channel systems, Channel Management and control, case analysis, review and feedback of module 4  |
| <b>35-36</b> | Definition & scope of logistics, Components of logistics   |
| <b>37-38</b> | Inventory & Warehouse Management, Transportation, Channel Information Systems  |
| <b>39-40</b> | Distribution management in international markets. Case analyses, review and feedback of module 5   |

**Suggested Case Studies:** PI Foods Ltd.-Managing Sales and Distribution, RK Consultants – Selling Consultancy Services, Swisflow Ltd -Hiring Salespeople, Snow White Paper Company, and Ashwin healthcare Ltd.

**M.B.A.**  
**Semester – III**

**FM301 Corporate Taxation & Financial Planning (CT&FP)**

**1. Course Objective:**

The course intends to equip students with the ability to apply corporate tax provisions and financial planning tools to corporate world. Corporate Taxation and financial planning are discussed in terms of to provide necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws. Students are appraised with the recent developments in tax structure in India unlike other countries. At the end of the course, they are expected to have learnt the tax provisions, financial planning & tax management.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70)</b>
<b>I</b>	<b>Introduction: Income Tax (T1)</b> Basic Definitions Under Income Tax Act, Determination of Residential status & Incidence of tax – Individual, HUF, Firm & Company, Incomes exempt from tax, Basic understanding of the five heads of Income & Tax Computation for Individuals (Slab System) & Company, Income under the head “Salary” and Employee Remuneration Planning	8	14
<b>II</b>	<b>Business -Profession Income (T1)</b> Income under the head “ Profits and gains of business or profession” and its computation Basis of charge, Methods of Accounting, Specific Deductions, Specific Disallowances, Deemed Profit and its computation, Undisclosed Income & Investments, Section 43 C, 44 AD, 44AE, 44 AF, Problems of computation of Income from Business / Profession (Specific focus to company)	8	14
<b>III</b>	<b>Capital Gain &amp; Taxation of Companies(T1&amp;T2)</b> Income under the head “Capital gains”, Clubbing of Income, Set off and carry forward of losses, Deductions from gross total income. (T1) Computation of tax liability of companies, Minimum Alternate Tax on companies, Tax deduction/ collection at source, Double Taxation Avoidance Agreement Concept. (T2)	8	14
<b>IV</b>	<b>Tax &amp; Financial Planning – I (T2)</b> Concept of Tax planning, Tax Avoidance, Tax Evasion & Tax Management, Tax planning with respect to Setting up a new business, Tax planning with respect to location and nature of business, Tax planning with amalgamation, Tax planning with forms of business organization.	8	14

<b>V</b>	<b>Tax &amp; Financial Planning – II (T2)</b> Tax planning with respect to Financial management – Capital Structure Issues & Issues of Bonus Shares, Tax Planning with managerial decisions like make or buy, own or lease, capital budgeting decisions, Replacement Decisions, Contemporary Issues like Direct Tax Code and its implication to various Indian sectors, Budget Implications to Income Tax provisions.	8	14
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(T1): Text Book 1 (T2): Text Book 2

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Numerical Problems Solving

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

- |    |  |                           |
|----|--|---------------------------|
| 1. | Assignments / Presentations/ Quizzes / Class Participation etc.    | 10% (Internal Assessment) |
| 2. | Mid – Semester Examination   | 20% (Internal Assessment) |
| 3. | End -Semester Examination (Theory: Min. 20% & Practical: Min. 70%) | 70% (External Assessment) |

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Dr. Vinod K. Singhania & Dr. Monica Singhania	Students Guide to Income Tax	Taxmann Publication	Latest Edition
T2	Dr. Vinod K. Singhania & Dr. Monica Singhania	Tax Planning & Management	Taxmann Publication	Latest Edition
T3	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practice	Bharat Law House	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Dr. Vinod K. Singhania & Dr. Kapil Singhania	Direct Taxes – Law & Practice	Taxmann	Latest Edition
R2	Girish Ahuja & Ravi Gupta	Corporate Tax Planning & Management	Bharat Law House	Latest Edition
R3	Parthasarathy	Corporate Governance: Principles, Mechanisms & Practice	Wiley	Latest Edition

R4	E. A. Srinivas	Corporate Tax Planning	Tata McGraw Hill	Latest Edition
R5	H. P. Ranina	Corporate Taxation	Orient Law House	Latest Edition
R6	Paolo M. Panteghini	Corporate Taxation in a Dynamic World	Springer	Latest Edition
R7	John E. Karayan, Charles W. Swenson, and Joseph W. Neff	Strategic Corporate Tax Planning	Wiley	Latest Edition
R8	Michael H. Grosh	Choosing an Offshore: Cyber tax in the New Millennium	Orchard Hill	Latest Edition
R9	Herrington J. Bryce	Financial and Strategic Management for Nonprofit Organizations	Wiley	Latest Edition
R10	Das, Subhash Chandra	Corporate Governance In India : An Evaluation	PHI	Latest Edition

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. The Chartered Accountant
4. The Chartered Secretary
5. Financial Express
6. Chartered Financial Analyst
7. Business World
8. Business Today

### **8.List of Journals / Periodicals / Magazines / Newspapers etc.:**

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### **9. Session Plan:FM301 Corporate Taxation & Financial Planning (CT & FP)**

<b>Sessions No.</b>	<b>Topic</b>
<b>1</b>	Introduction to Income-tax, Basic Definitions of Income-tax
<b>2</b>	Determination of Residential Status – Individual, HUF, Firm & Company
<b>3</b>	Incidence of Tax & Income Exempt from Tax
<b>4</b>	Basic Understanding – Five Heads of Income and Tax Computation for Individual (Slab System) & Company.
<b>5-8</b>	Income under the head “ Salary “ and Employee Remuneration Planning
<b>9</b>	Income under the head “ Profits and gains of business or profession” – Basis of charge & Methods of Accounting,
<b>10-11</b>	Income under the head “ Profits and gains of business or profession” – Specific Deduction & Specific Disallowances
<b>12-13</b>	Income under the head “ Profits and gains of business or profession” – Deemed Profit and its computation, Undisclosed Income & Investments, Section 43 C, 44 AD, 44AE, 44 AF

- 14-16** Income under the head “ Profits and gains of business or profession” – Problems of computation of Income from Business (specific focus to company)
- 17-19** Income under the head “ Capital Gains”
- 20** Clubbing of Income & Set – off and Carry forward of Losses
- 21** Deductions from Gross Total Income
- 22-23** Computation of Tax Liability of Companies, MAT on Companies
- 24** TDS – TCS Concept and Double Taxation Avoidance Agreement
- 25** Concept of Tax Planning – Tax Avoidance – Tax Evasion – Tax Management
- 26** Tax & Financial Planning with respect to Setting up a new business
- 27** Tax Planning with respect to location of business
- 28-29** Tax Planning with respect to nature of business
- 30** Tax Planning with Amalgamation of companies
- 31-32** Tax Planning with forms of Business Organization
- 33-34** Tax & Financial Planning with respect to Financial Management – Capital Structure & Issue of Bonus Shares
- 35-36** Tax & & Financial Planning with respect to Managerial Decisions like Make or Buy & Own or Lease.
- 37-38** Tax & & Financial Planning with respect to Managerial Decisions like Capital Budgeting Decisions & Replacement Decisions
- 39-40** Contemporary Issues Discussion: Direct Tax Code and its implications to various Indian Sectors, Budget implication to Income – Tax provisions.



**M.B.A.**  
**Semester – III**

**FM302 Management of Financial Services (MFS)**

**1. Course Objectives:**

The Financial Services include both the banking and non-banking services either based on fees or assets/funds. The content of this course is designed to provide basic understanding of the working of Indian financial systems and the management of non-banking financial services. The specific objectives of the course include:

- a. To familiarise the students with Indian financial systems.
- b. To equip the students with the theoretical and practical knowledge of different non-banking financial services.
- c. To develop the skills to run and manage different financial services as a manager/entrepreneur.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Introduction to Indian Financial system, Reserve bank and financial system, structure of banking and non-banking companies, Introduction to different markets : Capital market, Money market, Primary Market, Secondary Market	8	14
<b>II</b>	Asset/Fund based financial services : Leasing, hire purchase	8	14
<b>III</b>	Consumer credit, factoring and forfeiting , Bill discounting, Housing finance, Insurance services, venture capital financing, Mutual fund services	8	14
<b>IV</b>	Merchant banking services : all services related to issue management	8	14
<b>V</b>	Credit rating, Stock broking, depositories, custodial services and short selling and securities lending and borrowing services, Credit cards	8	14

**4. Teaching Methods:**

The following pedagogical tools shall be used for teaching the subject:

Students can give weekly review of banking and insurance services which can be the part of internal assessment.

A project on working of selected banking and insurance companies, their operation, performance of different schemes, etc. in different services could be done.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

There are plenty of books available with good coverage of the syllabus. Apart from selecting a book from the list, students are also requested to refer financial dailies regularly. It is also advisable to watch business channels on T.V.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	M Y Khan	Financial Services	Tata McGraw Hill	Fifth edition,
T2	V. A. Avdhani	Financial Services in India	Himalaya	Latest Edition
T3	Bharti V. Pathak	The Indian Financial system – Market, Institutions and Services	Pearson	Latest Edition

## 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Dr. R. Shanmugham,	Financial Services	Wiley	Latest Edition
R2	Justin Paul and Padmalatha Suresh,	Management of Banking and Financial Services	Pearson	Latest Edition
R3	Dr. S. Gurusamy,	Merchant Banking and Financial Services	Vijay Nicole Imprints Pvt. Ltd.	Latest Edition
R4	Anil Agashe	Financial Services, Markets and Regulations	Himalaya	Latest Edition
R5	Vasant Desai	Financial Markets and financial services	Himalaya	Latest Edition
R6	H R Machiraju,	Indian Financial System	Vikas	Latest Edition
R7	Clifford Gomez,	Financial Markets, Institutions and financial Services	PHI	Latest Edition

## **8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Economic Times, Financial Report.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## **9. Session plan : FM302 Management of financial services**

<b>Session no.</b>	<b>Topic</b>
<b>1-8</b>	An Introduction to Indian financial System Reserve Bank and Financial system Financial system – Intermediation: Money market, capital market, Commodities market, etc
<b>9-16</b>	Leasing: Theoretical and regulatory framework Evaluation of leasing: lessor and lessee point of view Accounting and tax aspects of leasing Hire purchase finance
<b>17-24</b>	Factoring and forfeiting Bill discounting Housing finance Insurance services Venture capital financing Mutual fund services
<b>25-32</b>	Merchant banking services -Issue management – Intermediaries Issue management – Activities and procedure Pre issue and post issue obligations and other requirements
<b>33-40</b>	Stock broking services Custodial services Depository system Short selling and securities buying and selling Credit rating

**M.B.A.**  
**Semester – III**

**FM303 Security Analysis and Portfolio Management (SAPM)**

**1. Course Objectives:**

- a. To familiarise the students with various investment markets and functioning of markets.
- b. To equip the students with the theoretical and practical knowledge of capital market.
- c. To develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Introduction to the landscape of investment. Define investment. Investment alternative. Discussion of assets-Innovative products-technological changes. Development in Indian capital markets. The process of investment trading-margin trading etc, types of orders. World markets. Various indices and its construction. Risk and return in investment. Real return-nominal return. Historical and expected return. Risk-valuation of risk. Sources of risk. Company stock market interest, inflation, credit risk. Portfolio risk. Power of diversification.	8	14
<b>II</b>	Security analysis and valuation. The fundamental analysis.EIC framework-economic analysis-variables tracked-industry analysis-variables tracked-company analysis-variables analysed. Equity valuation.DCF methodology-dividend discounting and free cash flow discounting. Sources of information and trouble shots of financial statements. Behaviour finance and efficient market theory and technical analysis. Tools and uses.	8	14
<b>III</b>	Fixed-income securities and derivatives. Investment in bonds. Structuring terms, valuation of bonds. Derivative market. Futures and options (F&O), future swaps.	8	14
<b>IV</b>	Portfolio management. Capital market theory. The CAPM and Marko Witz. Portfolio analysis, inputs for construction, portfolio selection.	8	14
<b>V</b>	Performance evaluation of portfolio, portfolio revision and portfolio management. Asset management companies: mutual funds. Performance evaluation of mutual funds.	8	14

#### 4. Teaching Methods:

The following pedagogical tools shall be used for teaching the subject:

- 1) The suggested method is chalk and talk.
- 2) Students can give weekly review of various markets which can be the part of internal assessment.
- 3) A project on valuation of selected companies based on fundamental and technical analysis could be done.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

There are plenty of books available with good coverage of the syllabus. Apart from selecting a book from the list students are also requested to refer financial dailies regularly. It is also advisable to watch business channels on T.V.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Reilly/Rrown,	Investments-Analysis and Portfolio Management	Cengage Learning	Latest Edition
T2	Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty,	Investments	Tata McGraw Hill	Latest Edition
T3	M. Ranganatham and R. Madhumathi,	Investment Analysis and Portfolio Management	Pearson	Latest Edition

#### 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Mark Hirschey and John Nofsinger,	Investment Analysis and Behaviour	TMH	Latest Edition
R2	Fischer and Jordon,	Security analysis and Portfolio Management	Pearson	Latest Edition
R3	Edwin Elton, Martin Gruber,Stephen	Modern portfolio: theory and investment analysis	Brown and William Goetsmann	Latest Edition
R4	Ranganatham and Madhumathi,	Investment Analysis and Portfolio Management	Pearson	Latest Edition
R5	Sudhindra Bhatt,	Security analysis and Portfolio Management	Excel	Latest Edition

R6	Gordon Alexander, William Sharpe and Jeffery Bailey,	Fundamental of Investments	Pearson	Latest Edition
R7	Geoffery Hirt and Stanley Block,	Fundamentals of investment Management	TMH	Latest Edition
R8	by Rohini Singh,	Security Analysis and Portfolio Management	Excel	Latest Edition
R9	David Luemberger,	Investment science	Oxford	Latest Edition
R10	Thomas Ho Sang Bin Lee,	Securities valuation, applications of financial modelling	Oxford	Latest Edition
R11	Jack Clark Francis,	Investments; Analysis and Management	Tata McGraw-Hill	Latest Edition
R12	Prasanna Chandra,	Investment Analysis and Portfolio Management	Tata McGraw-Hill	Latest Edition
R13	Russel Fuller and James Farrel,	Modern Investment and security analysis	Tata McGraw-Hill	Latest Edition
R14	V. A. Avadhani	Securities Analysis and Portfolio Management,	Himalaya	Latest Edition
R15	Preeti Singh,	Investment Management	Himalaya	Latest Edition

### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Security Analysis and Portfolio Management.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### 9. Session plan FM303 Security Analysis and Portfolio Management

#### Session Topic

no.

- 1-8** The nature of investment decisions. The investment process. Discussion on alternative investments. Stock trading process, Indian capital markets reforms. Electronic trading, margin trading stock, commodity and other indices Types of trading. Visiting a stock trading terminal and discussion with day traders and other investors. Problems on margin calculation and unisex calculation. Risk and return. Definition of return holding period return, past and future return. Rise estimation measures of risk, sources of risk; Risk in the portfolio context. Systematic v/s non systematic risk. Problems on risk calculation.
- 8-15** Security Analysis. The top down approach. Economic Analysis. Industry analysis. Company Analysis and estimation of cash flows. Discussion on OCF application in stock valuation. Dividends and free cash flows. Solving problems. Technical Analysis. Tools and application. Drawing charts Behavioural finance and efficient market theory.

- 16-23** Fixed income securities and derivatives. Investment in bonds, types of bonds, Investment process in bonds Derivatives: Introduction to futures and options. Types of derivatives. Risk management through derivatives. Valuation of derivatives. Investment strategies with the help of derivatives.
- 24-31** Theories of capital market. CAPM, Arbitrage theory and multifactor model Portfolio Analysis, Listing down data inputs, selection and construction of optimal portfolios Performance and evaluation of portfolios. Portfolio revision and portfolio management
- 32-40** Asset management companies. Closed and open end funds (mutual funds). Types of mutual fund. Performance evaluation of mutual funds. Sharpe, Treynor, Jensen, M2 Fama's Net Selectivity, etc

**M.B.A.**  
**Semester – III**

**HR301 Change Management and Organizational Development (CM & OD)**

**1. Course Objective:**

To sensitize the students about how Organizations can be made more effective through improving its human resource. Develop basic behavioral science skills of the students as future practitioners of OD. Help Students understand and apply basic concepts and processes that form the core of Organization development.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD	8	14
II	OD Practitioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practitioner-client relationship. Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance	8	14
III	Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions	8	14



IV	Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development: Changing relationships, collaboration and conflict, Integroup problems, managing conflicts of various levels Continuous improvement process, Job design, TQM and Self Managed Work Teams	8	14
V	High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third-wave Organizations OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Concept Discussion
- B. Case Discussion
- C. Projects/ Assignments/ Quizzes/ Class Participation

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Donald R. Brown and Don Harvey,	An experiential Approach to Organization Development	Pearson LPE	7th Edition Or Latest
T2	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	5th Edition Or Latest
T3	Worley	Organization Development and Change	Thomson	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Tupper cawsy	Tool kit for Organization Change	Sage	Latest Edition
R2		Managing Change & Transition	HB Press	Latest Edition
R3	Joan V. Gallos, Edgar H. Schein	Organization development: a Jossey-Bass reader	Wiley Publications	Latest Edition
R4	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest Edition
R5	P. G. Aquinas	Organization Structure and Design	Excel	Latest Edition
R6	Deepak kumar	Organisational System, Design, Structure and Management	Himalaya	Latest Edition
R7	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	SAGE	Latest Edition
R8	Seth Allcorn	Organizational Dynamics and Intervention: Tools for Changing the Workplace	PHI	Latest Edition
R9	Mark Hughes	Change Management in Organizations	Jaico	Latest Edition
R10	Gary N. McLean	Organization Development: Principles, Processes, Performance	Berrett Koehler	Latest Edition
R11	Bhupen Srivastava	Organization Design & Development	Biztantra	Latest Edition

**8. List of Journals/ Periodicals/ Magazines/ Newspapers:** Journals of Organization Development, **Suggested Case Studies:** PI Foods Ltd.-Managing Sales and Distribution, RK Consultants –Selling Consultancy Services, Swisflow Ltd -Hiring Salespeople, Snow White Paper Company, and Ashwin healthcare Ltd.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan HR301 Change Management and Organizational Development

Session no.	Topic
1-8	Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD
9-16	OD Practioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practioner-client relationship. Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance
17-24	Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions
25-32	Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development: Changing relationships, collaboration and conflict, Integroup problems, managing conflicts of various levels Continuous improvement process, Job design, TQM and Self Managed Work Teams
33-40	High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third-wave Organizations OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, <b>OD for Future:</b> Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD

**M.B.A.**  
**Semester – III**

**HR302 Compensation Management (HR Elective)**

**1.Course Objectives:** To provide insights in to strategic choices in managing compensation. There have been several innovations in the field of Compensation. The courses will emphasis on this compensation model. The course also provides major Compensation issues in the context of current theory, research and practice. The practices illustrate new development and as well as established approaches to compensation decision.

**2.Course Duration:** The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Part I and Part II of Armstrong's book	8	14
II	Part III and Part IV <do>	8	14
III	Part V and VI <do>	8	14
IV	CM related Labour Laws-P K Padhi's book. (i) Payment of Wages Act, 1936. (ii) Minimum Wages Act, 1948. (iii)Payment of Gratuity Act, 1972. (iv) Payment of Bonus Act,1965 (v) Equal Remuneration Act, 1976. (vi)Income tax act provisions with respect to salaried persons.	8	14
V	(i)Employees' State Insurance Act, 1948. (ii) Employees' P F & Misc Provisions Act, 1952. (iii)Workmen's Compensation Act, 1923. (iv) Maternity Benefits Act,1981 (v)Unorganised Sector Workers' Social Security Act,2008 (vi) Social Security Act (vii)Mediclaim Policies and their salient features	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Michael Armstrong	Armstrong's Handbook of Reward Management Practices-Improving Performance Through Reward(For Modules 1,2 and 3)	Kogan Page	3rd Edition
T2	P K Padhi	Labour and Industrial Laws (For Modules 4 and 5-CM related Labor Laws)	PHI	2007 Edition
T3	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2009 Edition

## 7. Reference Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Milkovich, Newman, Venkat Ratnam	Compensation	Tata McGraw Hill	9th Edition
R2	Tapomoy Deb	Compensation Management-Text and Cases	Excel	2009 Edition
R3	Taxmann's	Labour Laws(Bare Acts)	Taxmann's	Latest Edition
R4	Mousumi Bhattacharya, Nilanjan Sengupta	Compensation Management	Excel	Latest Edition
R5	K. Bhatia	Compensation Management	Himalaya	Latest Edition
R6	Goel	Performance Appraisal and Compensation Management: A Modern Approach	PHI	Latest Edition
R7	Lance Berger and Dorothy Berger	The Compensation Handbook	McGraw Hill	Latest Edition
R8	Sharon Koss	Solving the Compensation Puzzle: Putting Together a Complete Pay and Performance System (Practical Hr Series)	SHRM	Latest Edition
R9	James F. Reda, Stewart Reifler, Laura G. Thatcher, and Philip R. Lochner	The Compensation Committee Handbook	Wiley	3rd Edition
R10	James D. Cotterman	Compensation Plans for Law Firms, Fourth Edition by	ALA	3rd Edition
R11	B D Singh	Compensation and Reward Management	Excel	Latest Edition

## **8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Compensation Management.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## **9. Session planHR301 Compensation Management (HR Elective)**

### **Session no. Topic**

- |              |   |
|--------------|---|
| <b>1-4</b>   | An Overview of Reward Management, The Reward System, Total Reward, Strategic Reward, International Reward   |
| <b>5-8</b>   | Performance Management and Reward, Engagement and Reward, Financial and Non-financial Reward, Contingent Pay Scheme, Bonus Scheme, Team Pay, Rewarding for Business Performance, Recognition scheme |
| <b>9-12</b>  | Valuing and Grading Jobs Pay levels, Job Evaluation Schemes, Equal Pay, Market Rate Analysis, Grade and Pay Structures  |
| <b>13-16</b> | Rewarding Special Groups Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers,  |
| <b>17-20</b> | Employee Benefit and Pension Scheme Employee Benefits, Flexible Benefits, Pension Scheme  |
| <b>21-24</b> | The Practice of Reward Management Developing Reward System, Managing Reward System, Evaluating Reward System, Responsibility for Reward   |
| <b>25-28</b> | Payment of Wages Act, 1936. Minimum Wages Act, 1948. Payment of Gratuity Act, 1972.   |
| <b>29-32</b> | Payment of Bonus Act,1965 Equal Remuneration Act, 1976. Income tax act provisions with respect to salaried persons.   |
| <b>33-36</b> | Employees' State Insurance Act, 1948. Employees' P F & Misc. Provisions Act, 1952. Workmen's Compensation Act, 1923.  |
| <b>37-40</b> | Social Security Act Maternity Benefits Act,1981 Unorganised Sector Workers' Social Security Act,2008 Mediclaim Policies and their salient features  |

**M.B.A.**  
**Semester – III**

**HR303 Management of Industrial Relations and Labour Legislations (HR Elective)**

**1. Course Objectives:**

To help students understand the legal limitations in Human Resource Management.  
To help students understand and handle industrial relations.

**2. Course Duration:** The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR Case:(HMSI)P.674,IR, CS Venkata Ratnam	8	14
II	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc. <b>Bombay Industrial Relations Act</b> Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial disputes, provisions pertaining to standing orders, etc.	8	14
III	<b>Trade Unions Act,1926.</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc. <b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties,	8	14

<p><b>IV</b></p>	<p><b>Factories Act, 1948</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc. <b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc. <b>Mines Act,1952</b> Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc <b>Contract Labour(Regulation &amp; Abolition)Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.</p>	<p>8</p>	<p>14</p>
<p><b>V</b></p>	<p><b>Collective Bargaining</b> Introduction, Definitions, Characteristics, Process of CB, Prerequisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB <b>Workers’ Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM <b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India <b>Grievance Handling</b> Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance handling mechanism <b>Sexual harassment of women in workplace</b> Nature of problem, Supreme Court’s guidelines on this issue, etc.</p>	<p>8</p>	<p>14</p>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:



A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	C S Venkata Ratnam	Industrial Relations.	Oxford	2006 Edition
T2	P K Padhi-(For Labour Laws)	Labour and Industrial Laws	PHI	2007 Edition
T3	B D Singh	Industrial Relations and Labour Laws	Excel	2008 Edition

#### 7. Reference Books:

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	S C Srivastava	Industrial Relations and Labour Laws	Vikas	2007 Edition
R2	B D Singh	Industrial Relations-Emerging Paradigms	Excel	2nd Edition
R3	A M Sarma	Industrial Relations-Conceptual and Legal Framework	Himalaya	9th Edition
R4	A M Sarma	Industrial Jurisprudence and Labour Legislation	Himalaya	6th Edition
R5	Kathy Daniels-	Employee Relations in an organizational context	Jaico	2007Edition
R6	B D Singh	Labour Laws for Managers	Excel	2007Edition
R7	Mamoria	Dynamics of Industrial Relations	Himalaya	16th Edition
R8	Taxmann's	Labour Laws		Latest Edition
R9	Harry Katz, Thomas Kochan, and Alexander Colvin	An Introduction to Collective Bargaining & Industrial Relations	Tata McGraw Hill	Latest Edition

#### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Management of Industrial Relations, Human Capital.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan HR303 Management of Industrial Relations (HR Elective)

Session no.	Topic
1-4	Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations,
5-8	IR and Productivity, Various Dimensions of IR Case:(HMSI)P.674,IR, CS Venkata Ratnam
9-12	<b>Industrial Disputes Act, 1947</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes eg methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.
13-16	<b>Bombay Industrial Relations Act(In Brief)</b> Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial disputes, provisions pertaining to standing orders, etc.
17-20	<b>Trade Unions Act,1926</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.
21-24	<b>Industrial Employment Standing Order Act, 1946</b> Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties,
25-28	<b>Factories Act, 1948</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc. <b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.
29-30	Mines Act,1952 Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc
31-32	<b>Contract Labour(Regulation &amp; Abolition)Act, 1970</b> Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.
33-36	<b>Collective Bargaining</b> Introduction, Definitions, Characteristics, Process of CB, Prerequisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB <b>Workers' Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM
37-39	<b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India <b>Grievance Handling</b> Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance handling mechanism
40	<b>Issue of sexual harassment of women in workplace.</b> Nature of the problem, issues involved, Supreme Court's guidelines as laid down in Vishakha's Case and followed in subsequent cases.

**MBA**  
**Semester –III**

**IS301-Database Management (DM)**

**1. Objective:**

This course is design to impart knowledge of database management. This will help the students in understanding the issues which are required to be addressed at the time of database design and also make them understanding the management issues of database

**2. Course Duration:**

The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.

**3. Course Content:**

The course will contain following modules

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	File system, Hierarchical, Network, Relational, Entity-relationship model Entity-Relationship model : entity and entity sets, relationship, constraints, E-R diagrams, issues with E-R diagrams, design of tables from schemas, Data Models Association of data, Data model classification, Relational Model Data Views : Data abstraction, instances and schemas, Data models	8	15%
<b>II</b>	Introduction to DBMS DBMS three level, ANSI/SPARC architecture Basic concepts : data, information, metadata, definition of DBMS, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity Advantages and disadvantages of DBMS Client/Server Architecture : two and three tier architecture	6	20%
<b>III</b>	Database Languages : Data Manipulation Language (DML), Data Definition Language (DDL) Database system environment and utilities	6	15%
<b>IV</b>	Structure Query Language Data definition : create, alter, drop Data Manipulation : select, insert, update, delete Transaction control : commit, rollback, grant, revoke Query : from table, multiple tables, sub query, functions Virtual tables	12	40%
<b>V</b>	Introduction to recent trends XML, Data warehousing and mining, Distributed database, Multimedia database, Object Oriented Database	8	10%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussion covering a cross section of decision situations.
- B. Discussions on issues and techniques of Marketing.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Mark L. Gillenson	Fundamentals of Database Management Systems	Wiley	Latest Edition
T2	Jeffrey A. hoffer, Mary Prescott and Heikki Topi,	Modern Database Management systems	Pearson	Latest Edition
T3	Rajesh Narang	Database Management Systems	PHI	Latest Edition

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Bipin C. Desai,	Introduction to Database Systems	Galgotia	Latest Edition
R2	C.J. Date, A. Kannan, S. Swamynathan,	An Introduction to Database Systems	Pearson	Latest Edition
R3	Ramez Elmasri, S.B. Navathe	Fundamentals of Database Systems	Pearson	Latest Edition
R4	A. Silberschatz, H.F. Korth, S. Sudarshan,	Database System Concepts	Tata Mc Graw-Hill	Latest Edition
R5	Mark L. Gillenson, et al with Frank miller	Introduction to Database Management	Wiley	Latest Edition
R6	Peter Rob and Carlos Coronel,	Database System Concepts	Cengage Learning	Latest Edition

#### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Computer Express, Chip, Data Quest,. **NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### IS301-Database Management

Session no.	Topic
1 -2	File system, Abstraction & Data Integration,
3 – 4	Three Level Architecture Proposal for a DBMS: Mapping between views, Data Independence, Data Associations:
5 -8	Data Models Classification: Entity-Relationship model: Entities, Relationships, Representation of Entities, Representation of Relationship Set, Generalization & Aggregation Relational Data Model, Network Data Model & Hierarchical Model
9 – 12	Components of a DBMS: Classification of DBMS Users, DBMS Facilities (Database Languages: Data Manipulation Language-DML, Data Definition Language-DDL), Structure of a DBMS
13	Advantages & Disadvantages of a DBMS
14	What is Client/Server Architecture
15 – 17	Keys: Super key, Candidate key, Primary key, Alternate key, Foreign key
18 – 20	Integrity Rules (Constraints) Entity Integrity Rule, Referential Integrity Rule
21-34	Structured Query Language (SQL): Data Definition: Create, Alter Drop Data Manipulation: Views: SQL
35 -40	Introduction to New Trends: XML, Data warehousing and mining, Distributed database, Multimedia database, Object Oriented Database

**MBA**  
**Semester –III**

**IS302 System Analysis and Design (SA & D)**

**1. Course Objective:**

Systems analysts need to know about computers and programming, but they also should know and have a desire to use computers to solve problems. When a new information system will be a solution to a problem, it is important to understand the problem itself. This is the essence of systems analysis—understanding and defining what it takes to solve the problem. There are often many alternative solutions that will solve the problem. These solutions must be identified and carefully evaluated. A solution is chosen based on a variety of factors. The best solution has the greatest benefits and the fewest risks. The chosen solution is defined in detail, and then it is implemented. This course is designed to impart understanding of the software analysis and its design. After completion of this course student will be able to analyze and design the software.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.

**3. Course Content:**

The course will contain following modules The course will use the following pedagogical tools:

<b>Module</b>	<b>Module and Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Foundations for System Development: Systems development Environment, The Systems Analysts skills, The Origin of Software, Nature and characteristics of software, sources of software, Managing the Information System Project	6	10
<b>II</b>	Systems Planning: Identifying and selecting systems development projects, Initiating and Planning systems Development Projects	8	10
<b>III</b>	System Analysis: Determining System requirements, structuring systems process requirements, structuring system logic requirements, structuring system data requirements	10	20
<b>IV</b>	System Design : Designing Databases, Designing forms and reports, designing interfaces and dialogues, finalizing design specifications, designing distributed and internet systems	10	20
<b>V</b>	Systems implementation and Maintenance : System Implementation, Maintaining Information systems, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools, financial Analysis Tools, Project	6	1

**4. Teaching Methods:**

- A. Case discussion covering a cross section of decision situations.
- B. Discussions on issues and techniques of Marketing.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

Any book covering the above modules can be used. However, being a case based approach is appropriate for this course, text book one is suggested.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich,	Modern Systems Analysis and Design	Pearson	5th Edition
T2	Gary B. shelly, Thomas J. Cashman and Harry J. Rosenblant,	Systems Analysis and Design Methods	Cengage Learning	Latest Edition
T3	Alan Dennis, Barbara Haley Wixom and Roberta M.	Systems Analysis and Design	Roth, Wiley	4th Edition,

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Roger, Pressman,	Software Engineering	McGraw Hill	Latest Edition
R2	Kendal and Kendal	System Analysis and Design	PHI	Latest Edition
R3	Waman S. Jawadekar	Software Engineering Principles and Practice	Tata McGraw Hill	Latest Edition
R4	Alan Dennis, Barbara Haley Wixom, Roberta Roth	System Analysis and Design	Wiley	Latest Edition
R5	Valaciach, George, Hoffer,	Essentials of System Analysis and Design	PHI	Latest Edition
R6	Denis, Wixom, Tegarden,	System Analysis and Design with UML Version 2.0 An Object Oriented Approach	Wiley	Latest Edition
R7	Ned Kock,	Systems Analysis & Design Fundamentals-A business process redesign approach	Sage	Latest Edition
R8	Er. V. K. Jain	System analysis and Design	Dreamtech Press	Latest Edition

### **8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Computer Express, Chip, Data Quest,. **NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### **9. Session Plan:IS302-System Analysis and Design (SA &D)**

#### **Session**

<b>No.</b>	<b>Topics</b>
<b>1-8</b>	Software Definition, Nature and characteristics of software, Types of software application legacy software, Software process Sources of software, Software Estimation Metrics Databases. , Estimation of Efforts and Scheduling, COCOMO, Cost Estimation Managing the Information systems project
<b>9-17</b>	PLANNING Identifying and selecting systems development projects Generic Process Model, Waterfall Model RAD Agile Development, Agile Process, Principles of Agile, Extreme Programming, Agile Process Models System Analysis
<b>18-27</b>	Principles of System Analysis, determining systems requirements, structuring systems process requirements, structuring systems logic requirements, Structuring systems data requirements System Modeling Structured System Analysis – Understanding of System Environment Work Flow Behavioral Model System Flow Chart SRS
<b>28-33</b>	System Design Design Development Process, Structural Design Methodology, Data Structure and Database Design, Input and Output Design, User Interface Design
<b>34-40</b>	System Implementation and Maintenance Object – Oriented Analysis and Design OOPs Basics Object oriented system development life cycle, , System Requirement Modelling, using ‘USE CASES’ Object Oriented Design Implementation, Modeling and Design using UML



**MBA**  
**Semester-III**

**IS303 Technology and Business (T&B)**

- 1. Course Objective:** The objective of the course is to understand the use of technology to design and structure the organization. Knowing about the creation of alliances and partnerships that include electronic linkages. Identifying information and use of technology for Business Initiatives. Understanding the role of technology in under the current scenario of collaborations and clusters.
- 2. Course Duration:** The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a Weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
I	Introduction: Understand the role of information Technology in an organization. Fundamental of Computers, Strategic initiatives for technology	8	14
II	Business Intelligence: Introduction, Technologies Enabling BI, Management and future of BI	8	14
III	Knowledge Management: Strategic KM, KM through Technology i.e.: KMS, Ethics and Information	8	14
IV	Enterprise Systems-CRM, SCM, ERP An overview ERP-Selection, Execution and future directions and trends, ES for SME's and MSME's	8	14
V	Creating and enhancing collaborative partnerships: An overview. Outsourcing: Concept, Kinds, latest trends. Emerging trends and technologies Security management of Information technology	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on tactical use of IT in organization.
- (b) Case discussion covering a cross section of effective application of enterprise solutions and its advantages to firm by applying IT tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment-10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Text books (Latest Edition):

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Efraim Turban Dorothy Leidner Ephraim Mclean James Wetherb	IT for Management- Transforming organization in the digital economy	Wiley	Latest Edition
T2	Haag, Philips	Business Driven Technology	TATA McGraw Hill	Latest Edition
T3	S. A. Kelkar	Strategic IT Management: A concise study	PHI Publication	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Motiwalla Luvai Thompson Jeff	Enterprise Systems for Management	Pearson Education	Latest Edition
R2	Rajiv Sabherwal Irma Becerra-Fernandez	Business Intelligence	Wiley	Latest Edition
R3	Jagan Vaman, Nathan	ERP in practice	TATA McGraw Hill	Latest Edition
R4	Ellen Monk, Wagner	Enterprise Resource Planning	Cengage Publication	Latest Edition
R5	Fernandez, Gonzalez, Sabherwal	Knowledge Management	Pearson Education	Latest Edition
R6	Dr. B. Muthukumar	IT for Managers	Oxford	Latest Edition
R7	Efraim TurbanI Linda Volonino	IT for Management: improving Performance in the Digital Economy	Wiley	Latest Edition
R8	Alexis Leon	Enterprise Resource Planning	TM Hill Publication	Latest Edition
R9	Shelda Debowski	Knowledge Management	Wiley Publication	Latest Edition
R10	Awad & Ghaziri	Knowledge management	Pearson	Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### IS303 Technology and Business (T&B)

<b>Session no.</b>	<b>Topic</b>
1-2	Introduction: Understand the role of information technology in an organization
3-5	Fundamental of Computers, Strategic initiatives for technology
6-8	Business Intelligence: Introduction,
9-10	Technologies Enabling BI, Management and future of BI
11-12	Technologies Enabling BI, Management and future of BI
13-14	Knowledge Management: Strategic KM,
15-16	Knowledge Management Technology i.e.: KMS, Ethics and Information
17-19	Enterprise systems (ES): CRM, SCM, Enterprise Resource Planning: An overview, ERP-Selection
20-22	ERP-Execution and future directions and trends, ES for SME's and MSME's
23-24	Creating and enhancing collaborative partnerships
25-26	Outsourcing: Concept, Kinds, latest trends.
27-30	Outsourcing: Concept, Kinds, latest trends.
31-32	Emerging trends and technologies.
33-34	Emerging trends and technologies
35-36	Security management of Information technology
37-39	Security management of Information technology
40	Revision

**MBA  
SEMESTER-III**

**SRM301: Retailing-I**

**1. Course Objectives:**

The basic objective of any marketing activity is to generate, satisfy and retain consumers by facilitating production, distribution and consumption functions of the society. Thus, it is a process consisting of a series of iterative and interrelated steps to effectively perform the above-mentioned functions. Retailing is one such step in the marketing chain of activities that facilitates the distribution function. Initially, it was considered as just another step in the marketing chain. However, as the competition started intensifying as an obvious offshoot of the globalization, firms started looking forward to ways to differentiate. Retailing being the final link in the vertical marketing channel that connects firms with their consumers, marketers thought of using it for differentiation and positioning. Reaching out to customers directly not only offers the firms an advantage of understanding the customers better but also affords an opportunity for deriving a substantial value addition. Retailing is no more an outgrowth of traditional marketing activity; rather it is recognized as an important business proposition in its own accord. Today, retailing has emerged as a discipline with a considerable amount of thinking and research being poured in to it. This course is intended to familiarize the students with the emerging and fast growing sectoral area and a business proposition. The specific objectives of this course are:

- 1) To familiarize the learners with the concept of modern retailing and understand the significance of retailing in the current business environment
- 2) To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth
- 3) To understand the role of several support functions in enhancing the performance of the retail business

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Module / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>Introduction to Retailing</b> Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing; Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory; <b>Retail Store Formats</b> Classification based on types of Ownership; Merchandise stored; Channel used; Pricing Strategy; Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores	<b>8</b>	<b>14</b>

<b>II</b>	<b>Retail Buying / Shopping Behaviour</b> Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socio-economic and Cultural background, The Stages of Family Life-Cycle, Locational and Choice Convenience; Geo-demographic Segmentation of Retail Market <b>Retail Strategy</b> Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors; Building Sustainable Competitive Advantage for long-term Survival and Growth; Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers	<b>8</b>	<b>14</b>
<b>III</b>	<b>Retail Store Location Planning</b> Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area; Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly’s Law of Retail Gravitation, Huff’s Model, Central Place Theory,	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Pricing Strategies for Retail Business</b> Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price; Retail Pricing Policies / Strategies; Price Discrimination and Markdowns	<b>8</b>	<b>14</b>
<b>V</b>	<b>Other Support Functions Human Resources Management:</b> Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People, <b>Supply Chain Management:</b> The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice, Integration of Supply Chain, Deriving Value out of SCM Practice <b>Technology in Retailing:</b> IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer, Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing	<b>8</b>	<b>14</b>

**Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- A. Lectures
- B. Case Discussions and Role Playing
- C. Audio-visual Material (Using CDs/ Clippings)
- D. Assignments and Presentations

**5.Evaluation:** The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw-Hill	3rd ed., 2010
T2	Newman Andrew J and Peter Cullen	Retailing: Environment & Operations	Cengage	India Edition, 2002
T3	Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson	Low Price Edition

## 7. Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Sinha, P. K. and D. P. Uniyal	Managing Retailing	Oxford	1st ed., 2007
R2	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson	10th Edition, 2007
R3	Bajaj, Tuli and Srivastava	Retail Management	Oxford	12th ed., 2009
R4	Dunne, Patrick M and Robert F. Lusch	Retailing	Cengage	India Edition, 2002
R5	Levy, Michael and Barton A. Weitz	Retailing Management	Tata McGraw Hill	5th Edition, 2004
R6	Sharma, D. P.	E-Retailing	Himalaya	1st Edition, 2009
R7	Lincoln, Keith and Lars Thomassen	How to Succeed at Retail	Kogan Page India	1st South asian Edition, 2010
R8	Fernie, John and Leigh Spark	Logistics in Retail Management	Kogan Page India, New Delhi	1st South Asian Edition, 2010
R9	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	1st Edition, 2010
R10	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	1st Edition, 2010

## 8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

1) Indian Journal of Marketing  
2) Harvard Business Review  
3) International Journal of Retailing  
4) European Retailing Digest

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### SRM301: Retailing-I

Sessions No.	Topics
1-2	Introduction to Retailing: Socio-economic, Technological and Competitive Forces; Concept of Organized Retailing;
3-4	Vertical Marketing System; Evolution of Modern Retailing; Theories of Retail Development – Environmental Theory, Cyclical Theory, Conflict Theory;
5-6	Retail Store Formats: Classification based on types of Ownership; Classification based on Merchandise stored; Classification based on Channel used
7-8	Retail Store Formats (contd.): Classification based on Pricing Strategy; Classification based on Customer Service; Multi channel Retailing; Destination Stores and Parasite Stores
8-10	Retail Buying / Shopping Behaviour: Buying / Shopping behaviour in retailing context; Factors influencing Retail Shopping Behaviour – Socioeconomic and Cultural background
11-12	Retail Buying / Shopping Behaviour (contd.): The Stages of Family Life-Cycle, Location and Choice Convenience; Geo-demographic Segmentation of Retail Market
13-14	Retail Strategy: Concept of Retail Mix; Growth Strategy for Retailers / Retail Franchisors;
15-16	Building Sustainable Competitive Advantage for long-term Survival and Growth;
17-18	Strategies for Internationalization of Retail Business – Franchising, Licensing, Joint Ventures, Acquisition and Mergers
19-20	Retail Store Location Planning: Types of Retail Locations; Trading Area Analysis – Primary, Secondary and Fringe Area;
21-22	Techniques of Evaluating a Trading Area – The Herfindahl-Herschman Index, The Index of Retail Saturation, Reilly’s Law of Retail Gravitation,
23-24	Huff’s Model, Central Place Theory,
25-26	Pricing Strategies for Retail Business: Concept of Retail Price; Initial and Maintained Markup; Elements of Retail Price; Determining the Price;
27-28	Retail Pricing Policies / Strategies; Price Discrimination and Markdowns
29-30	Human Resources Management: Designing an Organization structure, Challenges of HR in Retail Business, Selecting, Nurturing and Retaining the Right People,
31-32	Supply Chain Management: The Concept and Philosophy of Supply Chain Management, Issues in Implementing Organization wide SCM Practice,
33-34	Integration of Supply Chain, Deriving Value out of SCM Practice
35-36	Technology in Retailing: IT in Retailing, Electronic Point-of-Sales (EPOS) System, Electronic Funds Transfer,
37-38	Virtual Shopping, Electronic Commerce (E-Commerce), Database Marketing
39-40	<b>Review and Integration</b>

**MBA**  
**Semester –III**

**SPH301 Pharmaceutical and Healthcare Sector (PHS-I)**

**Course: Pharmaceutical Management**

**1. Objectives:**

- 1) To acquaint the students with the dynamics of pharmaceutical industry in India.
- 2) To make the students aware about the various issues involved in managing a pharmaceutical company.
- 3) To increase understanding of pharma marketing and manufacturing.
- 4) To make them aware about the various therapeutic segments and the basic anatomy and physiology of the human body to understand their products better.
- 5) To acquaint them about the legal & regulatory environment governing the pharma industry.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Topic/ Sub topic</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	<b>PARADIGMS IN PHARMACEUTICAL INDUSTRY &amp; INDUSTRY OVERVIEW:</b> Brief History & Origin, Industry Structure, Current Status of Industry, Pharmaceutical Environment, International/Multinational Pharma Scenario, Pharmaceutical Scenario-Indian Perspective, Intellectual Property Rights, Patents & Implications on the Indian Pharma Industry, GATT/WTO & EMRs, Post-GATT scenario, Ethical Issues in Pharma, R& D & Strategic alliances	8	14
<b>II</b>	<b>MANAGING PHARMACEUTICAL PRODUCTION &amp; OPERATIONS:</b> Introduction to POM in Pharma industry, Strategic role of Operations in the Industry, Location & Layout decisions for the plant, Inventory Management, Materials Management, Product & Process: Selection, Design & Development, Equipment for Pharma Production, Maintenance Management, Supply Chain Management, Production Planning & Control, Purchase management, Quality Assurance & Quality Control. An Overview of Current Good Manufacturing Practices for Pharmaceuticals (cGMP)	8	14



<b>III</b>	<b>DYNAMICS OF THE PHARMACEUTICAL MARKET AND PHARMA MARKETING:</b> Understanding the Pharmaceutical market, Market Segmentation, Major Therapeutic groups, Market Opportunity analysis, Managing New product development in pharma industry, Price and price control issues (DPCO), Product/Brand management, Role of a Product Manager in pharma marketing, Pharma Selling & Distribution management, Role of Medical Representative in selling and distribution, Promotion and Sales promotion tools in pharma marketing, Pharma Marketing Information Systems, Application of Market Research in marketing & manufacturing decisions, Chemist (Retail store audit) Audit, Doctors' Survey, Prescription Audit, Support of ORG and CMARC in pharmaceutical sales research	8	14
<b>IV</b>	<b>LEGAL AND REGULATORY ENVIRONMENT OF PHARMA INDUSTRY IN INDIA:</b> An Overview of and Implications of the Major Laws and Acts governing the pharma industry – The Drugs and Cosmetics Act, 1940, The Pharmacy Act, 1948, The Drugs and Magic Remedies Act, 1954, The Patents Act, 1970, The DPCO, 1969,1995, The MRTP Act, 1969, The Dangerous Drugs Act, 1930, The IRDA Act, 1951, The Trade and Merchandise Marks Act, 1958, The Opium Act, 1878, The Poisons Act, 1991, The FERA, 1973	8	14
<b>V</b>	<b>BASIC UNDERSTANDING OF ANATOMY, PHYSIOLOGY AND PHARMACOLOGY:</b> Cell Structure, Elementary Tissues of the body and Blood Composition, An Overview of the Digestive System, the Cardiovascular system and cardio vascular disorders, the Nervous system and parts of brain, Structure and Functions of Skeletal Muscles, Endocrine Glands, Hormones & Physiology of Respiration, Urinary & Reproductive System, Structure and Functions of different Organs of Body.	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Case discussions covering a cross section of situations.
- B. Discussions on issues and techniques.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Subba Rao Chaganti	Pharmaceutical Marketing in India: Concepts, Strategy and Cases	Pharma Book Syndicate	2007
T2	Alka Ahuja, Sanjula Baboota, Javad Ali	Pharmaceutical Management	Tara Publishers	2007

## 7. Reference Books:

Imp.: Apart from the following books, it is suggested that the faculty and students should refer latest resources like journals, magazines and news as well as articles available online for topics related to the industry overview for getting latest data and statistics from time to time.

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Vedpuriswar, A.V. Ed	'Case Study Series: Pharma Sector'	ICFAI, Hyderabad	2001
R2	Vivek Mehrotra	Essentials Of Pharmaceutical Sales Management	Cambridge University Press	2007
R3	Potdar Manohar	cGMP Current Good Manufacturing Practices for Pharmaceuticals	PharmaMed Press, An imprint of Pharma Book Syndicate	2008
R4	R. B. Smarta	Revitalizing the Pharmaceutical Business: 'Innovative Marketing Approaches'	Response Books, Sage Publications	1999
R5	Corstjens Marcel	Marketing Strategy in the Pharmaceutical Industry	Chapman & Hill	1992
R6	Mickey Smith, Ed.	Principles of Pharmaceutical Marketing	CBS Publishers, New Delhi	2002
R7	B. M. Mithal	Textbook of Forensic Pharmacy	Vallabh Prakashan, New Delhi	Latest Edition
R8	N. K. Jain	Textbook of Forensic Pharmacy	Vallabh Prakashan, New Delhi	Latest Edition
R9	Derashari and Gandhi	Human Anatomy and physiology	B.S. Shah Prakashan	Latest Edition
R10	Goyal R.K., Derasari & Gandhi	Elements of Pharmacology	B. S. Shah Prakashan	Latest Edition
R11	Carter S.J., Cooper and Gunn	Tutorial Pharmacy	CBS Publishers, Delhi	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Express Pharma pulse available online also – [www.expresspharmaonline.com](http://www.expresspharmaonline.com) Pharma biz available online also – [www.pharmabiz.com](http://www.pharmabiz.com) The Pharmaceutical Executive available online – [www.pharmexec.com](http://www.pharmexec.com)

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### SPH301 Pharma and Healthcare Sector

Session no.	Topic
1	Brief History & Origin, Industry Structure, Current Status of Industry
2	International/Multinational Pharma Scenario, Pharmaceutical Scenario-Indian Perspective, Major Industry Issues (Case study discussion)
3 -7	Intellectual Property Rights, Patents & Implications on the Indian Pharma Industry, GATT/WTO & EMRs, Post-GATT scenario, Strategies of large & small pharma companies (Case study discussion)
8	Ethical Issues in Pharma, Issues of R& D & Strategic alliances
9	Introduction to POM in Pharma industry, Strategic role of Operations in the Industry, Location & Layout decisions for the plant
10	Inventory Management, Materials Management
11	Product & Process: Selection, Design & Development, Equipments for Pharma Production
12	Maintenance Management, Supply Chain Management
13	Production Planning & Control, Purchase management
14	Quality Assurance & Quality Control
15-16	An Overview of Current Good Manufacturing Practices for Pharmaceuticals (cGMP)
17	Understanding the Pharmaceutical market & marketing, Market Segmentation, Major Therapeutic groups, Market Opportunity analysis
18	Managing New product development in pharma industry
19	Price and price control issues (DPCO)
20	Product/Brand management, Role of a Product Manager in pharma marketing
21	Pharma Selling & Distribution management, Role of Medical Representative in selling and distribution
22	Promotion and Sales promotion tools in pharma marketing
23-24	Pharma Marketing Information Systems, Application of Market Research in marketing & manufacturing decisions, Chemist (Retail store audit) Audit, Doctors' Survey, Prescription Audit, Support of ORG and CMARC in pharmaceutical sales research
25	An Overview of and Implications of the Major Laws and Acts governing the pharma industry – The Drugs and Cosmetics Act, 1940
26	The Pharmacy Act, 1948
27	The Drugs and Magic Remedies Act, 1954, The Dangerous Drugs Act, 1930
28-30	The Patents Act, 1970, The MRTP Act, 1969, The IRDA Act, 1951, The DPCO, 1969, 1995
31	The Trade and Merchandise Marks Act, 1958, The FERA, 1973
32	The Opium Act, 1878, The Poisons Act, 1991
33	Basic understanding of Anatomy, Physiology and Pharmacology, Cell Structure, Elementary Tissues of the body, Blood Composition & Structure and Functions of different Organs of Body.
34-35	The Digestive System, The Cardiovascular System and Cardio-vascular disorders
36	The Nervous System and parts of Brain
37	Structure and Functions of Skeletal Muscles
38	Endocrine Glands, Hormones & Enzymes
39-40	Physiology of Respiration, Urinary & Reproductive System

**MBA**  
**Semester III**

**SRC 301-Rural and Cooperative Sector (Rural Marketing)**

- 1. Objectives:** The objectives of the course are:
1. To develop an understanding about the agriculture based rural economy in India and to access the potential of rural markets for durable and non durable products
  2. To understand the social dynamics and buying behaviour of rural consumers.
  3. To develop insights about successful marketing strategies for rural markets.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Understanding Rural Economy, Rural markets and Rural Consumers.	8	14
<b>II</b>	Rural Consumer Behaviour, Rural Marketing Research and Marketing Information System.	8	14
<b>III</b>	Segmenting and targeting rural consumers and Product strategy for rural markets. Contract Farming	8	14
<b>IV</b>	Pricing and Promotional Strategies for Rural Markets.	8	14
<b>V</b>	Distribution strategies for rural markets. Problems of Rural Marketing in India	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**The following books may be used as base book for this course. However,students are also expected to refer books by other authors on the subject. Asuggestive list of reference books is also given here. They are also supposedto read business magazines and journals related to the subject.

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Krishnamacharyulu and Ramakrishnan	Rural Marketing Text and Cases	Pearson Education	Latest Edition
T2	Kashyap Prdeep and Raul Siddhartha	Rural Marketing	Biztantra	2010 Edition
T3	Dogra and Ghuman	Rural Marketing concept and Practices	Tata McGraw Hill	Latest Edition

### 7. Reference Books:

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Velaudhan and Sridhar (editors)	Marketing to Rural Consumers	Excel Books New Delhi	Latest Edition
R2	Ramkishen Y	New Perspectives in Rural & Agricultural Marketing	Jaico Publishing House, Mumbai	Latest Edition
R3	Krishnamacharyulu and Ramakrishnan	Cases in Rural Marketing	Pearson Education	Latest Edition
R4	Gopaldaswamy T P	Rural Marketing: Environment, Problems and Strategies	Vikas	Latest Edition
R5	Singh and Pandey	Rural Marketing: Indian Perspective	New Age	Latest Edition
R6	Sanal Kumar Velayudhan	Rural Marketing: Targeting the Non-urban Consumer	Sage	Latest Edition
R7	Ruchika Ramakrishnan	Rural Marketing in India: Strategies and Challenges	New Century	Latest Edition
R8	Charles Burgess Austin	Co-operation in agriculture, marketing, and rural credit	Austin	Latest Edition
R9	Csaba Csáki	Reaching the Rural Poor: A Renewed Strategy for Rural Development	World Bank	Latest Edition
R10	P Van Mele, A Salahuddin, and N P Magor	Innovations in Rural Extension:	CABI	Latest Edition

### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Business Newspapers, such as The Economic Times, Business Standard, Financial Express. Business magazines, such as Business India, Business Week, Business Today, Business World. The Hindu Business Line, Economic and Political Weekly, Indian Management, The co-operator, Productivity, Indian Journal of Agricultural Economics, Kurushetra, Journal of Rural Development. Working papers on rural marketing from IRMA.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

### 9. Session Plan:SRC 301-Rural and Cooperative Sector (Rural Marketing)

Session no.	Topic
1	The size, characteristics and Importance of Rural sector in India
2	The evolution and growth of rural sector in the post liberalization era.
3	The rural – urban divide in India
4	Defining rural markets and rural marketing; Characteristics of rural markets.
5	Size and growth of rural markets in India. The rural infrastructure.
6-7	Rural Market structure and Marketing environment.
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9	Characteristics of Rural Consumer
10	Factors affecting consumer behaviour
11	Consumer buying process and buying roles
12	Opinion Leadership process and diffusion of innovation.
13	Difference between rural and urban consumer behaviour.
14	Marketing Information System for rural markets and Sources of Information
15	Rural Marketing Research, Contract Farming
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Segmenting rural markets
18	Product and brand positioning in rural markets;
19	Product differentiation and branding strategies for rural markets
20	Product life cycle and Product mix strategies for rural markets
21	Packaging for rural markets and role of semiotics
22	Marketing of services to rural consumers
23	Rural Marketing strategy: planning, implementation and feedback
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25	Rural Pricing Objectives and strategies
26	Pricing methods and credit delivery systems for rural markets
27	Factors affecting rural communication.
28	Communication barriers and two step communication process
29	Designing the message and selecting media vehicle
30	Using events and outdoors for rural communication
31	Sales promotion and personal selling in rural markets
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33	Channels of distribution for rural markets
34	Warehousing and physical distribution
35	Distribution of Essential Commodities through Public Distribution System
36	Distribution of Agricultural inputs to rural buyers
37	Distribution of service products
38	Problems of Rural Marketing in India
39	Innovations in rural markets
40	<a href="#">Feedback and review of module – 5 / Case analysis</a>

**MBA**  
**Semester III**

**SPS 301-Public System and Policy (PSP-I)**

**1. Objectives:**

Objective of the course is to provide introductory focus on the public policy and man power planning and public enterprise management. The aim of the course is to sharpen the skills and perspectives of management graduates who will be joining either public enterprise or public systems or NGO's. More specifically the course emphasis:

- 1) To build an application base managerial techniques to the problems in public systems.
- 2) To enhance the understanding of Public Systems Management.

**2. Course Duration:** The course will have sessions which are divided into five modules. Each module consists of 40 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course contents:** The course will contain following modules:

Module No.	Topics/ Sub topics	Sessions	Marks (20% of 70 each)
I	Public Systems Management: Concept, Nature, Scope and Characteristics Introduction to state public policy and its management	8	14
II	Distinctiveness of Public Management Public System Management: Constitutional Context Political Context Socio-economic Context	8	14
III	New Technology and Public System Public enterprise management Corporate governance Management of public distribution system Infrastructure development and financing	8	14
IV	Manpower Policy and Planning for Public Systems Development Administration Marketing for Social Services	8	14
V	Community Health Management Epidemiology and Population Management Health Care and Social Policy	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- a) Lectures (50%)
- b) Simulation exercise .like managerial games, role play etc, (10%)
- c) Experience sharing with entrepreneurs by visiting industry, guesttalks and live projects. (10%)
- d) Presentation by students on case analysis and project presentation. (30%)

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examinati on	Weightage 70% (External Assessment)

## 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Christopher M. Shea and G. David Garson	Hand Book of Public Information Systems	CRC Press	Latest Edition
T2	Ramakant Rao and Prashant K. Mathur	Bureaucratic System and Public Policy	Kanishka	Latest Edition
T3	Michael Hill, Peter Hupe	Implementing Public Policy	SAGE	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Uma Medury	Public Administration in the Globalisation Era.	Orient BlackSwan	Latest Edition
R2	Manmohan Agarwal	Indian Economic Future	Orient BlackSwan	Latest Edition
R3	Larry N. Gerston	Public Policymaking in a Democratic Society	PHI	Latest Edition
R4	I S A Baud, J De Wit	New Forms of Urban Governance in India Public Policy	SAGE	Latest Edition
R5	Ramaswamy R. Iyer	Water and the Laws in India Public Policy	SAGE	Latest Edition
R6	Montgomery Van Wart	Dynamics of Leadership in Public Service: Theory and Practice Public Policy	Higher Education	Latest Edition
R7	Laxmi Narain	Public Enterprise Management and Privatisation	S. Chand	Latest Edition
R8	Howlett and Ramesh	Studying Public Policy	Oxford	Latest Edition
R9	John Cullis, Philip Jones	Public Finance and Public Choice	Oxford	Latest Edition
R10	R. k. Sapru	Public Policy	PHI	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Economical News Paper, Indian Economy, Economical and Political Weekly, Indian Journal of Public Administration

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.



## 9. Session plan : SPS 301-Public System and Policy

<b>Session no.</b>	<b>Topic</b>
1-4	Public Systems Management: Concept, Nature, Scope and Characteristics
5-6	Introduction to state public policy and its management
7-8	Distinctiveness of Public Management
9-10	Public System Management: Constitutional Context
11	<a href="#">Feedback and review/ Case discussion</a>
12-13	Public System Management: Political Context
14-15	Socio-economic Context
16-17	New Technology and Public System Management
18	Public enterprise management
19-20	Corporate governance
21-22	Management of Public System
23-24	Infrastructure development and financing
25	<a href="#">Feedback and review/ Case discussion</a>
26-27	Manpower Policy and Planning for Public Systems
28-29	Development Administration
30-31	Marketing for Social Services
32-34	Community Health; Epidemiology and Population Management
35-37	Health Care and Social Policy
38	<a href="#">Feedback and review/ Case discussion</a>
39-40	Revision

**MBA**  
**Semester III**

**SSP301 Banking and Insurance (B&I)**

**1. Course Objectives:** This sector specific course is spread over semester three and four covered in two papers. This course is divided into two parts. First part deals with the basics of banking and second part covers fundamentals of insurance and aspects related to life insurance only. Advanced topics related to banking and general insurance shall be dealt with in course no. SSP-401 in semester – IV. The students would be able to acquire an in-depth knowledge of the following:

Various functions associated with banking and insurance activities. Practice and procedures relating to various banking and insurance business To develop an insight into management and marketing of banking and insurance services and technology.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Introduction to Indian <b>Banking System</b> , Reserve Bank-Legal framework and main functions , Different types of accounts, Banker customer relationship, customer services in banks, KYC norms and anti-money laundering	10	15
II	Technology in banks, Payment and settlement system in banks-New age clearing, national gateways, international gateways, Retail banking, Treasury management, priority sector lending	10	15
III	History and development of Insurance, Risk management and role of insurance, Legal aspects of insurance and essentials of insurance contracts, classification of insurance, Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance, group insurance, pricing in life insurance	10	15
IV	Claims management in life insurance, Distribution channel and intermediaries, insurance regulation and supervision	5	15
V	Marketing of banking and insurance services, Contemporary issues in banking and insurance	5	10

**4. Teaching Methods:** The following pedagogical tools shall be used for teaching the subject: Students can give weekly review of banking and insurance services which can be the part of internal assessment.

A project on working of selected banking and insurance companies, their operation, performance of different schemes, etc. in different services could be done.

**5. Evaluation:** The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Vijayragavan Iyengar	Introduction to Banking	Excel	Latest Edition
T2	S. Arunajatesan and T.R. Vishwanathan,	Risk Management and Insurance	Macmillan	Latest Edition
T3	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition

**7. Reference Books:**

(Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	K C Shekhar and Lekshmy Shekhar,	Banking Theory and Practice	Vikas	Latest Edition
R2	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition
R5	Trieschmann, Hoyt and Sommer,	Risk Management and Insurance	Cengage Learning	Latest Edition
R6	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R7	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R8	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Management of Industrial Relations.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan : SSP301 Banking and Insurance

<b>Session no.</b>	<b>Topic</b>
<b>1-10</b>	Indian Banking System Reserve Bank of India-Legal framework and main functions Commercial Banking – public, private, foreign, co-operative sector Different types of bank accounts Banker Customer relationship Customer Service in Banks KYC Norms and Anti-money Laundering Indian Banking System
<b>11-20</b>	Technology in Banks Payment and settlement system – New Age Clearing Payment and settlement system – National gateways Payment and settlement system – International Gateways Retail Banking Priority sector Lending Treasury Management Technology in Banks Payment and settlement system – New Age Clearing
<b>21-30</b>	History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts Classification of insurance Life insurance : traditional products, market related products, annuities-pension plans riders-business insurance group insurance and underwriting: selection of lives pricing in life insurance History and development of Insurance Risk management and role of insurance Legal aspects of insurance and essentials of insurance contracts
<b>31-40</b>	Classification of insurance Claims management in life insurance Customer service Management Distribution channel and intermediaries insurance regulation and supervision Claims management in life insurance Customer service Management Distribution channel and intermediaries Marketing of banking and insurance services Contemporary issues in banking and insurance



# **Krantiguru Shyamji Krishna Verma**

## **Kachchh University, Bhuj**

### **Semester -IV**

#### **Syllabus for MBA Programme effective from the Academic Year 2009-10 onwards**

The course curriculum and syllabus for MBA of Kachchh University are devised considering the norms of AICTE/UGC. While preparing the syllabus, the syllabi of different national level universities/institutions have been taken into account. This syllabus has endeavoured to strike a balance between theory and practice and classic and contemporary concepts.

The MBA programme of Kachchh University will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks. In each semester there will be seven courses/subjects. In the first year all the 14 courses are compulsory. In the second year there will be three types of courses, namely, compulsory, electives and sectorial specialisation. The MBA programme will have four electives, namely, Marketing, Finance, Human Resource and Information Systems. A student can choose any one of the four electives. There will be five sectorial specialization areas, namely, Retail, Pharmaceutical and Healthcare, Rural and Cooperatives, Public Systems and Policy, and Banking and Insurance. A candidate has to opt for one of the sectorial areas. In each semester of the second year there will be three compulsory courses, three electives and one sectorial course, thus making a total of six compulsory courses, six elective courses and two sectorial courses in the second year. Once a student opts for a particular elective and sectorial course in semester III, he/she will continue the same in semester IV.

The institution conducting the programme can either offer all the electives and sectorial options or the minimum requirement of two for each. The institution is free to drop an elective or sectorial option in case there are less than 10 students opting for the same.

The annual calendar will be declared by the University in the beginning of the academic year, indicating the schedule of the semester (beginning and end) and internal and external examination time slots. No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programmes.

Each course is divided into five modules. The University examinations will have five questions of 14 marks from each module, with internal options. The evaluation will be governed by the Kachchh University rules/regulations. The details of the IV<sup>th</sup> semester courses are listed below:

**MBA – II SEMESTER -IV**  
**COMPREHENSIVE PROJECT (GRAND PROJECT STUDY COURSE)**

**OBJECTIVES:**

The objective of this course is to prepare the students to conduct a study of an Industry/organization or project utilizing the tools and techniques learned in the first three semesters of the programme.

The focus of the study could be an in depth analysis of an industry and within the industry study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented. The comprehensive project study could also be carried out as a comparative analysis of the same industry in different countries, if feasible.

The project should have substantial primary/secondary data. The student is expected to conduct a detailed survey of literature and/or analysis of the secondary/ primary data. In case of a status report of an industry, it is expected that the student collects data regarding all aspects related to a particular industry, analyse the data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study and it is also expected that the study would lead to recommendations and implementable plans of action.

**Types of Projects:**

- 1 Comprehensive case study of Industry or segment
- 2 Organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices with reference to particular industry.
- 3 Field study (empirical study) with respect to any research issue.
- 4 Feasibility Study as Comprehensive Project.

**Expected format for preparation of the proposal**

Introduction and Statement of the Problem  
Short Literature Survey  
Research Design and Hypothesis, if any  
Research Methodology  
Data Sources  
Time Budget  
Tentative Chapter Plan  
Expected Contribution of the study  
Beneficiaries  
A short write up on the researcher  
Bibliography/Appendices, if any

**Report Framework**

Initial pages  
Executive summary  
Introduction/statement of problem  
Detailed survey of literature  
Need – objective of the study  
Methodology/Focus/Scope/Limitations  
Text of the study including analysis  
Conclusions and Recommendations including plan of action  
Bibliography  
Appendices

**Format of Presentation**

- 1 The student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices.
- 2 Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.
- 3 Acknowledgement of all sources of information through footnoting and biography is an essential requirement of the study.

**Conduct of the project**

- 1 The comprehensive study should be done by a team of two students. Undertaking comprehensive project by a single student should be discouraged.
- 2 A faculty member should be assigned to each group. The faculty member should ensure that there is proper analysis of data with some amount of originality. Cut and paste of data/analysis/material should not be allowed.
- 3 Ideally the comprehensive study should start from the third semester and the deadlines for different activities such as identification of topics, presentation of proposal, data collection, etc., can be specified by the respective institution so as to discourage last minute compilation and collation of data/materials.
- 4 Two copies of the report (one print + one digital) should be submitted by the student(s) to the institute. The institute has to submit combined CD of all the projects to the GTU Library.

**MBA -II SEMESTER –IV**  
**International Business (IB)**

**1. Course Objective:**

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realise that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

- 1 **Course Contents:**
- 2 **Teaching Methods:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Globalization and International Business. The Cultural Environments facing business. The Political and Legal Environments facing Business	8	20%
<b>II</b>	The Economic Environments facing business. Globalization and Society.	8	20%
<b>III</b>	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	8	20%
<b>IV</b>	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. Direct Investment and Collaborative Strategies. The Organization of International Business	8	20%
<b>V</b>	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	8	20%

The following pedagogical tools will be used to teach this course:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation etc.	50% (Internal Assessment)
B	Mid – Semester Examination	30% (Internal Assessment)
C	End -Semester Examination (Theory: Min. 30% & Practical: Min. 70%)	70% (External Assessment)



## 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Charles Hill & Arun Jain	International Business	Tata Mc-Graw Hill	Latest Edition
T2	Mike W. Peng Deepak K. Srivastava	Global Business	Cengage learning	Latest Edition
T3	Daniels, Radebaugh, Sullivan and Salwan	International Business-Elements and Operations	Pearson Education	Latest Edition

### 1 Reference Books:

### 2 List of Journals / Periodicals / Magazines / Newspapers etc.:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Onkovist and Shaw	International Marketing: Analysis and Strategy	Pearson Education	Latest Edition
R2	P. Subba Rao	International Business: Test & Cases	Himalaya	Latest Edition
R3	Dr. M. B. Rao, Manjula Guru	International Business	Vikas	Latest Edition
R4	O. P. Agarwal	International Business	Himalaya	Latest Edition
R5	R. Chandran	International Business	University	Latest Edition
R6	Hyun Sooklee, R. K. Srivastava	International Business: Country Culture and Corporate Culture	Excel	Latest Edition
R7	Justin Paul	International Business	PHI	Latest Edition
R8	Barbara Parker	Introduction to Globalization & Business-Relationships and Responsibilities	Sage India	Latest Edition
R9	Ajami	International Business :Theory & Practice	PHI	Latest Edition
R10	A Nag	International Business Strategy	Vikas	Latest Edition
R11	Johny Johnson	Global Marketing; Foreign Local Marketing and Global Marketing	Tata Mc-Graw Hill	Latest Edition

The students will have to refer to past issues of the following journals , Magazines and Newspapers in order to get relevant topic/information pertaining to the subject.

1 Journal of International Business,  
 2 Harvard Business Review, 3 The Economic Times, Times, 4 Business World

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### International Business (IB)

SessionsNo.	Topic
1	Globalization and International Business
2	Globalization and International Business
3	The Cultural Environments facing business.
4	The Cultural Environments facing business.
5-8	The Political and Legal Environments facing Business
9	The Economic Environments facing business
10-11	The Economic Environments facing business
12-13	Globalization and Society.
14-16	Globalization and Society.
17-19	International Trade and Factor-Mobility Theory
20	Government Influence on Trade
21	Cross-National Cooperation and Agreements
22-23	Global Foreign-Exchange Markets
24	The Determination of Exchange Rates
25	The Strategy of International Business
26	Country Evaluation and Selection
27	Export and Import Strategies
28-29	Direct Investment and Collaborative Strategies
30	The Organization of International Business
31-32	The Organization of International Business
33-34	Marketing Globally
35-36	Global Manufacturing and Supply Chain Management
37-38	International Accounting Issues, The Multinational Finance Function
39-40	Human Resource Management.

**MBA -II Semester –IV**  
**Management Control Systems (MCS)**

**1. Course Objective:**

Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/responsibility centre allocation. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

**2. Course Duration:** The total hours for teaching this course will be 50 hours which will be divided into 40 sessions of 75 minutes each.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts-The Environment of Management Control-Strategies of different levels, Corporate and Strategic Business units. Behavior Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	8	20%
<b>II</b>	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	8	20%
<b>III</b>	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centres, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	8	20%
<b>IV</b>	The Process Part of Management Control: Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	8	20%
<b>V</b>	Management Control Systems for Different Organizations: Service organizations; Professional, Financial Service, Health Care Organizations: Challenges for Management Control Systems in Non Profit Organizations. Management Controls Systems for Projects.	8	20%

**4. Teaching Methods:**

The following pedagogical tools shall be used for teaching the subject:

Relevant cases highlighting various issues shall be discussed. Students are required to prepare thoroughly the case facts. Questions are given at the end of each case to facilitate the discussions. Some of the cases can be presented as a group assignment

Instructor shall discuss the theoretical issues through lecture methods. Internal evaluation shall be done through examining cases

## 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements: Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt., etc.

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

## 6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Robert Anthony and Vijay Govindarajan,	Management Control Systems	TMH	Latest Edition
As cases are selected from this book, hereafter it will be referred to as AG				
T2	Pradip Kumar Sinha,	Management Control Systems	Excel	Latest Edition
T3	N. Ghosh	Management Control Systems	PHI	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
	Kaplan Robert and Atkinson Anthony	Advance Management Accounting	Pearson Education	
R1	Ravi Kishore	Cost Management	Taxman	Latest Edition
R2	Kenneth A. Merchant,	Modern Management Control Systems	Pearson	Latest Edition
R3	Joseph A. Maciariello and Calvi J. Kirby,	Management Control Systems	PHI	Latest Edition
R4	Saravanavel,	Management Control Systems	Himalaya	Latest Edition
R5	Ravindhra Vadapalii	Management Control System	Excel	Latest Edition
R6	R. S. Aurora & S. R. Kale	Management Control System	Jaico	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan:

### Management Control Systems

Module No.	Topics/Sub topics
1.	Introduction to Management Control Systems, Basic Concepts, Boundaries of Management Control.
	<b>Reading: For reading the theory Chapters of any text book is suggested. However, as a base reference book, T-1 is suggested. Cases are selected from that book</b>
2-4	The Nature of Control Systems. Different Levels of Planning and Control. Strategy Implementation aspects. Interfaces of Various Disciplines.
	<b>Reading :</b> The Nature of MCS ( AG: Chap –1) or any other book
	Case: Nucor Corporation (A) (AG: 1.1)
5-6	Behaviour in Organisations. Behavioural aspects of Systems. Factors affecting Human Behaviour. Issues of Goal Congruences. Structure of Organisations. Functional v/s SBU. Role of Controller
	<b>Reading :</b> Behaviour in Organizations ( AG: Chap –3) or any other book
	Case: Rendell Company (AG 3.3 )
7-9	Responsibility Centers: Revenue and Expense Centres, Discretionary Expense Centers. The structural part of MCS. Classification of responsibility centres. Expense, discretionary v/s engineered, revenue centre; budget preparation of various centres.
	<b>Reading :</b> Chapter : 4 (AG) or any other book
	Case: Westport Electric Corpn. (AG: 4.5)
10-13	Profit Responsibility Centre: Conditions for making a profit centre. Constraints for profit centres. Various measures of profits and its implications
	<b>Reading :</b> Profit Centres (AG : Chap. 5) or any other book
	Case: North Country Auto, Inc. ( AG: Chap 5.2)
14-17	Transfer Prices: Objectives, basic principles. Ideal situations of having good transfer prices to be set. Various methods of fixing transfer prices. Administration of transfer prices.
	<b>Reading :</b> Transfer Pricing (AG : Chap. 6) or any other book
	Case: Birch Paper Company (AG :6.2)
18-20	Investment Responsibility Centre: investment centre as responsibility centre. Measurement of various assets. Various depreciation method and its implications.EVA v/s ROI
	<b>Reading :</b> Measuring and Controlling Assets Employed(AG : Chap.7) or any other book
21-22	<b>The Management Control Process</b>
	<b>Reading:</b> Strategies, the process part of MCS. Strategic planning. Internal and external analysis of strategic planning(AG : Chap.8) or any other book
23-25	Budgeting & Control
	<b>Reading:</b> Budget Preparation, budgeting for short term and long term. Various types of budget, capital and operation budgets. The process part of budget preparation(AG : Chap. 9) or any other book
	Case : New York Times (AG 9.1)
26-27	Analysing the Financial Performance: evaluation of performance. Variances. Performance of the organisation. Balance score card. Key success factors
	<b>Reading:</b> Chap, AG 10(or any other book), and also a reading of Variance analysis from Cost Accounting Book
28-29	Performance Reports <b>Reading :</b> AG :Chap :11 Case: Analog Devices, Inc. (A)

<b>30-31</b>	Management Compensation: compensation for management staff. Characteristics for a good compensation plans. Types of incentive plans. <b>Reading</b> : AG Chap. 12 or any other book
	<b>Variations in Management Control</b>
<b>32-33</b>	Differentiated Strategies, controls for systems for different strategies. Innovative and competitive strategies. Reading: AG Chap.13 or any other book Case: Texas Instruments and Hewlett-Packard (AG 13.3)
<b>34-35</b>	Control of Service Organisation
	<b>Reading:</b> Services Organisations, characteristics of service organisation. Professional, financial service, healthcare and non profit organisation. (AG : Chap. 14 ) or any other book
	Case : O'Reilley Associates (AG : CASE 14.1)
<b>36</b>	Control of projects, control system for organisation.
	<b>Reading</b> : Chap. 16.1
<b>37-38</b>	Control of Non – Profit Organisation
	<b>Reading</b> : Services Organisations
<b>39</b>	Control of Non – Profit organisation
<b>40</b>	Control of Multinational Companies
	<b>Reading</b> : Multinational Org. (AG: Chap.15 or any other book) Case:15.1, AB Thorsten

## MBA -II SEMESTER –IV International Marketing (IM)

### 1. Course Objective:

Several reasons have compelled companies to go international like saturated domestic market, possibility of higher profitability in international markets, opportunity in terms of huge potential, risk reduction, competition from overseas companies in local markets, etc. The purpose of this course is to educate students to meet international challenges and understand the fundamental principles/ theoretical framework associated with international activities.

### 2. Course Duration:

The course will have 40 sessions of 75 minutes duration.

### 3. Course Contents:

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks Weightage
I	<b>International Marketing: Nature Process and Benefits:</b> Definition, Process of Internationalization, Benefits, Trade Theories, marketing barriers-tariff and non-tariff barriers, Organisation and control for International Marketing	8	20%
II	<b>International Marketing and World Environment:</b> Political Factors, legal Factors, Cultural Factors, Technological Factors, Regional Trade Areas (RTAs) and it's implication for International Marketers	8	20%
III	<b>Research in International Marketing:</b> Consumer Behavior, Psychological and Social aspects, Marketing Research and Information System, Market Entry Strategies	8	20%
IV	<b>International Marketing Mix Decisions:</b> Product Strategies, Branding and Packaging Decisions, Pricing strategies, Sales Promotion and Advertising Strategies, Distribution and Logistics, Documentation in International Trade	8	20%
V	<b>Financial Decisions in International Market:</b> Sources of Finance, Financial Institution/Govt. Agencies-World Bank, IMF, WTO, ECGC, IFC etc., Currencies and Foreign Exchange Market, Exchange Rate System	8	20%

### 4. Teaching Methods:

The course will use the following pedagogical tools:

- a. Concept Discussion
- b. Case Discussion
- c. Projects/ Assignments/ Quizzes/ Class Participation

### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

**6 Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Sak Onkvisit John J. Shaw	International marketing	PHI	Latest Edition
T2	Philip R. Cateora, Graham, Prashant Salwan	International Marketing	McGraw Hill	Latest Edition
T3	Michael R. Czinkota, Iikka A.. Ronkainen	International marketing	Cengage	Latest Edition

**7 Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Rakesh Mohan Joshi	International Marketing Management	Oxford	Latest Edition
R2	Justin Paul, Ramneek Kapoor	International Marketing	Tata McGraw Hill	Latest Edition
R3	Warren J. Keegan, Naval K. Bhargava	Global Marketing Management	Pearson	Latest Edition
R4	P K Vasudeva	International Marketing	Excel	Latest Edition
R5	Kiefer lee, Steve Carter	Global Marketing Management	Oxford	Latest Edition
R6	Kotabe, Peloso, Gregory, Noble, Macarthur, Neal, Riege, Helsen	International Marketing	Wiley	Latest Edition
R7	R. Srinivasan	International Marketing	PHI Learning	Latest Edition
R8	Rajagopal	International Marketing	Vikas	Latest Edition

**8 List of Journals/ Periodicals/ Magazines/ Newspapers:**

International Journal of logistics and Supply Chain Mgmt, Asia Pacific Journal of Marketing, International Journal of Advertising, Global Journal of Marketing etc.

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

**9. Session plan :MM -International Marketing (IM)**

Session No.	Topic
1-3	Definition, Process and Benefits of Internationalization
4-6	Trade theories, Marketing barriers-tariff and non-tariff barriers
7-8	Organization and Control for International Marketing, Case analysis, review and feedback of module 1
9-11	Political factors, legal environment
12-13	Cultural environment, technological factors
14-16	Regional Trade Areas(RTAs) and it's implication for international marketers, Case analysis, review and feedback of module 2
17-20	Consumer behaviour, psychological and social aspects
21-24	Marketing Research and Information System, Market Entry Strategies, case analysis, review and feedback of module 3
25-26	Product strategies, branding and packaging decisions
27-29	Pricing strategies, sales promotion and advertising strategies
30-32	distribution and logistics, documentation in international trade, case analysis, review and feedback of module 4
33-35	Sources of finance, financial institution
36-37	Govt. agencies-world bank, IMF, WTO, ECGC, IFC etc.,
38-40	Currencies and foreign exchange market, exchange rate system, Case analysis, review and feedback of module 5



**MBA -IV Semester –IV**  
**MM -Product and Brand Management (PBM)**

**1. Objectives:**

The objectives of the course are:

To develop an understanding of the basic branding principles and their exposure to classic and contemporary branding applications. To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands. To increase the understanding of the important issues in planning, implementing, and evaluating brand strategies. To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions. To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximise brand equity

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain following modules: The course will use the following pedagogical tools:

Module No.	Topic/ Sub topic	Sessions	Marks Weightage
I	Introduction to Product Management, Category Attractiveness, Market Competition and Competitor Analysis, Product Strategy and New Product Development	8	20%
II	Customer and Market Potential Analysis, , Managing a Product during various stages of PLC. Product Market Analysis for different products, Emerging panorama of the Indian market, New challenges for marketers in India (Practical Studies)	8	20%
III	Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market. Brand Positioning and Brand Associations. Using Brand Elements to create brand equity.	8	20%
IV	Designing Marketing Programmes to Build Brand Equity. Leveraging Secondary Brand Associations. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches.	8	20%
V	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and geographic boundaries, revitalization of brands.	8	20%

**4. Teaching Methods:**

- A. Case discussion covering a cross section of decision situations.
- B. Discussions on issues and techniques of Marketing.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/Quizzes/Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Lehman and Winer	Product Management	Tata McGraw Hill	Fourth edition
T2	Kevin Lane Keller	Strategic Brand Management	Pearson Education	Third Edition
T3	S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies	Vikas	Latest Edition

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Ramanuj Majumdar	Product Management in India	PHI EEE	Latest Edition
R2	Elliott Richard and Percy Larry	Strategic Brand Management	Oxford University Press (Indian Edition)	Latest Edition
R3	Tybout and Calkins (Editors)	Kellogg on Branding	Wiley	Latest Edition
R4	VanAuken Brad	Branding	Jaico	Latest Edition
R5	Baker Michael and Hart Susan	Product Strategy and Management	Pearson	Latest Edition
R6	Jean Noel Kapferer	Strategic Brand Management	Kogan Page	Latest Edition
R7	Dholkia, Anwar and Hasan	Marketing Practices in Developing Economy : Cases from South Asia	PHI	Latest Edition
R8	YLR Moorthi	Brand Management, The Indian Context	Vikas	Latest Edition
R9	S. Ramesh Kumar	Consumer Behaviour and Branding	Pearson	Latest Edition
R10	Harsh Verma	Brand Management	Excel	Latest Edition
R11	Ramanuj Majmudar	Product Management in India	PHI	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

The Economic Times (Brand Equity), Brand Reporter, Indian Management, Harvard Business Review, Indian Journal of Marketing.

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### MM -Product and Brand Management

Session no.	Topic
1	Product Management System
2	Levels of Market Competition and methods for measuring competition
3	Category attractiveness analysis-Market factors, category factors and Environmental factors analysis.
4-5	Competitor analysis: Differential advantage analysis, Predicting future strategies.
6	Developing a sustainable product strategy, Selection of strategic alternatives.
7	Launching new products-Product modification and Line extensions
8	<a href="#">Feedback and review of module-1 / Case analysis</a>
9-10	Customer analysis: Understanding the customer, market segmentation and targeting the customer. Model of Economic value to the Customer.
11	Estimating Market and Sales potential; Sales forecasting, Using forecasts
12	Managing a product portfolio over different stages of lifecycle
13-14	Product Market Analysis for different products
15	Emerging panorama of the Indian market, New challenges for marketers in India
16	<a href="#">Feedback and review of module -2 / Case analysis.</a>
17	Branding, Brand Management, branding challenges and opportunities
18-19	Customer based brand equity, brand knowledge, sources of brand equity, steps involved in brand building, creating customer value.
20-21	Brand Associations, Brand Image and Brand Positioning-Points of parity and points of difference. Core Brand Values and Brand Essence (Brand Mantra).
22-23	Brand Elements and Brand Equity. Using brand elements to create brand equity.
24	<a href="#">Feedback and review of module -3/ Case analysis</a>
25-26	New Perspectives on Marketing. Designing Marketing Programmes-Product, Pricing and Channel strategies.
27	Marketing communications and brand equity.
28	Leveraging secondary brand associations.
29	Brand value chain and Brand equity management
30	Measuring Sources of Brand equity by capturing consumer mind set: Qualitative and quantitative techniques.
31	Brand Equity Measurement, cost based, price based and consumer based methods.
32	<a href="#">Feedback and review of module -4 / Case analysis</a>
33	Brand Architecture-The brand product matrix and Brand hierarchy
34	Designing a Branding strategy-Combining and linking brand elements to different products. Cause Marketing.
35	Types of brand extensions, advantages and disadvantages of extension.
36	How consumers evaluate brand extensions and guidelines for extensions
38	Global Marketing Programmes-rational, merits and demerits
39	Global brand strategy-localization v/s standardization
40	<a href="#">Feedback and review of module – 5 / Case analysis</a>

**MBA -II SEMESTER –IV**  
**MM: Services and Relationship Marketing (SRM)**

**1. Course Objectives:**

Services are becoming a dominant economic driver in the Indian economy. With increasing competition and discerning buyers, it has become inevitable for the marketers to go for relationship management to attract, retain and grow customers. The course is designed to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. It deals with the problems commonly encountered in marketing services --such as intangibility (inability to inventory), difficulty in synchronizing demand and supply, difficulty in controlling quality and retaining customers. Strategies used by successful services marketers to overcome these difficulties are addressed to by the course contents.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Module / Sub-Modules	Sessions	Marks Weightage
I	<b>Basics of Services Marketing:</b> What are Services? ; Why Study Services? ; Role of services in the economy; Services and Technology technology in service encounter, emergence of self service, automation in services, Internet services; Distinctions between Services and Goods; Services Marketing Mix; <b>Customer Behaviour in Service Encounter:</b> Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; ; Customer Expectations and Perceptions of Services – Zone of Tolerance;	8	20%
II	<b>Services Marketing Mix:</b> Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	8	20%
III	<b>Expanded Marketing Mix:</b> People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence -Servicescape, Service Environments, <b>Managing Capacity and Demand:</b> Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	8	20%
IV	<b>Service Quality and Relationship Management:</b> Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships	8	20%
V	<b>Relationship Marketing:</b> Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management (CRM)	8	20%

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

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

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Présentations/ Quizzes / Class Participation / etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	Weightage 30% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Sixth Edition, 2010
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Fourth Edition, 2008
T3	Nargundkar Rajendra	Services Marketing: Text and Cases	McGraw Hill	Third Edition, 2010

#### 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition and Year of Publication
R1	R. Srinivasan	Services Marketing	PHI	Second Edition, 2009
R2	Fitzsimmons J.A. and Fitzsimmons M.J.	Service Management: Operations, Strategy, Information Technology	Tata McGraw-Hill	Fifth Edition, 2006
R3	Clow K. E. And Kurtz D.L.	Services Marketing: Operations, Management, and Strategy	Biztantra	Second Edition, 2003
R4	Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley	Third Edition, 2007
R5	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford	First Edition, 2009
R6	Metters R.D., Metters K.H., Pullman M., and Walton S.	Successful Service Operations Management	Thomson	Second Edition, 2006
R7	Apte Govind	Services Marketing	Oxford	2009
R8	Godson Mark	Relationship Marketing	Oxford	2009
R9	Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	Cengage Learning	2008
R10	Chowdhary N. and Chowdhary M.	Textbook of Marketing of Services: The Indian Experience	MacMillan	2005

**8. List of Journals / Periodicals/Magazines/Newspapers:**

ICFAI Journal of Service Management, Journal of Services Marketing, Journal of Services Research, Journal of Marketing

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

**9. Session Plan:****MM : Services and Relationship Marketing (SRM)**

<b>Session no.</b>	<b>Topic</b>
<b>1</b>	What are Services? ; Why Study Services, Role of services in the economy
<b>2</b>	Services and Technology -technology in service encounter, emergence of self service, automation in services, Internet services
<b>3</b>	Distinctions between Services and Goods
<b>4</b>	Services Marketing Mix
<b>5</b>	Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing
<b>6-7</b>	Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage
<b>8</b>	Customer Expectations and Perceptions of Services – Zone of Tolerance;
<b>9-10</b>	Product – Core and Supplementary Elements, Branding Service Products
<b>11-12</b>	Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management
<b>13-14</b>	Place – Service Distribution, Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies
<b>15-16</b>	Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication
<b>17-18</b>	People – Employees’ Role in Service Delivery, Service Leadership and Culture,
<b>19-20</b>	Process – Service Blueprinting, Service Process Redesign
<b>21-22</b>	Physical Evidence -Servicescape, Service Environments
<b>23-24</b>	Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands
<b>25-28</b>	Services Quality: Gaps Model; Measuring and Improving Service Quality
<b>29-32</b>	Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships
<b>33-34</b>	Customer Retention
<b>35-36</b>	Customer Loyalty
<b>37-38</b>	Strategies for reducing Customer Defections
<b>39-40</b>	Customer Relationship Management (CRM)

**MBA -II SEMESTER –IV**  
**FM -Corporate Restructuring (CR)**

**1. Course Objective:**

To develop the perspective of financial policy as a subset of corporate strategy and to have an insight into financial decisions. In addition, the course aims to familiarise students with various techniques of corporate restructuring, and valuation methods and their application used by corporate in real life. To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	<b>Introduction to Corporate Restructuring</b> Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.	8	20%
II	<b>Accounting, Taxation &amp; legal aspects of M&amp;A</b> Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.	8	20%
III	<b>Valuation Aspects of M&amp;A</b> Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	8	20%
IV	<b>Dimensions of Corporate Restructuring</b> Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	8	20%
V	<b>Other Issues in Corporate Restructuring</b> Due diligence for M&A, Cross-Border Mergers & Acquisitions, Funding Options for M&A, Various Case Studies in Mergers & Acquisitions.	8	20%

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- 1 Lectures & Discussions
- 2 Assignments & Presentations
- 3 Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	10% Marks (Internal Assessment)
2.	Mid – Semester Examination	20% Marks (Internal Assessment)
3.	End -Semester Examination	70% Marks (External Assessment)

## 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	P. Rajesh Kumar	Mergers & Acquisitions	Tata McGraw-Hill	Latest Edition
T2	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	Latest Edition
T3	Sudi Sudarsanam	Value Creation From Mergers And Acquisitions	Pearson Education	Latest Edition

## 7. Reference Books:

Sr. No	Author/s	Name of the Book	Publisher
R1	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Takeovers, Restructuring, and Corporate Governance	Pearson Education
R2	Patrick Gaughan	Mergers, Acquisitions & Corporate restructuring (4 <sup>th</sup> Edition)	Wily Publication
R3	Arzak	Value Creation From <a href="#">Mergers And Acquisitions</a>	Wiley India (P) Ltd.
R4	Chandrashekar Krishna Murthy & Vishwanath. S.R	Merger Acquisitions & Corporate Restructuring	Sage Publication
R5	Machiraju	Mergers And Acquisitions	New Age Publishers
R6	Ramanujam et al	Megers	TMH, 2003
R7	John C. Michelson	Restructuring for Growth	TMH
R8	Bhagvandas	Corporate restructuring	Himalaya

## 8. List of Journals / Periodicals / Magazines / Newspapers etc.:

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard, The Economic Times, Financial Express, Chartered Financial Analyst, Journal of Applied Finance, CFA Reader, Business Today ,Business India, Business World and Finance India.

## 9. Session Plan:

### FM -Corporate Restructuring (CR)

Sessions	Topic
1-8	Fundamental concept of corporate restructuring, different forms, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.
9-16	Accounting for Mergers & Demergers, Company Law & Competition Act for M&A, SEBI's rules & regulations for M&A, Share Buyback guidelines, Tax implications. Calculations of exchange ratio.
17-24	Fundamental and methods of valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation.
25-32	Corporate Restructuring & Divestiture, Financial Restructuring, Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts.
33-40	Due diligence for M&A, Cross-Border Mergers & Acquisitions, Funding Options for M&A, Various Case Studies in Mergers & Acquisitions.



**MBA -II SEMESTER –IV**  
**FM -International Finance (IF)**

**1. Course Objective:**

To acquaint the students with fundamental concepts of International Finance and Exchange Rate Systems and also the tools, techniques and strategies to make International finance-related decisions. To provide better understanding about letter of credit and its mechanisms.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	<b>International Finance – Overview</b> Globalization and the Multinational Firm International Monetary System, Balance of Payments, The Market for Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate	8	20%
II	<b>Forward Exchange Arithmetic</b> Exchange Arithmetic, Forward Exchange contracts, Forward Exchange Rates based on cross rates, Inter bank deals, Execution of forward contract, Cancellation/Extension of forward contract	8	20%
III	<b>International Financial Markets &amp; Cash Mgt.</b> International Banking and Money Market, International Bond Market, LIBOR, International Equity Markets, ADR, GDR, EURO, Multinational Cash Management	8	20%
IV	<b>International Portfolio Management with Exposure Management</b> International Portfolio Investments, Foreign Direct Investment and Cross-Border Acquisitions, Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure	8	20%
V	<b>Foreign Trade Contracts &amp; Procedures</b> International Commercial Terms-Incoterms Letters of Credit -Meaning and Mechanism Types of Letters of Credit, Operation of a Letters of Credit, Export-Import Bank of India, Export Credit Insurance	8	20%

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- 1 Lectures & Discussions
- 2 Assignments & Presentations
- 3 Case Analysis
- 4 Numerical Problems Solving

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	50% Marks (Internal Assessment)
2.	Mid – Semester Examination	30% Marks (Internal Assessment)
3.	End -Semester Examination (Theory: Min. 60% & Practical: Min. 40%)	70% Marks (External Assessment)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	V.V.Sharan	International Financial Management	PHI EEE	Latest Edition
T2	Eun & Resnick	International Financial Management	Tata McGraw Hill	Latest Edition
T3	Alan Shapiro	Multinational Financial Management	John Wiley Publication	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition
R2	Siddieh	International Financial Management	PHI	Latest Edition
R3	P. G. Apte	International Financial Management	PHI	Latest Edition
R4	O.P. Agrawal	International Financial Management	Himalaya	Latest Edition
R5	E. Clark	International Financial Management	Cengage	Latest Edition
R6	Madhu Vij	International Financial Management	Excel Books	Latest Edition
R7	J. Madura	International Financial Management	South Western Publication	Latest Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

- 1 Journal of Finance
- 2 Monetary Economics – ICFAI Journal
- 3 Money & Finance (ICRA Bulletin)
- 4 Public Finance
- 5 Treasury Management – ICFAI Magazine
- 6 Business Standard
- 7 The Economic Times
- 8 Financial Express
- 9 CFA Reader
- 10 Business Today
- 11 Business India
- 12 Business World
- 13 Finance India

**9. Session Plan:****FM -International Finance (IF)**

<b>Sessions</b>	<b>Topic</b>
1	Globalization and the Multinational Firm (Theory) (T1)
2	International Monetary System (Theory) (T1)
3	Balance of Payments (Theory) (T1)
4-5	The Market for Foreign Exchange (Theory) (T1)
6-8	International Parity Relationship and Forecasting Foreign Exchange Rate (Theory and Practical) (T1)
9-11	Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates (Practical) (T2)
12-13	Inter bank deals (Practical) (T2)
14-16	Execution of forward contract Cancellation/Extension of forward contract (Practical) (T2)
17-18	International Banking and Money Market (Theory) (T1)
19-20	International Bond Market (Theory) (T1)
21-22	International Equity Markets (Theory) (T1)
23-24	Multinational Cash Management (Theory) (T1)
25-26	International Portfolio Investments (Theory and Practical) (T1)
27	Foreign Direct Investment and Cross-Border Acquisitions (Theory) (T1)
28-29	Management of Economic Exposure (Theory and Practical) (T1)
30-31	Management of Transaction Exposure (Theory and Practical) (T1)
32	Management of Translation Exposure (Theory and Practical) (T1)
33	International Commercial Terms -Incoterms (Theory) (T2)
34-35	Letters of Credit-Meaning and Mechanism (Theory) (T2)
36-37	Types of Letters of Credit (Theory) (T2)
38	Operation of a Letters of Credit (Theory) (T2)
39	Export-Import Bank of India (Theory) (T2)
40	Export Credit Insurance (Theory) (T2)

**MBA -II SEMESTER –IV  
FM -Risk Management (RM)**

**1. Course Objective:**

The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis and application for hedging, speculation and arbitrage. Students are apprised of the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation and trading strategies of derivative market. They are also required to frame their own trading strategies in this volatile market.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 30%.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
I	<b>Introduction to Cash &amp; Derivative Market-An Overview</b> Basic Market Concepts & Mechanics of Cash Market, Various Indexes of the world & its computation, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Future Market, Growth of Derivative Markets in India-History & Background, ETM & OTC Markets, Types of Traders-Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts. Regulatory Framework.	8	20%
II	<b>Forward &amp; Future Markets</b> Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both, Speculation, spreads etc & other advanced trading strategies.	8	20%
III	<b>Option Markets</b> Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Arbitrage restriction on option prices, Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, liquidating options, Option Trading Strategies-Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, VAR & Greek Letters.	8	20%
IV	<b>Innovations in Indian Derivative Market</b> Introduction to Commodity and Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India, Purchasing power parity & covered interest Arbitrage, Currency Futures-Arbitrage, hedging & Speculation.	8	20%
V	<b>Innovations in Indian Derivative Market</b> Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Exchange traded interest rate future, yield curve, term structure of interest rates, etc., Currency & Interest rate Swaps.	8	20%

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- 1 Lectures & Discussions
- 2 Assignments & Presentations
- 3 Case Analysis
- 4 Numerical Problems Solving

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Assignments / Presentations/ Quizzes / Class Participation etc.	50% Marks (Internal Assessment)
2.	Mid – Semester Examination	30% Marks (Internal Assessment)
3.	End -Semester Examination	70% Marks (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Vohra & Bagri	Futures and Options	Tata McGraw hill	Latest Edition
T2	Rajiv Srivastava	Derivatives & Risk Management	Oxford Univesity	Latest Edition
T3	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Varma	Derivatives & Risk Management	Tata McGraw hill	Latest Edition
R2	Vivek & P.N. Asthana	Financial Risk Management	Himalaya	Latest Edition
R3	Rene M. Stulz	Risk Management & Derivative	Cengage	Latest Edition
R4	David A. Dubofsky and Thomas W. Miler	Derivatives Valuation and Risk Management	Oxford University Press	Latest Edition
R5	Patwari & Bhargava	Options and Futures : An Indian Perspective	Jaico Publishing House	Latest Edition

#### 8. List of Journals / Periodicals / Magazines / Newspapers / Websites etc.:

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject.

- 1 Business Standard
- 2 The Economic Times
- 3 Financial Express
- 4 NSE & BSE Websites
- 5 ICAI journal of Derivative Market
- 6 Business Today
- 7 Business India
- 8 Business World
- 9 Finance India
- 10 Treasury Management
- 11 Financial Risk Management

**9. Session Plan:****FM -Risk Management (RM)**

<b>Sessions</b>	<b>Topic</b>
1	Basic Market Concepts & Mechanics of Cash Market, Various Indexes of the world & its computation
2	Meaning & types of Derivative Instruments
3-4	Forward, future, Option & swaps, Spot v/s Future Market
5	Growth of Derivative Markets in India-History & Background, ETM & OTC Markets
6	Types of Traders-Hedger, Arbitrageur & Speculation
7-8	Standardization of Derivative Contracts & other basic concepts, Regulatory Framework
9-10	Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India
11-12	Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc.
13	Cost of Carry Models & Basis-Cash Price v/s Future price
14-15	Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both
16	Speculation, spreads etc & other advanced trading strategies.
17	Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value
18	Factors affecting option pricing, European & American, Arbitrage restriction on option prices
19	Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, liquidating options
20-21	Option Trading Strategies-Arbitrage, hedging & Speculation
22-23	Option Pricing Models-Black schools & Binomial Model
24	Option Calculator, VAR & Greek Letters
25-27	Introduction to Commodity and Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India
28-29	Purchasing power parity & covered interest Arbitrage
30-32	Currency Futures-Arbitrage, hedging & Speculation
33-35	Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India
36-38	Exchange traded interest rate future, yield curve, term structure of interest rates, etc.
39-40	Currency & Interest rate Swaps

## MBA -II Semester –IV HR-Human Resource Development (HRD)

### 1. Course Objectives:

HRD is inevitable to maintain workforce competitive in the everchanging business environment. HRD therefore not only adds value to the human resource of an organisation but also compensate for the changing environmental requirements. Therefore this course is designed to help students to understand various concepts of HRD, to help students to develop understanding of HRD systems and processes, to help students to develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in various sectors.

### 2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

### 3. Course Contents:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process	8	20%
II	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs, Competency Mapping and Career Management	8	20%
III	Designing Effective HRD programs, Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programs	8	20%
IV	Implementing and Evaluating HRD Programs: Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs, Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation	8	20%
V	Management Development and skills and technical training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching and performance management.	8	20%

### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text books:**

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	John Werner and Randy Desimone,	Human Resources Development	Cengage	Latest Edition, 2011 (Instructor Manual Available)
T2	Udai Pareekh & T.V.Rao	Designing and managing Human Resource Systems	Oxford	Latest Edition
T3	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition

**7. Reference books**

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
R3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
R4	Mankin	Human Resource Development	Oxford	Latest Edition
R5	Rothwell	Beyond training and development	Jaico	Latest Edition
R6	P. L. Rao	Training and Development	Excel	Latest Edition
R7	Blanchard, Thacker	Effective Training	Pearson	Latest Edition
R8	Richard A Swanson PhD and Elwood F. Holton	Foundations of Human Resource Development	Berrett-Koehler	Latest Edition
R9	Les Donaldson, Edward Scannell, and Edward S. Scannell	Human Resource Development: The New Trainer's Guide	Perseus	Latest Edition
R10	Juani Swart, Clare Mann, Steve Brown, and Alan Price	Human Resource Development: Strategy and tactics	Elsevier	Latest Edition
R11	Michael J. Marquardt and Dean W. Engel	Global Human Resource Development	Prentice Hall	Latest Edition
R12	Jeanne Palmer and Martha I. Finney	The Human Resource Professional's Career Guide: Building a Position of Strength	Pfeiffer	Latest Edition
R13	V.D. Dudheja	Human Resource Commonwealth Management and Development in the new millennium		Latest Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Human Resource Development. Management Review-IIM Bangalore, Vikalpa-IIM Ahmedabad, Human Capital

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.



### 9. Session plan HR -Human Resource Development (HRD)

Session no.	Topics
1-4	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional
5-6	Challenges to organizations and HRD Professionals, Framework for HRD process
7-9	Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis
10-13	Prioritizing HRD Needs, Competency Mapping, Career management
14-16	Defining effective HRD programs, defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan
17-20	Selecting training methods, Preparing training materials, Scheduling HRD Programs
21-22	Training Delivery methods, On-Job Training methods
23-24	Class-room Training approaches, Implementing the Training Programs
25-27	Purpose of HRD Evaluation, Models and frameworks of evaluation
28-29	Assessing impact of HRD Programs
30-31	Ethical issues concerning Evaluation
32-33	Management education, training and experiences
34-35	Basic workplace competencies, technical training and interpersonal skills
36-38	Professional developments and education, coaching and performance management
39-40	Case Studies and Practical Approach

## MBA -II Semester –IV

### HR -International Human Resource Management (IHRM)

**1. Course Objectives:** This course presents detailed coverage of the issues related to International Human Resource Management. This course is designed for the students who would be specialising in Human Resource Management. This course will help the students understand the dynamics of human resource management in the global context and manage human resource effectively.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
<b>I</b>	Defining international HRM, Difference between domestic and International HRM, The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation, Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions	8	20%
<b>II</b>	Recruiting and selecting staff for International assignments-Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples, Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program	8	20%
<b>III</b>	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff, HR implications of language standardization, monitoring the HR practices of host country sub contactors	8	20%
<b>IV</b>	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU), The issues of social dumping, The impact of the digital economy Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees	8	20%
<b>V</b>	Cases and Discussion Case 1: Conflicting expectations – Where pay and performance collide Case 2:Jaguar or bluebird? (A) Mark Chan’s decision to stay overseas or return home after his expatriate assignment Case 3: Jaguar or bluebird? (B) Mark Chan returns home after his expatriate assignment Case 4: Andrew Robinson goes to Taiwan – The challenges of a short-term assignment	8	20%

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Peter Dowling and Denice Welch	International Human Resource Management	Cengage Learning	Latest Edition
T2	Tony Edwards	International Human Resource Management	Pearson Education	Latest Edition
T3	P. L. Rao	International Human Resource Management – Text and Cases	Excel Books	Latest Edition

#### 7. Reference books

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	M.N Rudrabasavaraj	Global Human Growth Model	Himalaya	Latest Edition
R2	Terence Jackson	International Human Resource Management a Cross-Cultural approach	SAGE	Latest Edition
R4	Betty Jane Punnett	International Perspectives on Organizational Behavior and Human Resource Management	PHI	Latest Edition
R5	Monir Tayeb	International Human Resource Management	Oxford	Latest Edition
R6	P. Subba Rao	International Human Resource Management	Himalaya	Latest Edition
R7	Pritam Singh, Sabir Verma	Organizing and Managing in the Era of Globalization	INSAGE	Latest Edition
R8	Brewster, Chris & Sparrow, Paul	International Human Resource Management	University Press	2 <sup>nd</sup> Edition
R9	Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik	The Global Challenge: Frameworks for International Human Resource Management	McGraw Hill	Latest Edition
R10	Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus	International Human Resource Management (Global HRM)	T & F Books	Latest Edition

#### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of International Human Resource Management.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan

### HR -International Human Resource Management (IHRM)

Session No.	Topics
1-2	Defining international HRM, Difference between domestic and International HRM
3-4	The enduring context of IHRM, The path to global status, Control Mechanisms, Mode of operation,
5-8	Approaches to staffing, Transferring staff for International business activities, The role of an expatriates, The role of non-expatriates, The role of the corporate HR functions
9-10	Recruiting and selecting staff for International assignments-Introduction, Issues in staff selection, factors moderating performance, selection criteria, Dual career couples,
11-13	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments
14-16	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity
17-19	Re-entry and Career issues: Introduction, The repatriation process, Individual reactions to re-entry, Multinational responses, designing a repatriation program
20-23	Global issues in HRM: HRM in the host country context, Introduction, Standardization and adaptation of work practices, Retaining, developing and retrenching staff,
24-26	HR implications of language standardization, monitoring the HR practices of host country sub contactors
27-29	Industrial Relations: Introduction, Key issues in International Industrial relations, The response of trade unions to multinationals, Regional integration: the European Union(EU)
30-34	The issues of social dumping, The impact of the digital economy Performance Management: Introduction, Multinational performance management, performance management of International employees, performance appraisal of International employees, Performance of HCN employees
35-40	Cases and Discussion Case 1: Conflicting expectations – Where pay and performance collide Case 2:Jaguar or bluebird? (A) Mark Chan’s decision to stay overseas or return home after his expatriate assignment Case 3: Jaguar or bluebird? (B) Mark Chan returns home after his expatriate assignment Case 4: Andrew Robinson goes to Taiwan – The challenges of a short-term assignment

**MBA – II Semester –IV**  
**SHRM -Strategic Human Resources Management**

**1. Course Objectives:**

This course presents a thorough and systematic coverage of issues related to strategic human resource management, This course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Business environment and importance of strategic planning for business success, Business strategy-An introduction to market driven strategy, Resource driven strategy	8	20%
II	The Human resource environment of business, human resource system-its macro and micro dimensions, strategic management of HR, Strategic HR planning	8	20%
III	Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources	8	20%
IV	Strategic approach to management structure, job design and work system, strategic management of performance, strategic approach to compensation and benefits.	8	20%
V	Strategic approach to Industrial relations, outsourcing and its HR implications, Mergers and acquisitions and HRM	8	20%

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- A. Lectures and Discussions
- B. Assignments and Presentations
- C. Case Analysis

**5. Evaluation:**

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text books:**

Sr. No	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Das, Pulak	Strategic Human Resource management	Cengage Learning	2010-11 LatestEdition
T2	Charles R. Greer	Strategic Human resource management	Pearson	Latest Edition
T3	Jaffrey A Mello	Strategic HRM	Cengage	Latest Edition (Instructor Manual Available)

## 7. Reference books:

Sr. No	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Tanuja Agarwala	Strategic HRM	Oxford	Latest Edition
R2	James Baron and David Kreps	Strategic Human resources	Wiley	Latest Edition
R3	Schuler and Jackson	Strategic Human resource management	Wiley	Latest Edition
R4	James N. Baron and David M. Kreps	Strategic Human Resources: Frameworks for General managers	Wiley	Latest Edition
R5	Susan E. Jackson, Angelo DeNisi, and Michael A. Hitt	Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management	Jossey – Bass	Latest Edition
R6	Charles J. Fombrun, Noel M. Tichy, and Mary Anne Devanna	Strategic Human Resource Management	Wiley	Latest Edition
R7	Graeme Salaman, John Storey, Jon Billsberry	Strategic Human Resource Management, Theory and Practice	Sage	Latest Edition
R8	Michael Armstrong	Strategic Human Resources Management A Guide to Action	Kogan Page	Latest Edition
R9	Christopher Mabey, Graeme Salaman and John Storey	Strategic Human Resource Management	Sage	Latest Edition
R10	Christopher Mabey, Graeme Salaman, John Storey	Human resource management: a strategic introduction	Blackwell Business	Latest Edition
R11	Chris Hendry	Human resource management: a strategic approach to employment	Butterworth-Heinemann	Latest Edition
R12	Brian E. Becker, Mark A. Huselid, David Ulrich	The HR scorecard: linking people, strategy, and performance	Harvard Business	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

International Journal of strategic human management

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Sessions plan

### SHRM -Strategic Human Resources Management

No. of sessions	Topics
1-2	Business environment and importance of strategic planning for business success,
3-6	Business strategy-An introduction to market driven strategy, Resource driven strategy
7-8	The Human resource environment of business,
9-12	Human resource system-its macro and micro dimensions,
13-14	Strategic management of HR, Strategic HR planning
15-21	Strategic approach to manpower acquisition – recruitment and selection,
22-24	Strategic development of human resources
25-28	Strategic approach to management structure, job design and work system
29-30	Strategic management of performance,
31-32	Strategic approach to compensation and benefits.
33-34	Strategic approach to Industrial relations,
35-36	outsourcing and its HR implications,
37-39	Mergers and acquisitions and HRM
40	Review and Conclusion

**MBA -II Semester –IV**  
**IS -Business Process Reengineering (BPR)**

**1. Course Objective:**

The objective of the course is to Understand the role of Business Process Reengineering technique in an organization, Develop an insight as to how BPR tool/techniques are used strategically for the betterment of organization and To understand how it helps in customer focus, innovation, quality management, speeding up the processes and improvement in productivity in an organization.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.	8	20%
II	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.	8	20%
III	BPR implementation methodology, Success factors of BPR, Barriers to BPR	8	20%
IV	BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP	8	20%
V	Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on BPR use of in an organization.
- (b) Case discussion covering a cross section of gaining strategic advantage by applying BPR tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50%
<b>B</b>	Mid-Semester examination	Weightage 30 % (Mid Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	R. Radhakrishnan S. Balasubramanian	Business Process Reengineering	PHI	Latest Edition
T2	B.R. Dey	Business Process Reengineering And change management	Wiley	Latest Edition
T3	Sethi and King	Organizational transformation through BPR	Pearson	Latest Edition



## 7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Henry J. Johansson	Business process reengineering: breakpoint strategies for market dominance	Wiley	Latest Edition
R2	Varun Grover, William J. Kettinger	Business process change: Re-Engineering concepts, methods And techniques	Idea Group Inc	Latest Edition
R3	Mehdi Khosrowpour	Cases on IT and BPR	Idea	Latest Edition
R4	Johan Nelis, John Jeston	Business Process Management, Second Edition: Practical Guidelines to Successful Implementations	Oxford	Latest Edition
R5	Paul Harmon	Business Process Change	Morgan Kaufmann	Latest Edition
R6	Mike Robson and Philip Ullah	A Practical Guide to Business Process Re-Engineering	Gower	Latest Edition
R7	Hui Liang	Information Technology and Business Process Reengineering	Praeger	Latest Edition
R8	Patrick McHugh, Giorgio Merli, and William A. Wheeler	Beyond Business Process Reengineering	Wiley	Latest Edition
R9	Joe Peppard and Philip Rowland	Essence of Business Process Re-Engineering,	Prentice Hall	Latest Edition
R10	Clarence G. Feldmann	The Practical Guide to Business Process Reengineering Using Idefo	PH	Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### IS -Business Process Reengineering (BPR)

Session No.	Topic
1-2	Introduction-Concept, Need for Reengineering, Benefits, guiding principles
3-5	BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.
6-8	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
9-10	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
11-12	BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.
13-14	BPR implementation methodology
15-16	Success factors of BPR, Barriers to BPR
17-19	BPR in manufacturing industry
20-22	BPR and IT
23-24	BPR and relevant technologies
25-26	BPR and ERP
27-30	Change management in BPR – introduction, Nature, process of change
31-32	Management of Change in BPR. Strategic aspects of BPR
33-34	Strategic aspects of BPR,
35-36	Strategic aspects of BPR
37-40	Revision

**MBA -II Semester –IV**  
**IS -Information System Audit and Control (ISA & C)**

**1. Course Objective:**

The objective of the course is to understand whether computer systems safeguard assets, maintain data integrity, and allow the goals of an organisation to be achieved efficiently and effectively.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	<b>Introduction:</b> Information systems and auditing, Conducting an information system audit	8	20%
II	<b>The Management Control Framework</b> Top Management Controls, Systems Development Management controls, Programming Management Controls, Data Resource Management Controls, Security Management Controls, Operations Management Controls, Quality Assurance Management Controls	8	20%
III	<b>The Application Control Framework</b> Boundary Controls, Input Controls, Communication Controls, Processing Controls, Database Controls, Output Controls	8	20%
IV	<b>Evidence Collection and Evaluation</b> -Audit Software - Code Review, Test Data, and Code Comparison - Concurrent Auditing Techniques -Interviews, Questionnaires, and Control Flowcharts -Performance Measurement Tools -Evaluating Asset Safeguarding and Data Integrity -Evaluating System Efficiency and Effectiveness	8	20%
V	<b>Information System Audit and Management</b> Managing the Information systems audit function	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on ISA & C use of in an organization.
- (b) Case discussion covering a cross section of gaining strategic advantage by applying ISA & C tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation, etc.	Weightage 50% (Internal Assessment-50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Mid Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

**6. Text books (Latest Edition):**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Ron Weber	Information Systems Control and Audit	Pearson	Latest Edition

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Frederick Gallegos, Daniel P. Manson, Carol Gonzales, Sandra Senft	Information Technology Control and Audit	Auerbach Publications	Latest Edition
R2	Chris Davis	IT Auditing: Using Controls to Protect Information Assets	McGraw-Hill Osborne Media	Latest Edition
R3	Joe Kausek	The Management System Auditor's Handbook	Pearson	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Computer world, Byte Magazine, Dataquest, Digi-chip, PC World, Computer Express, Computer Shopper, etc.

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

**9. Session Plan:**

**IS -Information System Audit and Control (ISA & C)**

Session no.	Topic
1-2	Introduction: Understand the role of information technology in an organization
3-5	Introduction: Understand the role of information technology in an organization
6-8	Introduction: Understand the role of information technology in an organization
9-10	The Management Control Framework: Top Management Controls, Systems Development Management controls
11-12	The Management Control Framework: Data Resource Management Controls, Security Management Controls
13-14	The Management Control Framework: Data Resource Management Controls, Security Management Controls
15-16	The Management Control Framework: Operations Management Controls, Quality Assurance Management Controls
17-19	The Application Control Framework: Boundary Controls, Input Controls
20-22	The Application Control Framework : Communication Controls
23-24	The Application Control Framework : Processing Controls, Database Controls, Output Controls
25-26	Evidence Collection -Audit Software -Code Review, Test Data, and Code Comparison
27-30	Evidence Collection -Concurrent Auditing Techniques -Interviews, Questionnaires, and Control Flowcharts -Performance Measurement Tools
31-32	Evidence Evaluation Evaluating Asset Safeguarding and Data Integrity
33-34	Evidence Evaluation Evaluating System Efficiency and Effectiveness
35-36	Information System Audit and Management Managing the Information systems audit function
37-39	Information System Audit and Management Managing the Information systems audit function
40	Revision

## MBA -II Semester – IV

### IS -Strategic Information Technology Management (SITM)

#### 1. Course Objective:

Understand the role of information technology (IT) function in an organisation,  
Develop an understanding as to how information technology tool/systems use strategically for the betterment of the organisation and  
Develop the ability to get insights/use the latest enterprise solutions and applications meaningfully towards development of organisations.

#### 2. Course Duration:

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

#### 3. Course content:

Module No.	Modules/Sub-Modules	Sessions	Marks Weightage
I	Organizational Transformation with IT-Assessing the Value of Investing in IT: The Productivity Paradox, Implementing IT, Structuring and Managing The IT Function, Management Control of Information Technology, The Legacy Environment.	8	20%
II	Components of System-Computer system, The Database, Powerful Networks.	8	20%
III	E-business and E-commerce, Enterprise Systems i.e.: CRM, SCM, ERP, SRM, ES for SME's and MSME's	8	20%
IV	Decision support system and Intelligent Systems	8	20%
V	Knowledge Management: Benefiting from Core Competencies, Ethical Issues	8	20%

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- Discussion on concepts and issues on Strategic use of IT in organization.
- Case discussion covering a cross section of gaining strategic advantage by applying IT tools and techniques.
- Projects/ Assignments/ Quizzes/ Class participation etc.

#### 5. Evaluation:

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment-50 Marks)
B	Mid-Semester examination	Weightage 30 % (Mid Internal Assessment-30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Textbooks :

Sr. No.	Author/s	Name of the Books	Publisher	Edition and Year of Publication
T1	Henry C. Lucas, Jr.	Information Technology: Strategic Decision-Making for Managers	Wiley Publication	Latest Edition
T2	S. A. Kelkar	Strategic IT Management: A concise study	PHI Publication	Latest Edition
T3	White/ Bruton	The Management of Technology And innovation: A strategic approach	Cengage Publication	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Books	Publisher	Edition and Year of Publication
R1	Efraim Turban  Linda Volonino	IT for Management: improving Performance in the Digital Economy	Wiley	Latest Edition
R2	Alexis Leon	Enterprise Resource Planning	TM Hill Publication	Latest Edition
R3	Shelda Debowski	Knowledge Management	Wiley Publication	Latest Edition
R4	Dr. B. Muthukumar	IT for Managers	Oxford	Latest Edition
R5	Motiwalla Luvai Thompson Jeff	Enterprise Systems for Management	Pearson Education	Latest Edition
R6	Rajiv Sabherwal Irma Becerra-Fernandez	Business Intelligence	Wiley	Latest Edition
R7	Jagan Vaman, Nathan	ERP in practice	TATA McGraw Hill	Latest Edition
R8	Ellen Monk, Wagner	Enterprise Resource Planning	Cengage Publication	Latest Edition
R9	Fernandez, Gonzalez, Sabherwal	Knowledge Management	Pearson Education	Latest Edition
R10	Awad & Ghaziri	Knowledge management	Pearson	Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:IS -Strategic Information Technology Management (SITM)

Session no.	Topic
1-2	Introduction-Organizational Transformation with IT
3-5	Information Systems in the Enterprise
6-8	Assessing the Value of Investing in IT: The Productivity Paradox
9-10	Implementing IT
11-12	Structuring and Managing The IT Function
13-14	Management Control of Information Technology
15-16	The Legacy Environment
17-19	Components of System-Computer system, The Database, Powerful Networks
20-22	Components of System-Computer system, The Database, Powerful Networks
23-24	E-commerce and E-business
25-26	Enterprise Systems (i.e.: CRM, SCM, ERP, SRM, ES for SME's and SME's)
27-30	Decision and Intelligent Systems
31-32	Decision and Intelligent Systems
33-34	Knowledge Management: Benefiting from Core Competencies
35-36	Knowledge Management: Benefiting from Core Competencies
37-39	Ethical Issues
40	Revision

**MBA -II SEMESTER –IV**  
**SRM : Retailing-II**

**1. Course Objectives:**

The objective of this paper is to expose the learners to some of the very important and advanced topics in modern retailing globally and in India. The range of topics included in this paper offers students an opportunity to go a little deeper into the subject and later on integrate the learning of this sectoral area with the help of case discussion and analysis. The specific objectives of this course are: To expose the learners to some of the advanced topics in modern retailing To help the learners assimilate and integrate the concepts learnt in “Retailing-I” and “Retailing-II” and thus develop a holistic perspective toward the subject and the sector To synthesize the learning from the concepts, theories and models with real-life practice using cases on retailing.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Module / Sub-Modules</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>Merchandise Management: Planning and Implementation</b> Concept of Merchandising, Decisions pertaining to Variety & Assortment; Buying function in different organizational set up, The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies <b>Retail Marketing and Communication</b> Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix; Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC	8	20%
<b>II</b>	<b>Developing Retail Image Strategies for Customer Service:</b> Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty, <b>Store Layout:</b> Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts, The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage; Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology	8	20%
<b>III</b>	<b>Retail Franchising</b> Concept of Franchising; History of Franchising; Franchising Scene outside India; Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy	8	20%
	<b>Franchise Planning and Development</b> Concept of Franchisability, Franchise Feasibility Study, Designing a Franchise System and Assessing a Potential Franchisee		
<b>IV</b>	<b>Management and Operation of Franchise Managing Finance:</b> Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise <b>Legal Aspects of Franchising:</b> Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise <b>Managing Relationship:</b> Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship	8	20%

<b>V</b>	<b>Case Studies in Retailing and Retail Franchising:</b> 1. Dunkin' Donuts(T2) 2. McDonald's India: Preparing to Rule the Land of Maharajas(T2) 3. VLCC: Growing through a Healthy Franchisor-Franchisee Relationship(T2) 4. A 360o Approach to Time(R1) 5. Big Bazaar – The Route to Indian Mass Market(R1)	8	20%
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#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

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

**5. Evaluation:** The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	Weightage 50% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education	Latest Edition
T2	Sidhpuria, M. V.	Retail Franchising	Tata McGraw-Hill Education	Latest Edition
T3	Piyush Sinha	Managing Retailing	Oxford University Press	Latest Edition

#### 7. Reference Books:

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Pradhan, Swapna	Retailing Management: Text & Cases	Tata McGraw Hill Education	Latest Edition
R2	Rupert M. Barkoff	Fundamentals of Franchising	American Bar Association	Latest Edition
R3	Roger D. Blair and Francine Lafontaine	Economics of Franchising	Cambridge University Press	Latest Edition
R4	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	Latest Edition
R5	Gopal R, Manjrekar P (Ed)	Retail Management – An Indian Perspective	Excel Books	Latest Edition
R6	Diamond, Jay and Geral Pintel	Retail Buying	Pearson Education	
R7	Easterling, Cynthia R.	Merchandising Mathematics for Retailing	Pearson Education	Latest Edition
R8	Ilan alon	Service Franchising: A Global Perspective	Springer	Latest Edition
R9	Andrew J. Sherman	Franchising and Licensing: Two Ways to Build Your Business	American Management Association	Latest Edition
R10	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	Latest Edition
R11	Richard J. Judd and Robert T. Justice	Franchising	Custom Publishing House	Latest Edition

## 8. List of Journals / Periodicals/Magazines/Newspapers, etc.:

- a. Franchising Research: An International Journal
- b. Journal of Small Business Management
- c. International Journal of Retail and Distribution Management
- d. Journal of Retailing
- e. Franchising World
- f. Journal of Marketing Channels

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan:

### SRM : Retailing-II

Session no.	Topics
1-2	Merchandise Management: Planning and Implementation: Concept of Merchandising, Decisions pertaining to Variety & Assortment; Buying function in different organizational set up
3-4	The process and implications of Merchandise Planning, Category Management; The concept of National Brand, Local Brands, and Private Labels; Sourcing Strategies
5-6	Retail Marketing and Communication: Retail Marketing Mix; Management of Sales Promotion and Publicity, The Retail Communication Mix;
7-8	Case Study: Big Bazaar – The Route to Indian Mass Market
9-10	Establishing and Maintaining Retail Store Image, Building Store Loyalty; The Concept of IMC
11-12	Strategies for Customer Service: Importance of Service in Retail; Providing Basic Customer Services, Determining Customer Service Levels, Relationship Management, Developing Customer Loyalty
13-14	Store Layout: Store Layout Management, Planning a Basic Store Design, Planning Interiors and Layouts,
15-16	The Concept and Philosophy of Visual Communication and Visual Merchandising, Planning the Exteriors and Frontage, Technology issues: Shop Lifting, Pilferage. Issues with RFID and related technology
17-18	Case Study: A 360o Approach to Time
19-20	Retail Franchising: Concept of Franchising; History of Franchising; Franchising Scene outside India;
21-22	Types of Franchising; Advantages and Disadvantages of Franchising ; Retail Franchising as Growth Strategy
23-24	Case Study: Dunkin' Donuts
25-26	Franchise Planning and Development: Concept of Franchisability, Franchise Feasibility Study
27-28	Designing a Franchise System and Assessing a Potential Franchisee
29-30	Case Study: McDonald's India: Preparing to Rule the Land of Maharajas
31-32	Managing Finance: Estimating cost of entry and operation, Sources of finance, Measuring Financial Performance of a Franchise
33-34	Legal Aspects of Franchising: Overview of Franchise laws across the globe, Need for an exclusive franchise law, Laws applicable to Franchising in India, Taxation aspects of Franchising, Termination of a Franchise
35-36	<b>Managing Relationship:</b> Dynamics of franchisee-franchisor relationship, Concept of Trust in strengthening mutual relationship, Cultural aspects of relationship, Relationship building process, Fostering long-term relationship
37-38	Case Study: VLCC: Growing through a Healthy Franchisor-Franchisee Relationship
39-40	<b>Review and Integration</b>



**MBA -II Semester –IV**

**SPH -Pharmaceutical and Healthcare Sector (PHS-II)**

**Course: Healthcare Services in India with focus on Hospital Administration & Management**

**1. Objectives:**

- 1) To acquaint the students with the dynamics of health services in India.
- 2) To make the students aware about the various issues involved in healthcare and management.
- 3) To make them aware about the issues involved in hospital administration and management.

**2. Course Duration:**

The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course consists of the following modules: The course will use the following pedagogical tools:

<b>Module No.</b>	<b>Topic/ Sub topic</b>	<b>Sessions</b>	<b>Marks Weightage</b>
<b>I</b>	<b>OVERVIEW OF HEALTHCARE SERVICES IN INDIA:</b> An Introduction to Health Services in India through Five Year Plans, Healthcare system in India, Levels of Health Care, Primary, Secondary and Tertiary health care, Review of Primary Healthcare in India, National Rural & Urban Health Mission	8	20%
<b>II</b>	<b>OVERVIEW OF NATIONAL HEALTH POLICY 2002:</b> Objectives, Overview, Current Scenario, Policy prescriptions, Role of Public and Private Sector in Healthcare	8	20%
<b>III</b>	<b>FOCUS ON TERTIARY HEALTHCARE SYSTEM – HOSPITAL ADMINISTRATION:</b> History of Indian Hospitals, Growth & Scope, Health Committees recommendations, Classification of hospitals, Hospital Administration as a profession, Functions of hospital, Ethics, Challenges, Succession planning, Role in Legal matters, Nursing Service administration, etc	8	20%
<b>IV</b>	<b>SETTING UP A NEW HOSPITAL:</b> Location and Layout Planning, Managing for finances and accounting, Preparing various policies and organising, Procuring licences, Managing for different types of Human Resources, Stores Management, Equipments and materials' purchase, Marketing of Hospital services	8	20%
<b>V</b>	<b>OTHER IMPORTANT ISSUES IN HOSPITAL MANAGEMENT:</b> Bio-medical Waste Management, Legal Issues for Hospital Administrators, Role of Natural Justice, Patient and CPA, 1986, Indian Medical Tourism, Health Insurance in India, Telemedicine-Prospects & Challenges. Quality and Accreditation	8	20%

**4. Teaching Methods:**

- A. Case discussions covering a cross section of situations.
- B. Discussions on issues and techniques.
- C. Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Mid Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

## 6. Text Books:

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals relating to the subject:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	D. K. Sharma and R.C. Goyal	Hospital Administration & HRM	PHI, New Delhi	Fifth Edition, 2010
T2	Sujatha Rao, Ed.	Financing and Delivery of Health Care Services in India – Background Papers	National Commission on Macroeconomics and Health, Ministry Of Health And Family Welfare, Government Of India	2005

## 7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Sharon Buchbinder and Nancy Shanks	Introduction to HealthCare Management	Jones & Bartlett Publishers	2007
R2	Purusottam Behera	Hospital and Healthcare Management	S.M. Books, Delhi	2007
R3	S. L. Goel	Healthcare System and Management (Set in 4 volumes)	Deep & Deep Publications	2004
R4	S.L. Goel, R. Kumar	Management of Hospitals : Hospital Administration in the 21st Century	Deep & Deep Publications	2002
R5	Syed Amin Tadish	Hospital & Health Services Administration – Principles & Practices	Oxford, N.D.	Latest Edition
R6	Walshe and Smith, Ed.	Healthcare Management	Tata McGraw-Hill	2010

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Healthcare Management  
Journal of Hospital Administration  
Asian Journal of Healthcare Management

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session Plan: SPH -Pharma and Healthcare Sector (PHS-II)

Session No.	Topic
1-4	An Introduction to Health Services in India through Five Year Plans
5	Healthcare system in India, Levels of Health Care, Primary, Secondary and Tertiary health care
6-7	Review of Primary Healthcare in India
8	National Rural & Urban Health Mission
9-11	Overview of National Health Policy 2002 -Objectives, Overview, Current Scenario
12-14	Policy prescriptions
15-16	Role of Public and Private Sector in Healthcare
17	History of Indian Hospitals, Growth & Scope
18-19	Health Committees recommendations

<b>20</b>	Classification of hospitals, Functions of hospital (Case discussion)
<b>21-24</b>	Hospital Administration as a profession, Ethics, Challenges, Succession planning, Role in Legal matters, Nursing Service administration, etc
<b>25</b>	Setting Up A New Hospital -Location and Layout Planning
<b>26</b>	Managing for finances and accounting
<b>27</b>	Preparing various policies and organising, Procuring licences
<b>28-29</b>	Managing Human Resources
<b>30</b>	Stores Management
<b>31</b>	Equipments and materials' purchase,
<b>32</b>	Marketing of Hospital services
<b>33-34</b>	Other Important Issues In Hospital Management-Bio-medical Waste Management
<b>35-36</b>	Legal Issues for Hospital Administrators -Role of Natural Justice, Patient and CPA, 1986
<b>37</b>	Indian Medical Tourism
<b>38-39</b>	Health Insurance in India
<b>40</b>	Telemedicine-Prospects & Challenges, Quality and Accreditation

**MBA -II Semester –IV**  
**SRC -Rural and Cooperative Sector –II**  
**(Management of Cooperative Organisations)**

**1. Objectives:**

To acquaint the student with the cooperative movement To develop familiarity about various types of cooperative organisations To understand the role of Central and State governments with respect to cooperative sector To impart basic knowledge about formation of cooperative societies and their administration.

**2. Course Duration:** The total hours for teaching this course will be 50 hours, which will be divided into 40 sessions of 75 minutes duration each.

**3. Course contents:**

The course will contain the following modules:

Module No.	Topic/ Sub topic	Sessions	Marks Weightage
I	Evolution of Cooperative movement in India and Gujarat.	8	20%
II	Cooperative Legislation in India. Gujarat State Cooperative Societies Act and Rules.	8	20%
III	Government control over cooperatives: Legal and Administrative control	8	20%
IV	Reports of Various committees on Cooperation.	8	20%
V	Institutional Support to Cooperatives	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	Kamat G S	New Dimensions of Cooperative Management	Mittal	Latest Edition
T2	Kamat G S	Cases in Cooperative management	Rainbow	Latest Edition
T3	Taimani K K	Cooperative Organization and Management		Latest Edition

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	ILO	Cooperative Management and Administration	ILO	Latest Edition
R2	Mehta B C	Consumer Cooperatives in India		Latest Edition
R3	Linda C. Habenstreit	A 'green miracle': co-op playing key role as Iraq rebuilds farm sector.(Cover story): An article from: Rural Cooperatives	E-Book	Latest Edition
R4	Durgadas Roy	Consumer cooperatives in India	Rabindra Bharati University	Latest Edition

R5	Priya Basu	Improving Access to Finance for India's Rural Poor (Directions in Development)	World Bank	Latest Edition
R6	C. Steven LaRue	The India Handbook (Regional Handbooks of Economic Development)	Fitzroy Dearborn	Latest Edition
R7	Gursharan Singh Kainth	India's Rural Cooperatives	Regency	Latest Edition
R8	S. N. Tripathy	Co-operatives For Rural Development	Discovery	Latest Edition
R9	B. S. Gautam	Cooperatives And Rural Development In India	Radha	Latest Edition
R10	M A Khan	Rural Development Through Cooperatives	Shree	Latest Edition

#### 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Business Newspapers, such as The Economic Times, Business Standard, Financial Express. Business magazines, like Business India, Business Week, Business Today, Business World. The Hindu Business Line, Economic and Political Weekly, Indian Management,

**NB:**The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

#### 9. Session Plan: SRC -Rural and Cooperative Sector

Session No.	Topic
1-2	An Introduction to Cooperatives A Global Perspective on Genesis of Cooperative Organizations
3	Role of International agencies such as ICA in expanding Cooperative movement
4	Diversification of Cooperatives in the post Independence period, Types of Cooperative organizations
5	Agri-business Cooperatives: Their Characteristics
6	Technology: Production and Marketing
7	Coordination Strategy-Doctrine of Mary Parker Follett
8	<a href="#">Feedback and review/ Case discussion</a>
9	Evolution and Growth of Cooperative Enterprise
10	Evolution and growth of Cooperative Organizations in India.
11	Evolution and Growth of Cooperative movement in Gujarat
12-13	Why do cooperatives thrive in Surat? Enabling conditions
14	Disabling Conditions-Politics of Social Management
15	Issues in establishing agricultural cooperatives
16	<a href="#">Feedback and review/ Case discussion</a>
17	Impact of Democratic Governance in Cooperatives
18	Explanation and Interpretation of the Statement of Cooperative
19	Cooperative Principles & Economic Rationality
20	Efficiency Vs Effectiveness
21	Cross Subsidization Defeats the Purpose of Cooperation
22-23	Strategies in Financing Cooperatives, Revolving Equity Capital
24	<a href="#">Feedback and review/ Case discussion</a>
25	Excellence in Cooperatives: Lessons from Successful cooperatives
26	Capital, Participation & Cooperative Performance
27	Determinants of enduring cooperative performance
28	Multicoops: Parameters for Success
29	Measuring Performance of Cooperative
30-31	Design of Energetic Farmer Cooperatives, Design of the Anand Pattern
32	<a href="#">Feedback and review/ Case discussion</a>
33-34	Federations, Cooperative, Federal Cooperative Organisations
35	New Generation Cooperatives (NGC)

<b>36</b>	Critical look towards NGC
<b>37</b>	Agricultural and Rural Cooperative Viability: A Management Strategy based on Cooperative Principles and Values
<b>38</b>	Decision-Making in Cooperatives with Diverse Member Interests
<b>39</b>	Leadership and Cooperation in Groups
<b>40</b>	<a href="#">Feedback and review/ Case discussion</a>

**MBA -II Semester –IV**  
**SPS -Public System and Policy-II**

**1. Objectives:**

The objective of the course is to provide insights into the functioning of public system and their governance. The course provides emphasis on the importance of infrastructure development and financing. The aim of the course is to sharpen the skills and perspectives of management graduates who will be joining either public enterprise or public systems or NGO's. More specifically:

- 1) To build an application based managerial techniques to the problems in public systems.
- 2) To enhance the understanding of Public Systems Management.

**2. Course Duration:** The course will have sessions which are divided into five modules. Each module consists of 40 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course contents:** The course will contain the following modules:

Module No.	Topics/ Sub topics	Sessions	Marks Weightage
I	Concept of Governance -An Introduction Role of Bureaucracy and Political Executive, Legislature and the Judiciary, Inter-Governmental Relations in the Process of Governance	8	20%
II	Financial, Materials / Logistics, Strategic Management, Key Management tools, MIS Selective Market Techniques, Future Designing Techniques, Accountability	8	20%
III	Responsiveness in Public System Management Transparency and Right to Information Networking and Inter-institutional Coordination in Governance, Reforms and change Management, Empowerment Continuity and change in Public System Management	8	20%
IV	Urbanisation in India, Urban Organisation and Management, Urban Planning and Strategies for Environment Management	8	20%
V	Urban Development and Regional Planning Energy Management and its audit, Water Resource Management, Planning and Management of Education Systems	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures (50%)
- (b) Simulation exercise like managerial games, role play etc, (50%)
- (c) Experience sharing with entrepreneurs by visiting industry, guesttalks and live projects (50%)
- (d) Presentation by students on case analysis and project presentation. (30%)

**5. Evaluation:**

The evaluation of participants will be on a continuous basis comprising the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

**6. Text Books:**

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
T1	Christopher M. Shea and G. David Garson	Hand Book of Public Information Systems	CRC Press	Latest Edition
T2	Ramakant Rao and Prashant K. Mathur	Bureaucratic System and Public Policy	Kanishka	Latest Edition
T3	Michael Hill, Peter Hupe	Implementing Public Policy	SAGE	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Books	Publisher	Edition & Year of Publication
R1	Uma Medury	Public Administration in the Globalisation Era.	Orient BlackSwan	Latest Edition
R2	Manmohan Agarwal	Indian Economic Future	Orient BlackSwan	Latest Edition
R3	Ashok Agarwal	Governance Case Studies	Universities Press	Latest Edition
R4	I S A Baud, J De Wit	New Forms of Urban Governance in India Public Policy	SAGE	Latest Edition
R5	Ramaswamy R. Iyer	Water and the Laws in India Public Policy	SAGE	Latest Edition
R6	Montgomery Van Wart	Dynamics of Leadership in Public Service: Theory and Practice Public Policy	Higher Education	Latest Edition
R7	Laxmi Narain	Public Enterprise Management and Privatisation	S. Chand	Latest Edition
R8	Howlett and Ramesh	Studying Public Policy	Oxford	Latest Edition
R9	John Cullis, Philip Jones	Public Finance and Public Choice	Oxford	Latest Edition
R10	R. k. Sapru	Public Policy	PHI	Latest Edition
R11	Larry N. Gerston	Public Policymaking in a Democratic Society	PHI	Latest Edition

## 8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Economical News Paper, Indian Economy, Economical and Political Weekly, Indian Journal of Public Administration

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

## 9. Session plan SPS -Public System and Policy

Session No.	Topic
1-3	Concept of Governance -An Introduction
4-6	Role of Bureaucracy and Political Executive, Legislature and the Judiciary
7-8	Inter-Governmental Relations in the Process of Governance
9	<a href="#">Feedback and review/ Case discussion</a>
10-11	Financial, Materials / Logistics, Strategic Management,
12-13	Key Management tools, Management Information System
14-15	Selective Market Techniques, Future Designing Techniques, Accountability
16-17	Responsiveness in Public System Management
18-19	Transparency and Right to Information
20-22	Networking and Inter-institutional Coordination in Governance
23-25	Reforms and change Management
26-27	Empowerment
28-29	Continuity and change in Public System Management
30	<a href="#">Feedback and review/ Case discussion</a>
31	Urbanisation in India
32-34	Urban Organisation and Management Urban Planning and Strategies for Environment Management
35-36	Urban Development and Regional Planning
37-38	Water Resource Management Energy Management and its audit
39	Planning and Management of Education Systems
40	<a href="#">Feedback and review/ Case discussion</a>



**MBA -II Semester –IV**  
**SSP -Banking and Insurance -II (B&I)**

**1. Course Objective:**

The objective of the course to provide advanced topics related to banking and general insurance. This course will be helpful all those who want to gain incites and deeper understanding of Banking and Insurance Operations. This will also help in help in making a carrier in Banking and Insurance.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessi ons	Marks Weightage
I	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales	8	20%
II	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act, Risk Management Tools	8	20%
III	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance	8	20%
IV	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance.	8	20%
V	Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management Enterprise Risk management, Corporate Governance, Risk management and Internal Audit	8	20%

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on BPR use of in an organization.
- (b) Case discussion covering a cross section of gaining strategic advantage by applying BPR tools and techniques.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment-50 Marks)
<b>B</b>	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

**6. Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	O P Agarwal	Banking and Insurance	Himalaya	Latest Edition
T2	K C Shekhar and Lekshmy Shekhar,	Banking Theory and Practice	Vikas	Latest Edition
T3	Neelam C Gulati,	Principles of Insurance Management	Excel	Latest Edition

**7. Reference Books:** (Latest available editions should only be considered)

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Vadlamani Ravi	Advances in Banking Technology and Management... (Hardcover)	IGI Global	Latest Edition
R2	Frans de Weert	Bank and Insurance Capital Management	Wiley	Latest Edition
R3	Indian Institute of banking and finance,	Principles and practice of banking	Macmillan	Latest Edition
R4	Hal S. Scott	Capital Adequacy beyond Basel: Banking, Securities, and Insurance	Oxford	Latest Edition
R5	D. Muraleedharan	Modern Banking	PHI	Latest Edition
R6	Irwin T. Vanderhoof & Edward I. Altman	The Fair Value of Insurance Business	Kluwer (NYU Stern)	Latest Edition
R7	Emmett J. Vaughan and Therese Vaughan	Fundamentals of Risk and Insurance	Wiley	Latest Edition
R8	George E Rejda	Principles of Risk Management and Insurance	Peason	Latest Edition
R9	Harrington and Neehaus,	Risk Management and Insurance	Tata McGraw-Hill	Latest Edition
R10	Bharti Pathak	Indian Financial Systems	Pearson	3rd Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Financial Express, Economics Times, Indian Journals of Banking by National Institute of Bank Management, Journal of Insurance by IRDA etc.

**NB:** The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.

**9. Session Plan:**

**SSP -Banking and Insurance -II (B&I)**

Session No.	Topic
<b>1-8</b>	Corporate Banking – Term Loans, working capital loans, LC(domestic and foreign) and Bank Guarantee, Equipment financing, Foreign Currency Loans, Retail banking – Retail Assets and Liabilities , NRI Services, Third party Product sales
<b>9-16</b>	Banks spread management, Interlink Branch banking, Online banking, Tele banking, Information Technology in Banks, Management of NPA, SARFAISI Act, Risk Management Tools
<b>16-24</b>	Treasury management in banks, Regulatory Framework for banks, Regulatory framework for Insurance
<b>25-32</b>	Life Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Non-Life Insurance: Meaning, Type of Plan, Health Insurance, Micro Insurance: Meaning, Models and future of Micro Insurance.
<b>33-40</b>	Risk Management in Banking and Insurance: Meaning, Types of Risks, Strategies for risk Management including Reinsurance, Operational Risk management Enterprise Risk management, Corporate Governance, Risk management and Internal Audit