

Shridhar University

Pilani

**School of Business Studies
&
International Trade**

MBA

Two year full time Postgraduate Course

Curriculum

2019-20

TITLE OF THE PROGRAMME

The course shall be called Master of Business Administration, which is abbreviated as MBA. MBA course is carefully structured and integrated with class room teaching, case discussions, business games, outbound based experiential learning activities, educational excursion, role plays, simulation exercises, structured and unstructured group work, and field visits for hands-on industry experience with internship and project work. It grooms its graduates to become capable of managing modern enterprises effectively and independently. The MBA is designed with an efficient blend of academic excellence and practical skills. It will prepare the students for success at the highest levels in some of the world's most recognized companies. The programme integrates general management concepts that familiarize students with the knowledge required to be employed in numerous sectors in national and international organizations and environments.

OBJECTIVES

- To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.
- To impart the students latest and relevant knowledge from the field of management theory and practice.
- To provide opportunities to the students for developing necessary managerial skills.
- To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.
- To nurture students and help them build and enhance their managerial competence.
- Develop an all-round personality that is well integrated with the very best of the Indian values and civilizations across the world.

DURATION OF THE COURSE

The MBA course shall be of two-years duration extended over four semesters. Each semester will have sixteen weeks of course work and two examination weeks.

ELIGIBILITY FOR ADMISSION

Admission to the Master of Business Administration course is open to all candidates who have acquired a Bachelor's degree of minimum three years' duration from a UGC recognized University. Those who secure 50 percent aggregate marks for general category and 45% for reserved category in a bachelors' degree from a recognized University are eligible to apply for the programme. The selection for the MBA course is through valid score of MAT/CAT/XAT followed by group discussions and admission interviews conducted by the Institute.

ATTENDANCE REQUIREMENT

- All students must attend every lecture, tutorial & practical Class.
- A student with less than 75% attendance in individual courses shall not be permitted to write the end semester examination in that course and will be given DT (Detained) letter grade in the course. Attendance of lectures, tests and tutorials all count towards the calculation of this attendance percentage.

The aggregate percentage of attendance of the student during the semester will be entered in his / her grade sheet of that semester

EVALUATION SCHEME

The student's performance in each course is continuously evaluated over the semester. 30% weightage is assigned to in mid- semester performance and 70% to end-semester examination. The in-semester performance is evaluated through mid-sessional exams, assignments, quiz tests etc.

The overall weightage of a course in the Syllabi and scheme of Teaching & Examination shall be determined in terms of credits assigned to the course.

- The evaluation of students in a course shall have three components unless specifically stated otherwise in the Scheme of Teaching & Examination and Syllabi.
- Evaluation through a end semester examination
- Evaluation through a mid semester examination
- Continuous evaluation by the teacher(s) of the course

EVALUATION

A	Theory Course	Marks
	End Semester Exam	70
	Mid Semester Exam	20
	Teachers Assessments-Assignments, quizzes, presentations etc	10
	Total	100
B	Practical/Laboratory Courses	
	End Semester Exam	50
	Practical Exam performance(Experiment)	30
	Viva	10
	File Record	10
	Total	50
B	Dissertation/Thesis/Projects	
	Assessment by external Examiner	50
	Assessment by internal Examiner	50

DISSERTATION/THESIS/PROJECTS

- For dissertation/thesis/Project, the evaluation shall be done and marks awarded by a Committee comprising of an internal examiner, who will ordinarily be the supervisor, and one or more external examiners. The internal and external examiners shall award marks jointly after conducting viva-voce examination out of 100 marks.
- For any other type of examination, not covered by sub-clauses mentioned above, the mode of conduct of examination shall be as specifically provided in the syllabus/scheme of examination and in the absence of such a provision shall be decided by the Vice-Chancellor on the recommendation of the convener of Board of Studies.

GRADE POINTS:

The successful candidates will be placed in a 10-point grading system with the following letter grades as given below will:

S.No.	Letter Grade	Grade Point
1	O (Outstanding)	10
2	A+(Excellent)	9
3	A(Very Good)	8
4	B+(Good)	7
5	B(Above Average)	6
6	C(Average)	5
7	P (Pass)	4
8	F(Fail)	0
9	Ab (Absent)	0

- A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.
- For non credit courses ‘Satisfactory’ or ‘Unsatisfactory’ shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

CRITERIA FOR PASSING COURSES, MARKS AND DIVISIONS

- Obtaining a minimum of P grade in each paper.
- A student may apply, within two weeks from the date of the declaration of the result, for re-checking of the examination script(s) of a specific course(s) on the payment of prescribed fees. Re-checking shall mean verifying whether all the questions and their parts have been duly marked as per the question paper, and the totaling of marks. In the event of a discrepancy being found, the same shall be rectified through appropriate changes in both the result as well as marks-sheet of the concerned semester-end examination.
- A student obtaining less than P Grade assigned to a course (paper) and failing in the course of ODD/EVEN sem shall be allowed to re-appear in the same ODD/EVEN end semester examination of the course in a subsequent semester(s).
- The marks obtained by such a student out of teacher(s) continuous evaluation component shall remain unchanged.
- The University reserves the right to amend these regulations from time to time to meet the changing needs & requirements of the Course.

INDUSTRY TRAINING / PROJECT STUDY

- All the students shall undergo a **Industry Training** for 90 days at the end of the Third semester.
- A Project Report shall be submitted to the Department and A Panel of examiner will evaluate report.
- The evaluation of the both work will be based on the quality of the report and students' performance in a viva-voce and presentation.
- A minimum of P grade is required for a pass in the viva - voce.

SEMESTER-I

Course Code	Course Name	L	T	P	C
MG2101	Principles of Management	3	1	0	4
MG2102	Statistics, Quantitative Methods & Analysis	3	1	0	4
MG2103	Managerial Economics	3	1	0	4
MG2104	Management Accounting	3	1	0	4
MG2105	Organizational Behavior	3	1	0	4
MG2106	Business Communication and PD-I	3	1	0	4
MG2107	Business Environment	3	1	0	4
	Total Credits	21	7	0	28

SEMESTER-II

Course Code	Course Name	L	T	P	C
MG2201	Research Methodology	3	1	0	4
MG2202	Financial Management	3	1	0	4

MG2203	Human Resource Management	3	1	0	4
MG2204	Production & Operations Management	3	1	0	4
MG2205	Business Ethics	3	1	0	4
MG2206	Marketing Management	3	1	0	4
MG2207	Operations Research	3	1	0	4
	Total Credits	21	7	0	28

SEMESTER-III

Course Code	Course Name	L	T	P	C
MG2301	Strategic Management	3	1	0	4
MG2302	International Business	3	1	0	4
MG2303	Business Law	3	1	0	4
	Elective First Specialization 1	3	0	0	3
	Elective First Specialization 2	3	0	0	3
	Elective Second Specialization 1	3	0	0	3
	Elective Second Specialization 2	3	0	0	3
	Total Credits	21	3		24

All the students shall undergo a **Industry Training** for 90 days at the end of the Third semester.

SEMESTER IV

Course Code	Course Name	L	T	P	C
MG2401	Project Management	3	1	0	4
MG2402	Project Report	0	0	6	3
	Elective First Specialization 3	3	0	0	3
	Elective First Specialization 4	3	0	0	3
	Elective Second Specialization 3	3	0	0	3
	Elective Second Specialization 4	3	0	0	3
FP2 456	Personality Development-II	3	1	0	4
	Total Credits	18	2	6	23

ELECTIVES

In III and IV semesters Students have to choose-

- Two electives from a stream of first specialization
- Two electives from a stream of second specialization

ELECTIVE PAPERS

SEMESTER III and IV

- FINANCE AREA

SUBJECT CODE	SUBJECTS	L	T	P	C
MF2301	Security Analysis and Portfolio Management	3	0	0	3
MF2302	Banking Services Operations	3	0	0	3

	and Legal Aspects				
MF2401	Financial Derivatives, Products & Services	3	0	0	3
MF2402	Financial System and Capital Markets	3	0	0	3

- **HUMAN RESOURCE MANAGEMENT AREA**

SEMESTER III and IV

SUBJECT CODE	SUBJECTS	L	T	P	C
MH2301	Training, Development and Capacity Building	3	0	0	3
MH2302	Strategic HRM	3	0	0	3
MH2401	Compensation Management	3	0	0	3
MH2402	Industrial Relations	3	0	0	3

- **Marketing Area**

Semester III and IV

SUBJECT CODE	SUBJECTS	L	T	P	C
MM2301	Brand Management	3	0	0	3
MM2302	Consumer Behavior	3	0	0	3
MM2401	Sales and Distribution Management	3	0	0	3
MM2402	Retail Marketing	3	0	0	3

- **INFORMATION TECHNOLOGY AREA**

Semester III and IV

SUBJECT CODE	SUBJECTS	L	T	P	C
MI2301	Computer Applications in Management	3	0	0	3
MI2302	System Analysis & Design	3	0	0	3
MI2401	Introduction to Database Management System	3	0	0	3
MI2402	E-Commerce	3	0	0	3

Detailed Syllabus

SEMESTER-I

Principles of Management

Course Code: MG2101

Aims and Objectives

The objective of the course is to provide an understanding of basic concepts, principles and practices of management and inculcate the ability to apply multifunctional approach to organizational objective.

Unit I

Introduction: Introduction: concept & nature of management; management competencies-communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts-traditional, behavioural, systems contingency and quality viewpoints

Unit II

Planning and organizing: nature & elements of planning, planning types and models, planning in learning organizations; strategic planning-an overview

Unit III

Management control, managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.

Unit IV

Decision making process, models of decision making, increasing participation in decision-making, 6 thinking hats, decision-making; basic issues in organizing – work specialization, chain of command, delegation, decentralization, span of management, bases for departmentation.

Unit V

Contemporary Issues: Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organizational Structure Trends in Management, Challenges in today's global environment and competitiveness.

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Harold Koontz & Heinz Weihrich “Essentials of Management”, Tata McGraw-Hill, Eighth Edition.
- Joseph L Massie “Essentials of Management”, Prentice Hall of India, Fourth Edition, 2003.
- James AF Stoner, R.Edward Freeman, Daniel R. Gilbert, “Management”, Prentice Hall International, Sixth Edition.

Statistics, Quantitative Methods & Analysis

Course Code: MG2102

Aims and Objectives

- The objective of the course is to equip the student with basic Statistics tools required to perform the role as a manager.
- To do analytical evaluation and arrive at logical conclusions & inferences to the decisions

Unit I

Meaning & Definition of Statistics, Functions, Applications, Limitations and Distrust of Statistics. Concept of central tendency: meaning, definition, determination of Mean including Geometric Mean and Harmonic Mean, Median, Mode. Business Forecasting: Meaning, Types, Importance & Methods. Steps of Forecasting

Unit II

Measures of Dispersion: Meaning, Objectives, Importance, Absolute and relative measure of dispersion, essential characteristics of a good measure of dispersion, selective of an appropriate measure of dispersion. Skewness: meaning, measures of Skewness, difference between Dispersion and Skewness.

Unit III

Correlation: meaning, Definition, types, methods of determining correlation. Regression Analysis: meaning, utility, types, difference between correlation and regression, methods of computing regression lines, conceptual frame work and their application in business

Unit IV

Index number : concept , utility, methods (simple and weighted average of relatives and Aggregative Index Numbers) Time Series Analysis: meaning, Theorems of time series, decomposition of time series, Analysis of Trend, Application of Time Series in Business

Unit V

Theory of Probability: Concept, meaning, three approaches to determining Probability, Laws of Probability. Probability Distribution; Probability distribution as a concept; Binomial, Poisson, and Normal distributions –their properties and parameters

References:

- Hooda, R.P., Statistics for Business and Economics, Macmillan, New Delhi.
- Levin and Rubin: Statistics for Management; Pearson Publications, New Delhi.
- S.P. Gupta, Statistics, Sultan Chand & Sons.

Managerial Economics

Course Code: MG2103

Aims and Objectives

- To expose students to basic economic concepts.
- To provide a method/ approach to help draw correct conclusions/ solve economic problems.
- To understand, explain and quantify the mechanism by which the total amount of resources possessed by society is allocated among alternative uses

Unit I

Introduction: Nature and scope of Micro Economics, Utility :- Types, Law of marginal utility, Indifference curve analysis

Unit II

Cost & Revenue Analysis: Accounting Costs and Economic Costs, Short Run Cost Analysis - Fixed, Variable, Total Cost Curves, Average and Marginal Costs. Long Run Cost Analysis - Economies and Diseconomies of Scale and Long Run Average and Marginal Cost Curves, Revenue Concepts - Total Revenue, Marginal Revenue, Average Revenue and their relationship

Unit III

Demand & Supply analysis: Concept of Demand, Individual and Market Demand, their

Determinants, Elasticity of Demand, Types, Demand Forecasting - Meaning, Methods, Supply Analysis- Concepts and Definition, Supply Function, Law of Supply, Factors affecting Supply

Unit IV

Economic and non-economic environment: Economic systems:-Capitalism, socialism, mixed economic system. National income accounting – concepts in national income; GNP, NNP, GDP.

Unit V

Economic development: Factors of economic development, inflation, business cycle. Monetary policies and role of RBI in regulating credit system

References:

- H.L. Ahuja : Business Economics, S. Chand Publications, 2006.
- M. Adhikary : Business Economics, Excel Books, 2004.
- N. Dwevedi : Managerial Economics, Vikas Publications, 2005.

Management Accounting

Course Code: MG2104

Aims and Objectives

- To familiarize the students with the preparation & calculation of management accounts.
- To develop an understanding of accounting data that helps in managerial decision making.

Unit I

Introduction to Management Accounting: Nature and Purpose of Management Accounting, Generally Accepted Accounting Principles and Accounting Standards. Accounting Process, Double entry system, Difference between Accounting & Book Keeping.

Unit II

Preparation of Journal, Subsidiary Books, Ledger, Trial Balance and Final Accounts of a Business Organization

Unit III

Ratio Analysis: Nature of Ratio Analysis, Interpretation of Ratios, Types of Ratios, Significance and Limitations of Ratio Analysis. **Marginal Costing or Cost- Volume- Profit Analysis:** Meaning of Marginal Costing, Determinants of Marginal Cost, Ascertainment of Profit Under Marginal Costing, Meaning of Cost- Volume- Profit Analysis, Methods of CVP- Contribution, Profit- Volume Ratio, Break- Even Point, Margin of Safety

Unit IV

Fund Flow Analysis Introduction, Concept of Funds, Need of Fund Flow Statement, Construction of Fund Flow Statement. **Cash Flow Statement** Introduction, Concept, Preparation and Calculation of Cash Flow Statement as per AS-3

Unit V

Budgeting and Budgetary Control: Concept of Budget and Budgetary Control Objectives, Merits and Limitations, Functional Budgets, Master Budgets, Fixed and Flexible Budgets , Zero Base Budgets, Cash Budget, Sales Budget

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Dr. S.N. Maheswari, Management Accounting, Sultan Chand & Sons Publication, 2009
- I.M. Pandey, Management Accounting, Vikas Publishing House, 2007
- M Y Khan & P K Jain, Managerial Accounting, Tata McGraw Hill Publication, 2009
- Vijay Kumar, Accounting for Management, McGraw Hill Publication, 4th Edition

Organizational Behavior

Course Code: MG2105

Aims and Objectives

- To facilitate the development of a perspective to diagnose and effectively deal with the issues of human behavior in organizations.
- To enhance understanding of the dynamics of interaction and integration between the individual and the organization.
- To explore the organization system in totality so as to capture the full complexity of organizational behavior.

Contents

Unit I

Introduction to Organizational Behavior: Foundation and background of OB, Basis of human behavior-Psychoanalytic, behavioristic, humanistic, existential and interpersonal model. Contemporary challenges

Unit II

Individual Behavior: Personality, Values and Attitudes, Learning, Perception, emotional intelligence, Individual D.M and Problem Solving,

Unit III

Understanding of Group Behavior: Understanding and managing Group Dynamics, Group Decision Making, Interpersonal Relations Work Motivation – Concepts, theories and applications, creativity

Unit IV

Concept of organization Effectiveness, Dimensions of Organization Structure, The Environment and Organization Structure, Models of Environment Construction: Burus & Stalker, Lawrence & Larch, Duncan's Models, Designing Org., Organizational Configurations, New forms of Organizations. Conflict and Stress Management

Unit V

Organization Change, and Climate, Organization Development

References:

- Fred Luthans, Organisational Behavior, McGraw Hill/Irwin, 2002
- Stephen Robbins, Organisational Behavior, Prentice Hall of India, 2003
- UdaiPareek, Understanding Organisational Behavior, Oxford University Press, 2004

Business Communication and Personality Development-I

Course Code: MG2106

Aims and Objectives

- To enable understanding of basics of communication and Soft Skills.
- To impart knowledge about communication theory and develop skills in oral and non-verbal communication.

Unit I

Concept and Patterns of Communication: Attributes of Communication, Objectives of Communication, Communication Model, Methods of Communication, Media and Modes, Channels of Communication, Communication Networks and Designs, Barriers to Communication, Measures for Effective Communication

Unit II

Oral Communication: Speeches and Presentations, Dialogue Skills, Negotiation Skills, Nature and need for Negotiation, factors affecting, negotiation, negotiation strategies. Group Discussions and Participation in Business Meetings /Conferences

Unit III

Communication in Business Environment: Notice, Agenda, Minutes, Business Correspondence, Reporting of Proceedings of a Meeting. Interviewing, Public speaking

Unit IV

Non – Verbal Communication: Gestures, Kinesics, Proxemics, Chromatics, Interpersonal Skills and Team Working

Personality Development: The concept personality - Dimensions of personality - Term personality development - Significance. The concept of success and failure
What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure - Do's and Don'ts regarding success and failure.

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Lesikar, R.V. and J.D. Pettit, Jr. Business Communication: Theory and Application Homewood III, Pearson Education.
- P. D. Chaturvedi and MukeshChaturvedi, Business Communication: Concepts, Cases and applications, Pearson Education, 2007
- S.R. Covey, The 7 Habits of highly effective People, Simon and Schuster Ltd., 2007

- Sharma, R.C & K. Mohan, Business Report writing and Correspondence, Tata McGraw Hill.

Business environment

Course Code: MG2107

Aims and Objectives

- The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

Unit I

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission-Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

Unit II

Indian Financial System : Monetary And Fiscal Policy,Economic Trends, Price Policy,Stock Exchange Of India,Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income,Role of Industry in Economic Development, Foreign Trade and Balance of Payment,Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

Unit III

Direct & Indirect Taxes (MODVAT),(CENVAT),Competition Act 2002 & FEMA Acts ,Business Ethics, Corporate Governance, Philosophy and strategy of planning in India

Unit IV

Liberalisation, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment,World Trade Organisation (WTO), Redefining Value Proposition to MSMEs

Unit V

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation

*** A minimum of one case study will be discussed per unit of the syllabi.**

References: Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)

- Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
- Mittal - Business Environment (Excel Books).
- V. Neelamegam – Business Environment (Vrinda Publications , 2nd
- Fernando-Business Environment (Prentice hall) Edition)
- Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House

SEMESTER-II

Research Methodology

Course Code: MG2201

Aims and Objectives: To enable the students to identify problems for managerial decision making, design a research, collect data, analyze and write a report.

Unit I

Research Methodology an Introduction: Nature & Scope of Research, Characteristics of Research, Motivation in Research, Types of Research, Approaches of Research, Research Methods versus Methodology, Research Process, Criteria of Good Research, and Problems Encountered by researcher in India. Defining the Research Problem: Significance, Process and Approach

Unit II

Research Design and Sampling: Meaning and Objective of Research Design, Classification of Research Design. Meaning and Characteristics of Sampling, Steps in Sampling design, Types of sampling: probability and non-probability sampling, random, Sample size determination, sampling error. Criteria for Selecting Sampling Procedure

Unit III

Collection of data and Scaling Techniques: Primary and Secondary data, Methods of Primary data collection, Questionnaires, Observations, Interview, and Types of Secondary data, Selection of Appropriate Method for Data collection, Coding, Tabulation & Classification of Data, Measurement in Research, Measurement Scales, Sources of Error in Measurement scales, Meaning and Classification of Scaling, Attitude Scaling Techniques

Unit IV

Analysis and Testing of Hypothesis: Hypothesis: Meaning and Concepts, Testing of Hypothesis: Parametric & Non- Parametric tests (t-test, F- test, Chi-square test, Analysis of Variance and Co-Variance, Z-test), Multivariate Analysis Techniques

Unit V

Interpretation and Report Writing: Meaning and Techniques of Interpretation, Precautions in Interpretation, Significance of Report writing, Types of reports, Process of report writing, Mechanics of writing a research report, Role of IT in Research

*** A research proposal should be prepared by all the students Individually.**

References:

- Byod, Marketing Research – Text & Cases, Westfall & Stasch
- C.R.Kothari, Research Methodology, New Age Publication
- Levin & Rubin, Statistics for Management , Pearson Education.

Financial Management

Course Code: MG2202

Aims and Objectives

To understand the role and importance of key financial aspects and to place them in a real world context facilitating practical insights.

Unit I

Introduction: Meaning of Financial Management, Functions and Objectives of Financial Management – Profit Maximization and Wealth Maximization, Changing Role of Finance Managers.

Unit II

Time Value of Money: Rationale and Techniques, Future Value of Single Cash Flow & Annuity, Present Value of Single Cash Flow, Risk and Return- Risk & Return of Single Asset, Risk & Return of a Portfolio

Unit III

Working Capital Management: Nature of Working Capital, Trade- Off Between Profitability and Risk, Need for Working Capital, Determinants of Working Capital,

Computation of Working Capital, Financing of Working Capital

Unit IV

Management of Cash: Motives for Holding Cash, Objectives of Cash Management, Factors Determining Cash Needs, Cash Management: Basic Strategies, Cash Management Techniques/ Processes, Marketable Securities.

Receivables Management

Introduction, Objectives, Credit Policies, Collection Policies, Nature of Functions of Factor, Types of Factoring, Utility of Factoring as a Source of Finance, Forfeiting

Unit V

Inventory Management: Objectives, Costs of Holding Inventory, Benefits of Holding Inventory, Techniques; ABC System, EQQ Model, Order Point Problem

Dividend Policy Decision

Introduction, Modigliani and Miller (MM) Hypothesis, Walter's Model, Gordon's Model, Determinants of Dividend Policy

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Brealey & Myers, Principles of Corporate Finance, Tata McGraw-Hill Publication, 7th Edition, 2008
- M.Y. Khan and P.K.Jain, Financial Management, Tata McGraw Hill, 2007
- Prasanna Chandra , Financial Management, Tata McGraw Hill, 2007
- Paul D. Kimmel, J.Jerry , Weygandt, E.Donald, Kieso ,Financial Accounting : Tools for Business Decision Making ,Wiley Publication, 2008

Human Resource Management

Course Code: MG2203

Aims and Objectives

- To provide the students with the basic knowledge of Human Resource Management and develop insight into the managerial skills required to effectively manage people in an organization, in order to achieve corporate goals successfully.

Unit I

Introduction to Human Resource Management: Human Resource Management-Meaning, Significance, Objectives; Evolution and Development of Personnel Management and HRM; Key Roles, Functions and Activities of HRM; Strategic Human Resource Management

Unit II

Acquiring Human Resources: HR Planning, Job Design, Job Analysis, Role Analysis;

Recruitment; Selection; Induction, Orientation, Placement and Retention

Unit III

Performance Appraisal & Compensating Human Resources: Performance Measurement and Reward Systems- Introduction, Performance Drivers, Reward Management, Performance Appraisals: Methods, MBO as Appraisal tool. Job Evaluations, Compensation Administration; Incentive Plans and Fringe Benefits

Unit IV

Training and Developing Human Resources: Training Human Resources – Phases of Training, Need Assessment, Training Methods and Evaluation, Performance and Potential Appraisal; Career Planning and Development; Succession Planning

Unit V

Managing Industrial Relations & Contemporary issues in HRM: Dynamics of Industrial Relations; Discipline and Grievance Management; Collective Bargaining; Trade Unions; Industrial Disputes. Virtual organizations; Work-life Balance, Human Resource Accounting and Audit; HRM and Technology

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Biswajeet Patnayak, Human Resources Management, Prentice Hall of India
- Gary Dessler, Human Resource Management, Prentice Hall of India
- L.M.Prasad, Human Resource Management, Jain Book Depot, 2005
- VSP Rao, Human Resources Management: Text and Cases, Excel Book Publication

Production and Operations Management

Course Code: MG2204

Aims and Objectives

- To acquaint with decision making in planning, scheduling and control of production and operation functions.
- To enable understanding in production and operations through layout engineering and quality management

Unit I

Introduction to Production Management: Nature and Scope of Production Management- Process Planning and Design Facility Location, Types Manufacturing Systems & Layouts, Layout Planning and Analysis, Production Planning and Control.

Unit II

Introduction to supply chain management; important trends interlinking operations and

supply chain management; cross-functional and inter-organizational linkages in operations and SCM; operations and supply chain strategies; business process; mapping business processes; measuring process performance; reducing cycles times; bench marking; strategies for business process improvement; defining quality; total cost quality; total quality management; continuous improvement tools; statistical quality control

Unit III

Capacity Planning and Material Management: Models, Process Planning, Aggregate Planning, Scheduling, Production Control, Storage and Retrieval System, Material Handling, Inventory Control Techniques, JIT Network

Unit IV

Maintenance Management: Work Study, Method Study, Work Measurement, Work Sampling, Work Environment-Industrial Safety, Computer Aided Manufacturing (CAM) Systems

Unit V

Total Quality Management: Concept and Objectives of Total Quality Management (TQM), International Quality Certification and Other standards and Their Applicability in Design Manufacturing

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Adam JrEveretl, Production and Operations Management, Prentice-Hall
- Chary- Production and Operations Management, Tata McGraw-Hill
- Khandelwal, Gupta, Ahmad, Agarwal, Operation and Production Management, Ajmera Book Company, 2009
- N.P. Agarwal, K. R. Tailor – Operation and Production Management, RBSA Publishers,

Business Ethics

Course Code: MG2205

Aims and Objectives

- To improve ethical reasoning by correlating moral concepts to business practices and clarification of the values that determine managerial behaviour.
- To understand Indian Ethos & Values, practices of Indian industry and business.

Unit I

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of

Ethics & moral standards; Ethics & Moral Decision Making

Unit II

Ethical Issues: Related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics, concept of Swadhrm

Unit III

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient features (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making)

Unit IV

Gandhian approach in Management and Relevance of Bhagvad Gita in Management: Gandhiji's doctrine of Satya&Ahinsa, Concept, importance, Doctrine of Karma i.e.NishkamaKarmayoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, Bhagvad Gita &Self Management

Unit V

Corporate Ethics: Corporate Social Responsibility, production, marketing, fiancé HR, IT issues in Corporate Ethics

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- C.V Baxi, Corporate Governance, Excel Books
- JyotsnaDiwan Mehta, Priti Gupta, Business Ethics and Ethos, Pragati Prakashan
- Mehta, Dayal, Sharma, Business Ethics and Ethos, Ramesh Book Depot
- U.C Mathur, Corporate Governance and business ethics MacMillan

Marketing Management

Course Code: MG2206

Aims and Objectives

- To introduce students to the elements of marketing analysis: marketing environment analysis, customer analysis and competitor analysis.
- To familiarize students to the generic business strategies and strategic marketing decisions

- for profitable delivery of superior value to the customers.
- To enhance their problem-solving and decision-making abilities in strategic areas of marketing.

Unit I

Marketing Management : An Introduction: Meaning and Definition, Selling vs. Marketing, Nature and Scope of Marketing, Core Marketing Concepts, Marketing-Mix, Marketing Environment Analysis, Developing Marketing Strategies and Plans

Unit II

Connecting With Customers: Building Customer Value, Satisfaction and Loyalty, Consumer Behaviour Influences and Buying Decision Process

Unit III

Marketing Research and Segmentation: Marketing Research Process, Importance and Application, Levels and Bases of Market Segmentation, Selecting Market Segments and Targeting

Unit IV

Developing Value Proposition and Positioning Strategy: Developing and Communicating Positioning Strategy, Differentiation Strategies, Product Life-Cycle Marketing Strategies

Unit V

Developing Competitive Marketing Strategy: Identifying and Analyzing Competitors, Competitive Strategies for Market Leaders and Challengers, Porter's Generic Competitive Strategies

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- David A. Aaker; Strategic Market Management (5th Edition); John Wiley & Sons (Asia) Pte. Ltd. 2000.
- Greg W. Marshall, Mark W. Johnson, Marketing Management, Tata McGraw Hill.
- Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha: Marketing Management (Twelfth Edition), A South Asian Perspective; Pearson Education (Singapore) Pvt. Ltd. 2007.
- Rajan Saxena, Marketing Management, Fourth Edition, Tata McGraw Hill, 2008.

Operations Research

Course Code: MG2207

Aims and Objectives

- Explore students to all aspects of Project Management covering project identification,

- formulation, planning, scheduling & control,
- Enable students to acquire the concepts, tools & techniques of project management
 - Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.

Unit I

Operations Research: Evolution, methodology and role in decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations: Formulation of Problem of problem and its solution by graphical and simple methods; special cases in simplex method; infeasibility, degeneracy, unbounded ness and multiple optimal solutions; duality

Unit II

Transportation problems; Special cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems; unbalanced problems, maximization objective and multiple optimal solutions

Unit III

Sensitivity Analysis, Simulation, Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees

Unit IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time model (MMI and MMK); simulation; meaning, process, advantages, limitations and applications

Unit V

Sequential Analysis:- Meaning, methods of analysis, Quantified Judgment Theory:- Meaning, Procedure, Limitations

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- John M. Nicholas, Project Management for Business and Technology, Pearson Education.
- Jack R Meredith, Project Management – A Managerial Approach, JW & Sons.
- Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata Mc-Graw Hill.

SEMESTER III

COMPULSORY PAPERS Strategic Management

Course Code: MG2301

Aims and Objectives

- Paper has been designed such that it enables the students to understand the various components of Business environment, and devise strategies to face global competition

Unit I

Introduction: Introduction to Strategic Management-Concept, Importance of strategic Management, Strategy & Competitive Advantage, Strategic Management Process, Strategic Decision Making

Unit II

Business policy: Evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance.

Unit III

Scanning the Environment: Environmental Scanning and Industry Analysis- Porter's Approach, Strategic Groups, Strategic Types; Internal Scanning

Unit IV

Organizational Analysis- A Resource-Based Approach to Organizational Analysis, Value-Chain Analysis

Unit V

Strategy Formulation: Situation Analysis-SWOT Analysis; Business Strategy- Porter's Competitive Strategies

*** A minimum of one case study will be discussed per unit of the syllabi.**

References:

- AzharKazmi, Business Policy & Strategic Management, Tata McGraw Hill, New Delhi
- Garth Saloner, Andrea Shepard and Joel Podolny : Strategic Management, John Wiley & Sons, 1st Edition, 2001
- J. David Hunger & Thomas L. Wheelen, Strategic Management, Addison Wesley Longman.

- Thompson & Strickland, Strategic Management-Concepts and Cases; Tata McGraw Hill Publishing Co. Ltd. New Delhi; 12th Edition, 2001

International Business

Course Code: MG2302

Aims and Objectives

- The basic objective of this course is to give a fair understanding of the International Business management at the global level. The paper aims in giving an understanding to the participants about the foreign exchange markets, risk involved in this market and also the short term and long term financing aspects involved in international markets.

Unit I

Introduction to India's Foreign Trade: Trends and developments; Commodity composition and direction, India's foreign trade in global context

Unit II

Import Substitution and Export Promotion Policies: Export Incentives-duty exemption schemes, EPCG, duty draw backs; Role of commercial banks in foreign trade; Deferred payment system; EXIM Bank; Export credit insurance and ECGC

Unit III

International Marketing: An Introduction: Concept of International Marketing, International Marketing vs. Domestic Marketing, International Marketing Environment, International Marketing Strategies, GLOCAL Marketing

Unit IV

International Financial Markets and Instruments

International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries

Unit V

International Money Market Instruments and Institutions: GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Allan Shapiro, Multinational Finance, PHI, 2008.
- [David Eiteman](#), [Arthur Stonehill](#), [Michael Moffett](#) Multinational Business Finance, Pearson Education, 2006.
- Maurice Levis, Routledge, International Finance, 2009.
- P.G. Apte, International Finance, TMH, 2009.
- V. A. Avadhani International Financial Management, HPH, 2007.

Business laws

Course Code: MG2303

Aims and Objectives

- To provide with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.
- To understand fundamental legal issues pertaining to business world to enhance ability to lead and delegate.

Unit I

The Companies Act, 1956 – Formation of Company :

Company with Meaning & Characteristics and Kinds, Meaning of Corporate Veil, Registration & Incorporation-Memorandum of Association, Articles of Association.

Unit II

The Companies Act, 1956 – Functioning of Company:

Prospectus, Shares, Shareholders & Members, Directors: Position, appointment, removal, power & duties, Meetings

Unit III

The Consumer Protection Act, 1986: Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer, Meaning of Consumer Dispute, Complaint, Unfair Trade Practices, Restrictive Trade Practices; Consumer Protection Councils; Consumer Disputes Redressal Agencies

Unit IV

Partnership Act, 1932: Nature of partnership, Relations of partners to one another, Relations of partners to third parties, Incoming and outgoing partners, Dissolution of firm, Registration of firms

Unit V

Intellectual Property Rights: Introduction, Characteristics, & Types of Intellectual Property, Intellectual Property Laws in India - Trade Marks Act, 1999, The Patent Act, 1970, The Copyright Act, 1957.

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Avatar Singh, Company Law, Eastern Books Company, Lucknow.
- AkhileshwarPathak, Legal Aspects of [Business](#), Tata McGraw-Hill, 2007
- P. Saravanavel& S. Sumathi, Business Law for Management, Himalaya Publishing house, 2004.
- P. Kasliwal, Intellectual Property Rights, CBC, First Edition, 2009
- V.S. Datey, Students' Guide To Economic Laws - 2006, Taxmann Publications Pvt.Ltd., New Delhi

SEMESTER IV

Project Management

Course Code: MG2401

Aims and Objectives

- Explore students to all aspects of Project Management covering project identification, formulation, planning, scheduling & control,
- Enable students to acquire the concepts, tools & techniques of project management
- Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.

Unit I

Introduction to Project Management: Definition, functions, evolution of project management, product life cycle, project appraisal, project success, managing risks in projects

Unit II

Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis, evaluation of project proposals, and social cost benefit analysis

Unit III

Project Planning: Planning fundamentals, work breakdown structure and other tools of project planning, work packages, project organization structures and responsibilities

Unit IV

Project Scheduling, CPM, PERT & Resource Allocation: Tools and techniques for scheduling development, CPM, PERT, time - cost relationship

Unit V

Project Cost Estimation & Budgeting: Cost estimating process, elements of budgeting, project cost accounting and management information systems, project control, project challenges

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- B.S. Goayl – Production and Operations Management, Pragati Prakashan, Merrut, 21 Edition, 2009
- Jack R Meredith, Project Management – A Managerial Approach, JW & Sons.
- John M. Nicholas Project Management for Business and Technology, Pearson Education, 2002.
- Khandelwal, Gupta, Ahmad, Agarwal, Operation and Production Management, Ajmera Book Company, 2nd Edition ,2009
- Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review Tata Mc-Graw Hill.

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Project Report

Course Code: MG2402

3 Credits

All MBA students are required to work on an independent dissertation and complete it by the end of third semester. All students need to submit a proposal and begin dissertation work in the second semester itself. The thesis work will be done under guidance of a faculty member and must be submitted before the notified dates. There will be double evaluation of the University examination for each course and the dissertation, which includes a viva voce.

PERSONALITY DEVELOPMENT - II

OBJECTIVES: ,

- To equip students with effective speaking and listening skills in English.
- To help them develop their soft skills and people skills, which will make the transition from college to workplace smoother and help them to excel in their jobs.
- To enhance students' performance at Placement Interviews, Group Discussions and other recruitment exercises.

The Students will be able to:

- Develop their personal traits.
- Understand and converse with their higher authorities/ subordinates/ other persons concerned.
- Expose their personality effectively.
- Develop good relations/ contacts with different types of persons concerned.
- Develop skill of impromptu speech as well public speech.

Unit 1

Leadership and Team Management

- Qualities of a Good Leader
- Leadership Styles
- Decision Making

- Problem Solving
- Negotiation Skills

Unit 2

Group Discussions

- Purpose (Intellectual ability, Creativity, Approach to a problem, Solving, Tolerance, Qualities of a leader)
- Group Behavior
- Analyzing Performance

Unit 3

Job Interviews

- Identifying job openings
- Preparing Resumes & CV
- Covering Letter
- Interview (Opening, Body-Answer Q, Close-Ask Q)
- Types of Questions ""

Reference Books:

- Rizvi, M Ashraf. *Effective Technical Communication*. McGraw - Hill.
- Mohan Krishna & Meera Banerji. *Developing Communication Skills*. Macmillan.
- Krishnaswami, N and Sriraman, T., *Creative English for Communication*, Macmillan.
- Jain, Alok, Pravin S.R. Bhatia & A.M., Sheikh *Professional Communication Skills*. S.Chand.

ELECTIVES

In III and IV semesters Students have to choose-

- **Two electives from a stream of first specialization**
- **Two electives from a stream of second specialization**
- **One electives from the open electives**

Electives (Finance)

Security Analysis and Portfolio Management

Course Code: MF2301

Aims and Objectives

- To develop an understanding of practices of investment analysis and management in

business context.

- To develop the students' ability to use financial information in business analysis and manage return on investment.
- To understand various practices of capital market research theory and use of information in pricing financial instruments.
- To familiarize the students with the current models of research and evaluation in the Investment market.

Unit I

Investment : An introduction: Concept of investment-investment objectives, characteristics of investments, investment avenues, Motives of investment, Types of investors, investment vs. speculation, and gambling vs. speculation.

Unit II

Pricing and Valuation of securities: Valuation of Equity, holding period, constant growth model, multiple growth model, dividend discount models. Valuation of Bonds, Coupon Rate, Current Yield and Yield to Maturity

Unit III

Introduction to portfolio management: Need for portfolio management and Portfolio Management Process & Analysis. Expected Return of a Portfolio, Risk of a Portfolio, Asset allocation process, types of asset allocation

Unit IV

Models for portfolio management: Markowitz model, Sharpe's Single Index Portfolio Selection Method, Capital Asset Pricing Model, Arbitrage Pricing Theory, Basics of- Portfolio analysis, and Portfolio Evaluation.

Unit V

Analysis for performance evaluation: Fundamental Analysis- Economic analysis, Industry analysis, Company analysis and Technical analysis, Dow Theory, Support and Resistance Level, Moving Average, Relative Strength Index

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Donald E Fisher and Ronald J. Jordon, Security Analysis and Portfolio Management, Prentice Hall, 6th Edition, 2009
- Elton & Guper, Modern Portfolio Theory and Investment Analysis, John Wiley, 2008.
- Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 3rd Edition, 2009.
- William F Sharpe, Gordon J Alexander, and Jeffery V Baily Investments, Sixth Edition. Prentice Hall, 6th Edition, 2009.

Banking Services Operations and legal aspects

Course Code: MF2302

Aims and Objectives

- The objective of the course is to develop the skills required for understanding the banking sector in India. Banking Service Operation will enable the management student to have an insight to the banking sector and how it works.

Unit I

The Organization and Structure of Banking Industry: The Organization and Structure of Commercial Banking Industry, Types of Banking, Role and Functions of Banks, Mergers and Acquisitions Reshaping the Structure and Organization of the Banking Sector.

Unit II

Changing Scenario of Banks: Banker-Customer Relations, Know your Customer (KYC) guidelines, Different Deposit Products, Principles of lending – various credit Products/ Facilities – working capital and term loans, Innovation In Banking- ATM, Bancassurance, Concept- Virtual Banking, Universal Banking

Unit III

Corporate Banking: Nature, developments, consortium finance, multiple banking arrangements and loan syndication. Introduction to electronic banking – electronic banking, e-banking, internet, ecommerce, ebanking in India, risk in e-banking, payment and settlement system, RTGS and clearing house.

Unit IV

Legal framework of regulation of banks – Control over organization of banks – Regulation of banking business- Returns- Inspection and winding up – Banking Regulation Act, 1949 - RBI Act, 1934. **Legal aspects of banking operations** – Responsibility of paying banker- Collecting banker - Indemnities- Bank Guarantees- Letters of Credit – Bill Finance

Unit V

SARFAESI Act, 2002: Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman Scheme, 2002- Procedure for redressal of grievances – Arbitration procedure- Conciliation

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- P.N. Varshney, Indian Financial System & Commercial Banking, Sultan Chand & Sons, 2007
- Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, 2nd Edition, 2010

- Peter S Rose and Sylvia C. Hudgins, Bank Management & Financial Services, Tata McGraw Hill, 7th Edition, 2010
- Vijayaragavanlyengar, Introduction to Banking, Excel Books, 2009

Financial System derivative, Products and Services.

Course Code: MF2401

Aims and Objectives

- This course is intended to serve as a base for understanding bigger deeper issues in financial services and products, derivatives and risk, perspectives.

Unit I

Brief history and background of derivatives: Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives. Structure of derivative markets- Exchange traded markets and Over the counter markets, forwards, futures, options, swaps and other derivative contracts. Types of traders: Hedgers, Speculators and Arbitraders. Overview of Indian Derivatives Market.

Unit II

Mechanics of Derivatives market: Background, Exchange Structure Requirements for membership of various Markets and exchanges. Exchange revenue sources and costs, roles and responsibilities of market. Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, reasons for trading: risk management, speculation and arbitrage

Unit III

Pricing Derivatives: Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices ,forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, relationship between futures and spot price (cost of carry and reverse cost of carry) difference between futures and forward price

Unit IV

Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Currency and interest rate swaps

Unit V

Option Pricing: Factors affecting option prices, upper and lower bound for option prices, put call parity, Pricing options: Black and Scholes model, binomial trees

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Kohn Meir, Financial Institutions and Markets, Tata McGraw Hill, 2009.

- L.M. Bhole, Indian Financial Systems and Markets, Tata McGraw Hill,2009
- M.Y. Khan, and P. K. Jain, Indian Financial System, Tata McGraw Hill,2009
- Security Analysis and Portfolio Management by Donald E Fisher and Ronald J. Jordon, Prentice Hall, 6th Edition,2009

Financial System and Capital Market Operations

Course Code: MF2402

Aims and Objectives

- The course will consider the economic principles underlying the working of national and international financial institutions. It aims to cover the basic theory and operation of financial systems from an economist's viewpoint. The stress is on financial instruments, markets in which they are traded, and attendant structures.
- This course is intended to serve as a base for understanding bigger deeper issues in financial services and products, derivatives and risk, perspectives.

Unit I

The Financial System: An Introduction: Introduction, Components of the Formal Financial System, functions of a financial system, key elements of a well-functioning financial system, financial system designs, nature and role of financial institutions and financial markets

Unit II

Reforms in the financial system: Indian financial system in the pre reform period, objectives of financial system reforms, macroeconomic frame work analysis for exploring the role of the financial system in the economy

Unit III

Capital Markets: Organization and structure of markets- Primary market and secondary market, Role of Stock Exchanges in India, Dematerialization of securities and its need, Depository / Depository Participant, Brokers and their role in Capital Market, Secondary Market - Screen based versus Open Out Cry, Stock Market Indices

Unit IV

Regulations for Public Issue: SEBI guidelines for public issue, IPO Process, Conventional Method versus Book Building Route (Fixed price versus price range), DIP Guidelines , Public Issue versus Private Placement, Listing Eligibility Requirements, IPO Process, Conventional Method versus Book Building Route (Fixed price versus price range), DIP Guidelines

Unit V

Legal Frame Work: SEBI Act, Insider Trading Regulations, Corporate Governance Guidelines, Buy Back of Shares, ESOPs, Investor Protection Guidelines.

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Kohn Meir, Financial Institutions and Markets, Tata McGraw Hill, 2009.
- L.M. Bhole, Indian Financial Systems and Markets, Tata McGraw Hill, 2009
- M.Y. Khan, and P. K. Jain, Indian Financial System, Tata McGraw Hill, 2009
- Security Analysis and Portfolio Management by Donald E Fisher and Ronald J. Jordon, Prentice Hall, 6th Edition, 2009

Electives (HR)

Compensation Management

Course Code: **MH2401**

Objectives:- To understand the various dimensions of Compensation Management

Unit - I Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

Unit - II Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

Unit - III Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

Unit - IV Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

Unit - V Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

References

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi.
2. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
3. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi.
4. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.

Training & Development and Capacity Building

Course Code: MH2301

Aims and Objectives

- The course would facilitate understanding of the role, importance and place of training in organizations as well as the approach to adult learning.
- It would equip students with both theoretical concepts and practical techniques to manage the training and development function in an organization.
- The course would give an overview of identifying and analyzing training needs, planning and designing training and development programmes , delivery of training, training methods, training evaluation and contemporary training practices in Indian organizations.
- The course would facilitate the appreciation of various traditional and innovative media and methods for delivering training and insight into how to be an effective trainer.
- The course also involves an understanding of the techniques and approaches to management development.

Unit I

Introduction to Employee Learning and Development in Organizations:

Learning, the forces influencing working & learning, classification of learned capabilities, learning theories-reinforcement theory, social learning theory, goal theories, need theories, expectancy theories, adult learning theory, information processing theory; the basic principles of learning, the learning process, mental & physical processes, the learning cycle, age influences on learning, instructional

emphasis for learning outcomes

Unit II

Training & Learning: Introduction, relationship, meaning, designing effective training, forces influencing working & learning, training practices, strategic training, training needs assessment. Transfer of learning: introduction, training design, work environment characteristics influencing transfer, organizational environments encouraging transfer, implementation of the training programme

Unit III

Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods. E-learning & use of technology in training, technology & multimedia, computer-based training, developing effective online learning, blended learning, simulations, simulations, mobile technology & training methods, intelligent tutoring systems, distance learning, technologies for training support, learning management systems, systems for training delivery

Unit IV

Evaluation of Training & Employee development: Reasons for evaluating training, overview of the evaluation process, outcomes used in the evaluation of training programs, determining whether outcomes are good, evaluation practices, evaluation designs, threats to validity, types of evaluation designs, considerations in choosing as evaluation designs, determining ROI, determining costs, measuring human capital & training activity. Employee Development: introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training & employee development

Unit V

Contemporary issues in Learning & Development: The future of learning & development: introduction, learning for virtual work arrangements, focus in content & use of multiple delivery methods, capturing & sharing intellectual capital, increased use of true performance support, performance analysis & learning for business enhancement, use of training partnerships & outsourcing training, training & development from a change model perspective, key issues in implementing change

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- G. Pandunaik-HRD Solutions for excellence-T&D, Text Research & Cases, Excel Books
- Lynton R.P &PareekUdai, Training for Organizational Transformation, Sage Publication.
- Lynton, R.P. & Pareek, U, Training for Development, Vistaar Publications.
- Rae Leslie, How to plan and design training programmes, Infinity Books.

Strategic HRM

Course Code: MH2302

Aims and Objectives

- The course is designed to provide linkages of Business Strategy to HR Strategies-Policies & Systems.
- It is designed to equip the student with the tools & techniques essential for strategic contribution of HRM to organisational success.
- Familiarising the students with the latest trends in HRM that provide a strategic orientation to the function.

Unit I

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, investment perspective of human resources

Unit II

Aligning HR systems with business strategy: Sustained competitive advantage – how HR adds value to the firm – HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – configurational, congruence and integrated HR systems

Unit III

HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development : Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting

Unit IV

Evaluating HR Function: Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost

Unit V

HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Charles R Greer Strategic Human Resource Management- A General Managerial Approach-Pearson
- Jeffrey A Mello, Strategic Human Resource Management, South western Thomson Learning
- Noe, Hollenbeck, Gerhart, Human Resources Management-Gaining a competitive advantage, Wright-IRWIN 2e.

Industrial Relations

Course Code: MH2402

Aims and Objectives

The course is directed towards understanding of conceptual and operational aspects of issues relating to industrial relations

Unit I

Industrial relations Introduction: Introduction, Complexity of industrial relations, conflict, industrial relations as a field of study, pluralism, Dunlop's Industrial Relations System, Characteristics of the Indian IR system

Unit II

Industrial Relations System in India: Labor Policy: introduction, Phases of labor policy till sixth policy. Settlement of Disputes: Role of the state, the dispute

settlement machinery and its instruments, legislations

Unit III

Collective Bargaining: Definition, Nature and Flexibility, theories, problems, objectives of bargaining, environment of collective bargaining, pre-conditions, legality, structure of bargaining, steps in negotiation process, formats of agreements and their issues and concerns, specific agreements

Unit IV

Grievance Handling and Labor Welfare: Grievance handling, causes of grievances, formal systems, labor welfare. Concept of labor welfare, development in labor welfare, welfare provisions, social security

Unit V

Workers' Participation in Management: What is participation, why participation, participation in India, failure and its reasons, role of industry in workers participation

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Charles Harward , Labour Problems in the Industrialization of India: University Press, Cambridge.
- CK Jhohari Unionism in a Developing Economy: Shtirm Centre of Industrial Relations, New Delhi
- Van Duseen Kenned Manaktalas, Unions, Employers and Government: Bombay

Electives (Marketing)

Product & Brand Management

Course Code: MM2301

Aims and Objectives

- To present a contemporary view of the role of Product and Brand management.
- To equip the students with the various dimensions of product management such as new product development, product life cycle, and product-line decisions.
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.
- To develop a critical understanding of the processes involved in building and managing brands.

Unit I

Product Management: Marketing Mix and Product Strategy – Integrated Approach, Levels of a Product, Product-Mix Decisions

Unit II

Product Offering Decisions: New Product Development, Product Life Cycle Management, Category Management

Unit III

Strategic Brand Management: Concept of a Brand, Brand Name, Types of Brands, Brand Image, Identity, Personality and Brand Positioning

Unit IV

Brand Equity Management and Brand Valuation: Brand Loyalty, Brand Equity and BrandBuilding, Managing, Financial Evaluation and Accounting for Brands

Unit V

Growing and Sustaining Brand Equity: Introducing and Naming New Products and Brand Extensions, Managing Multi-Brand Portfolios, Managing Brand Decline and revitalisation, Building Global Brands

***A minimum of one case study will be discussed per unit of the syllabi.**

References

- Kevin Lane Keller: Strategic Brand Management (4thEd.); Kogan Page, 2008.
- Lehmann: Product Management; Tata McGraw Hill International.
- Moore William L., Pessemier: Product Planning & Management, McGraw Hill International.
- Wheelwright, Steven C and Clark, Kim b: Revolutionizing Product Development: Quantum Leaps in speed efficiency and quality, New York, Free press.

Consumer Behavior

Course Code: MM2302

Aims and Objectives

- To develop a comprehensive picture of the consumer psychology in order to explain consumer motivation, learning, personality, perception, and attitude formation.

Unit I

Introduction to Consumer Behavior: Consumer Behaviour Strategic Applications, Consumer Research and Market Segmentation, Key Determinants of Buyer Behaviour, Family Influences, Group Influences, Cultural Influences and Social Class Influences on consumer behavior

Unit II

Understanding Buyer Behavior: Consumer Motivation, Perception, Learning and Personality, Formation and Modification of consumer attitudes

Unit III

Consumer Decision Making Process: Consumer Decision Process- Situational Influences, Problem Recognition, Information Search, Evaluation of Alternatives and purchase, post-purchase process

Unit IV

Models of Consumer Behavior: Traditional models, contemporary models- Nicosia model, Howard Sheth model, Engel-Blackwell-Miniard model

Unit V

Organizational buying behaviour and consumerism: Influences on organizational buying Behaviour & organizational Buying Behavior Process, ethical issues in consumer behaviour

- To develop an understanding of consumer's social and cultural setting to examine how group involvement and membership influence one's actions as consumer.
- To integrate the various psychological, social and cultural concepts and build a useful conceptual framework that would equip the students for practical application of consumer behavior principles on strategic marketing decisions.

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Engel James F, Blackwell Roger and Miniard P. W: Consumer Behaviour; Thomson South Western.
- Loudon & Della Bitta: Consumer Behavior, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Schiffman and Kanuk: Consumer Behaviour (Ninth Edition): Pearson Prentice Hall, Indian Reprint, 2009.
- Solomon: Consumer Behavior Buying, Having, and Being (Sixth Edition); Pearson Education (Singapore) Pte. Ltd., Indian Reprint.

MM2401	Sales and Distribution Management	3L	0T	0P	3C
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Objective: The course aims at introducing students to selling and distribution functions which are vital to the success of marketing managers in achieving the objectives of the organisations for consumer as well industrial products.

UNIT-I: Organization framework of the field sales force: Types and methods of Field Sales Organization – carrier in Field Sales Management. Field Sales Manager – His tasks and responsibilities - Relation with sales man and relationship with the top management Salesmanship: Definition- theoretical aspects of salesmanship-characteristics of successful salesman-selling systems and terms

UNIT-II: Sales forecasting – Methods and procedural steps in sales forecasting Sales budgets – Purpose of sales budget, salesman expenses control, estimating the cost of distribution Allocation of field sales resources. Designing sales territories, procedure for designing – Determining manpower requirements, recruiting, methods and the selection system Sales Audit and Analysis – Control of sales efforts and costs.

Sales quotas, types of sales quotas, its purpose and managerial evaluation.

UNIT-III: Distribution Management:

Introduction: Role of distribution in marketing mix, Role and functions Transport and Handling: Economics of transportation, determining optimum mode of transport organization, machines, procedures and documentation.

UNIT-IV: Dealer Network: Role of middlemen/dealer in marketing and distribution Dealer function at wholesale and retail level. Strategic plan of network – location, selection. Appointment and Termination of dealers, Morale and Motivation.

Reference Books:

1. Sales & Distribution Management, S.L. Gupta, EXCEL BOOKS
2. Sales Management. M.V.Kulkarni. EPH.
3. Physical Distribution Management. . M.V.Kulkarni. EPH

Retail Marketing Aims and Objectives

Course Code: MM2402

- To expose students to the different ways of approaching the retail marketplace, to learn a set of retail marketing principles and to feel more confident about practical uses of retail marketing.
- To create a comprehensive application of marketing concepts to the discipline of retail management.

Unit I

Introduction to Retail Marketing: Retail Marketing in India- Basic Concepts, Opportunities and Challenges, Retail Organisation and Retail Formats, Trends in Retailing

Unit II

Strategic Planning in Retailing: Identification of Consumer Characteristics, Shopping Behaviour, Targeting Customers and Gathering Information

Unit III

Marketing Strategies for Retailing: Retail Branding Strategies, Role of Private Labels, Retail Pricing and Retail Promotional Strategy, Retail Salesperson

Unit IV

Store Location and Merchandise Management: Retail Store Location Strategies, Trading Area Analysis, Site Selection, Retail Store Design and Visual Merchandising, Developing and Implementing Merchandise Plans

Unit V

Managing a Retail Business: Operational Dimensions of Retailing, Management of Service and Quality in Retailing, Human Resource Management in Retail Organisation, Integrating and Controlling Retail Strategy

- To provide an understanding of specific retail marketing concepts like store design, visual merchandising, retail location strategies, management of retail brand.

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Berman, Barry and Joel R Evans: Retail Management, A Strategic Approach, Pearson Prentice Hall, 2008.
- David Gilbert: Retail Marketing Management, Prentice Hall.
- Gibson G Vedamani: Retail Management: Functional Principles and Practices, Jaico Publishing House.
- Michael Levy, Barton AWeitz: Retailing Management, Tata McGraw Hill.

Electives (IT)**Computer Applications in Management**

Course Code: MI2301

Aims and Objectives

- This course is designed to make the students of management familiar with the applications of computers in Business Management. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

Unit I

Application of Computers: Working of a Computer System, Evolution of Computers, Generations of Computer Languages, Applications of Computers, Use of Computer in Marketing, Finance, HR. IT Outsourcing Advantages and Disadvantages

Unit II

Operating System Concepts: Introduction, Types of Operating System, Features & Functions of Operating System, Using the Windows Operating System, Basics of Word Processing, Spreadsheets, Database Management, Electronic Presentations.

Unit III

Telecommunication Concepts: Networking Basics, Topologies, LAN, MAN, WAN, OSI Model, TCP/IP fundamentals, Internet, Intranet, Extranet and the World-Wide Web, Introduction to Wi-Fi & Mobile Communications

Unit IV

Financial Analysis using spreadsheets: Financial Functions-PMT(), PV(), NPV(), FV(), IRR(),RATE(), DDB(), CTERM(), SLN(), HLOOKUP(), VLOOKUP(), Data Tables

Unit V

Computer Applications in Finance using spreadsheets: Data Analysis, Query, Charts, What-if-Analysis tools: Data Summarization and visualization using pivot tables, scenarios, goal seek

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Alexis Leon, Fundamentals of Information Technology, Vikas Publishing House, 2008.
- [Anita M Meehan](#), C. Bruce Warner, Elementary Data Analysis Using Microsoft Excel, McGraw-Hill, 1999.
- Brian Williams, Using Information Technology, McGraw-Hill, 2010
- V Rajaraman, Fundamentals of Computers, Prentice-Hall of India, 2004.

System Analysis and Design

Course Code: MI2302

Aims and Objectives

- The course will enable the students to have the insight of the systems concept and the procedure & methodologies of analysis and design of the system. The course will also help them understand the systems implementation and scheduling.

Unit I

System Concept and Information System Environment: Definition, Characteristics of a system, Elements of a System, Open and closed System, Formal and Informal Information System, Computer based Information System, Decision Support System, General Business knowledge and Interpersonal communicational System

Unit II

System Development Life Cycle: Recognition of need, Impetus for system change, Feasibility study, analysis, design, implementation, Post implementation and maintenance. Role of System Analyst, The Analyst/User Interface

Unit III

System Planning and Initial Investigation: Strategies for determining Information requirement, problem definition and project initiation, background analysis, fact analysis, review of written documents, Onsite observations, Interviews, Questionnaires, Fact analysis, Efficiency Analysis, Performance Analysis, Service Analysis

Unit IV

Information Gathering: Need, Information about firms, information gathering tools: Interviewing, Arranging the Interview, Guide to successful Interview, Types of interview and questionnaires, The structured and unstructured Alternatives.

Unit V

Feasibility Study: System Performance, Economic and Technical Feasibility, Input/ Output Forms Design, Hardware/Software selection, Documentation and its importance

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Systems Analysis and Design, Elias M.Awad, McGraw-Hill Professional
- Structured System Analysis and Design, S.A Kelkar, Prentice Hall, India, 2004
- 3. System analysis, design, and development: concepts, principles, and

practices, Charles S. Wasson, Wiley.

Introduction To Database Management System

Course Code: MI2401

Aims and Objectives

- This course has been designed to introduce the students to applications of systems designed to manage the data resources of organizations. It provides them an opportunity to study the hands-on implementation of a data base in corporate environment.

Unit I

File System and Databases: Introduction to files and file system, Database System, Database Models, Types of Database Systems: Client Server, Object Oriented, Distributed DBMS, Advantages of DBMS

Unit II

The Relational Database Model: Database Architecture: Database Abstraction, Data Independence, Integrity Rules, Relational Database, Keys: Primary Key, Foreign Key, Alternate Key, Candidate Key.

Unit III

Database Design: E-R Model, Designing Tables from the ER model, Normalization: 1NF, 2NF, 3NF

Unit IV

Structured Query Language: Creating tables, Select Statement, Handling Null Values, ORDER BY clause, WHERE clause, GROUP BY clause, Relational Operators, Logical Operators, SQL Operators, Numeric Functions, String Functions, Date Functions, Joining Tables, Views.

Unit V

Database Security and Administration: Database Security, Access Control, Access Controls on Views and Integrity Constraint, The DBA's Managerial Role.

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Ramakrishna and Geherke, Database Management Systems, Tata McGraw Hill Pub. Co. Ltd.
- Ivan BayRoss, Database Technologies, Sybex Computer Books Inc.
- RamezElmasri and Shamkant B. Navathe, "Fundamental Database Systems", Third Edition, Pearson Education, 2003.

- Database System Concepts, Silberschatz, Korth, Sudarshan, Tata McGrawHill Pub. Co. Ltd.

E-Commerce

Course Code: MI2401

Aims and Objectives

- To provide the students with an analytical and technical framework to understand the emerging world of e-Business.
- To know underlying technological infrastructure.

Unit I

Introduction to e-business models and frameworks: Digital economy, principles of e-business, e-business models. e-selling process, e-buying planning, e-procurement, convergence strategies08

Unit II

e-business design and e-markets: Overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, benefits of e-market, direct B2B markets, coalitions

Unit III

Integrating supply chain management process: Introduction to supply chain management, theories of supply chain management, components of e-supply chain, managing relations in e-supply chain, global supply chain management.

Unit IV

ERP Basics, communication and collaboration: Need and Evolution of ERP Systems, ERP and Related Technologies, pros and cons, classification, market scenario, Enterprise architecture planning, VoIP, e-mail, voice mail, web conferencing, content management system

Unit V

Selling chain management process: Definition, business and technology drivers, infrastructure, sales and distribution configuration. e-CRM processes and their integration, e-banking, e-governance. E-Business strategy into action, Challenges, e-Transition and Summary. e-Security

***A minimum of one case study will be discussed per unit of the syllabi.**

References:

- Daniel Amor, R=The E-Business revolution: Living and Working in an interconnected world, Prentice Hall.
- Laudon&Laudon, Management Information System, Pearson Education.
- RaviKalakota and Marcia Robinson : e-Business Roadmap for Success, Addison Wesley, 1999
- AbhijitChaudhury, Jean- Pierre Kuilboer, E business and E commerce, Infrastructure :g the e- Business Initiative, Mc-Graw Hill.

