



**St Aloysius College (Autonomous)**

**St Aloysius Institute of Management and Information Technology**

NAAC Re - Accredited "A" Grade

(Affiliated to Mangalore University)

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**(Choice based credit system)**

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## **Abbreviations Used**

UGC – University Grants Commission

MBA- Master of Business Administration

IA – Internal Assessment

BOE – Board of Examinations

L- Lectures

T- Tutorial

P – Practical/ Laboratory

OE- Open Elective

S – Self Study

SGPA – Semester Grade Point Average

CGPA – Cumulative Grade Point Average

BCP – Business Consultancy Project

IS - Internship

HR- Human Resource Management

MM- Marketing Management

FM- Finance

BK- Banking

IB – International Business

CBCS – Choice – based Credit System

CA – Continuous Assessment



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*Regulations governing Semester Scheme for Post Graduate Degree  
Programmes under Autonomous Structure*

**(Applicable for students admitted from 2010-2011 Academic Year)**

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Regulations governing Semester Scheme for Post Graduate Degree  
Programmes under Autonomous Structure

**(Applicable for students admitted from 2010-2011 Academic Year)**

Framed under Mangalore University Statute governing grant of autonomy to the colleges, Units and functioning of autonomous colleges.

- Ref: 1. UGC Approval letter: F.13-2/2004(Desk-AC) Dated: 27-01-2005  
2. Mangalore University letter: MU/ACC/CR36/2005-06/A2  
3. Government letter No.ED/5/UDS/2006 Dated 25.5.2006  
4. Government order: ED 60/UNE/2007 Dated 21-5-2007  
5. Mangalore University letter No: MU / ACC/ CR.1/2007-08/A7

**1. TITLE AND COMMENCEMENT:**

- i) These regulations shall be called “The regulations governing two years- Four semesters Masters Degree Programmes in the Faculties of Arts, Science, Commerce, Management and three years Degree in Master’s Programme in Computer Applications”
- ii) These regulations shall come into force from the date of assent of the Principal.

**2. PROGRAMMES:**

**2.1 Faculty of Arts:**

- i) Master of Social Work ( MSW)

**2.2 Faculty of Science:**

- ii) Master of Science (M.Sc-Bio Technology)

**2.3 Faculty of Management Studies:**

- iii) Master of Business Administration (MBA)

**2.4 Faculty of Computer Science**

- iv) Master of Computer Applications (MCA)

**2.5** Any other Masters programme as may be approved from time to time

### 3. ELIGIBILITY FOR ADMISSION:

#### 3.1 Master of Social Work

Candidates shall have studied any Bachelor degree examination of any recognized University with not less than 50% (45% for SC/ST and category I candidates) of the aggregate marks of all the years of course of study **including** language subjects

#### 3.2 Master of Science: Biotechnology

Candidates shall have studied any branch of Life Sciences with Chemistry/ Biochemistry as one of the major/ optional/ subsidiary subjects securing 50% marks (45% in case of SC/ST candidates) in the aggregate **excluding** languages at the undergraduate level

#### 3.3 Software Technology

Candidates shall have studied Mathematics and Computer science/ computer Applications (vocational) with one of them as optional/ major/ special subject and the other as optional/ major/ special/ minor/ subsidiary subject at the undergraduate level with 50% (45% for SC/ST candidates) aggregate marks **excluding** language subjects. Bachelor of Computer Applications ( BCA ) graduates with 50% (45% for SC/ST candidates) aggregate marks **excluding** language subjects is also eligible.

#### 3.4 Master of Business Administration

Candidates shall have passed any Bachelor degree examination of any recognized University with not less than 50% (45% for SC/ST and category I candidates) of the aggregate marks of all the years of course of study **including** language subjects. The eligibility criteria determined by the Government of Karnataka from time to time shall be followed when applicable.

#### 3.5 Master of Computer Applications:

Candidates shall have passed the Bachelor Degree examinations with not less than 50% marks in aggregate of all the years of the Degree examination. (45% for SC/ST and category I candidates ) provided that the candidate shall have passed Bachelor Degree with **not less than 50% marks** with mathematics/Statistics/Computer Science/Computer Applications/Computer Programming/Business Mathematics/Business Statistics as one of the optional /elective subject or PU level. (45% for SC/ST and category I candidates)

Preference may be given in all Post Graduate Programmes to deputed candidates who have served in approved Government Organisation or non-Government Organisation for a minimum period of 5 years. The scheme and the number of seats allocated will be determined by the college.

**College conducts the entrance examination for all PG Courses. Eligibility for MBA and MCA is based on PGCET, VTU, KMAT, MAT, XAT, etc. College shall prepare the merit list.**

#### **4 DURATION OF THE PROGRAMMES:**

Duration of Masters Degree Programmes shall extend over **4 semesters** (two academic years) of 18 weeks each including instructions and examinations. But in the case of **MCA** the Masters Degree programme shall be for **6 semesters** with one semester devoted to project work.

#### **5 MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMMES:**

The candidates shall complete the Masters Degree Programmes within 4 years from the date of admission/ or 6 years from the date of admission to MCA. The term completing the programmes means passing all the prescribed examinations of the programme to become eligible for the degree. No candidate shall be permitted to appear for the examinations after the prescribed period for completing the programme.

#### **6 MEDIUM OF INSTRUCTION:**

The medium of instruction shall be English.

#### **7 HOURS OF INSTRUCTION PER WEEK:**

There shall be 24-30 hours of instructions per week in subjects without practicals/field work and 28-34 hours of instructions per week in subjects with practicals/field work. These hours may be distributed for lectures, seminars, tutorials, practicals, project work and other modes of instruction which individual courses may demand.

#### **8 ATTENDANCE:**

Each paper (theory/practical) shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of **75% of the total instruction** hours in a paper (theory/practical) including tutorials and seminars in each semester. There shall be **no provision for condonation of shortage** of attendance and a student who fails to secure 75% attendance in a paper shall be required to repeat that semester with the payment of semester fees.

## 9 Course credit assignment:

Every course comprises of Lecture-Tutorial-Practical-Self Study ( L-T-P-S) Schedule.

The course credits are fixed based on the following norms.

**Lectures / Tutorials** : One hour per week is assigned one Credit.

**Practicals / Self study** : a 2- hour session per week is assigned one credit.

For example: a Theory course with a L-T-P-S schedule of 3-1-0-0 will be assigned 4 credits, and a lab practical course with a L-T-P schedule of 0-0-4-0 will be assigned 2 credits.

## 10 SCHEME OF EXAMINATION:

- 10.1. There shall be examination at the end of each semester ordinarily during November / December for odd semesters and during April/ May for even semesters. The details of schemes of examinations in various subjects are given in appendix “A”.
- 10.2 A **dissertation** may be offered in lieu of one/two papers/practicals. It shall be evaluated by two examiners one external and one internal appointed by the Registrar (Evaluation). Wherever there is viva-voce, it shall be conducted by the common Viva Board consisting of the Chairman and internal members of the BOE in the concerned subject, internal guide and one external experts as approved by the Registrar (Evaluation).

## 11 INTERNAL ASSESSMENT:

Marks for internal assessment shall be awarded on the basis of tests, seminars, field work, assignment etc as determined by the Board of Studies in the respective subject. The internal assessment marks shall be notified on the department notice board for information of the students and it shall be communicated to the Registrar (Evaluation) 5 days before the commencement of the **End Semester examinations**, and the Registrar (Evaluation) shall have access to the records of such internal assessment evaluations.

**Assessment of Internals is as follows:**

- a) Two internal examinations of 2 Hours duration each carrying 50 marks in each semester are conducted. The Department is free to conduct three such examinations and identify the best two to the advantage of the student. Total marks secured out of 100 from two internal examinations is converted to 25 marks. The illustration for a 3-credit course is shown below:
- b) 3 marks for class participation as provided in the regulations
- c) 5 marks for seminar/ presentation, action research, etc.
- d) 15 marks for writing assignments / reports / reviews.
- e) 5 marks for class tests

In Semester					End Semester examination for 100 marks (3 hours)	Total
Two IA Tests-50 marks each (2 Hrs)	Class Participation	One class test 25 marks (1hr duration)	Seminar, presentation/ action research (1 of 10 marks)	Assignments and Case Analysis. (3 of 10 marks each)		
22	03	05	05	15	50	<b>100</b>

For a 2-credit course, the evaluation is:

In semester					End Semester examination for 100 marks (3 hours)	Total
Two IA tests for 50 marks each ( 2 hr duration)	Class participation	One class test for 25 marks (1 hr duration)	Seminar, presentation/ action research (1 of 10 marks)	Assignments and Case Analysis. (2 of 10 marks each)		
22	03	05	05	15	50	100

**Self-study / Term paper ( 1 credit)**

Component of Evaluation	Marks	Weightage (%)	Remarks
Research Design	15	10	Research methodology; sampling frame; research tools; data collection
Data Analysis	25	15	Statistical analysis ; hypothesis testing and findings
Report	40	20	
Presentation	20	05	
Total	100	50	

**Internship**

Component of Evaluation	Marks	Weightage
Report	100	70
Presentation	50	30
Total	150	100

Each department has complete autonomy for designing and scheduling internal examinations / assignments. However transparency and objectivity shall be the main criteria. Records are to be maintained.

A model practical examination is conducted for awarding IA marks for practical. Question paper pattern for IA examination is similar to the pattern of end semester examination as decided by BOS.

**12. REGISTERING FOR THE EXAMINATIONS:**

A candidate shall register for all the paper in the subject of a semester when he/she appears for the examination of that semester for the first time.

### **13. VALUATION OF ANSWER SCRIPTS:**

**13.1** Each written paper shall be valued by one internal examiner and one external examiner.

**13.2** If the difference in marking between two valuations is more than 20% of the maximum marks, the Registrar (Evaluation) shall check the entries and the total marks assigned by the two valuers. If there is any mistake in totaling, it shall be rectified. While checking the total, if it is observed that any one or more of the answers is not valued by one of the valuers, the Registrar (Evaluation) shall advise internal members of the Board of Examiners to value that answer. After receiving the marks, the Registrar (Evaluation) shall make the necessary corrections. Despite all these corrections, if the difference between the two valuations is still more than 20%, the Registrar (Evaluation) shall refer such answer scripts to the Chairman of the BOE for arranging Board valuation.

**13.3** In all cases involving either two/three valuations, the nearest two marks are considered for the average for declaring the results.

**13.4** Fractional marks / attendance if any shall be rounded off to the next significant digit.

### **14. MINIMUM FOR A PASS:**

#### **14.1 a) All courses except MBA & MSW:**

No candidate shall be declared to have passed in a semester examination unless he/she obtains not less than 40% marks in the End Semester Examination in each unit such as theory papers/ practicals, and 50% marks including internal assessment separately in each unit. In case of project work / dissertation / viva-voice the candidate has to secure a minimum of 50% marks for pass.

#### **b) MBA**

A candidate shall be considered to have passed a semester if he/she obtains not less than 40% marks in each theory paper and 50% marks in the aggregate of both internal assessment and semester examination marks put together and 50% in the aggregate of all the courses in each semester. However, if candidate has to get exemption in any paper, he has to obtain atleast 50% marks in written examination and internal assessment put together in that paper.

**c) MSW:**

No candidate shall be declared to have passed in a semester examination unless he/she obtains not less than 40% marks in the End Semester Examination in each unit such as theory papers/ practicals, and 50% marks including internal assessment separately in each unit. In case of project work / dissertation / viva-voice a candidate has to secure a minimum of 50% marks for pass.

**14.2** There shall be no minimum in respect of internal assessment.

**14.3** A candidate who fails in any of the unit/project work/Project Report/ dissertation/ viva- voice shall reappear in that unit/project work/Project Report / Dissertation / viva-voice and pass the examination subsequently.

**15. CARRY OVER PROVISION:**

Candidates who fail in a lower semester examinations **may go to the higher** semesters and take the examinations.

**16. CLASSIFICATION OF SUCCESSFUL CANDIDATES:**

- i) The results of successful candidates at the end of IV/VI semester shall be classified on the basis of aggregate marks obtained in all the four/six semesters.
- ii) The candidates who pass all the semester examinations in the first attempt are eligible for ranks provided they secure 60% and above marks.
- iii) The results of the candidates who have passed the IV/VI semester examination but not passed the lower semester examinations shall be declared as NCL (not completed lower semester examinations). Such candidates shall be eligible for the Degree only after completion of all the lower semester examinations.

**Percentage of marks for declaring class:**

Distinction	70% and above
First Class	60% and above but less than 70%
High Second Class	55% and above but less than 60%

## Grading & Evaluation of performance:

The overall performance of a student will be indicated by two indices; SGPA ( Semester Grade Point Average) and CGPA ( Cumulative Grade Point Average).

$$\text{SGPA} = \frac{\sum(\text{Course Credits}) \times (\text{grade points}) \text{ for all subjects in each semester}}{\sum(\text{Course Credits}) \text{ of each semester}}$$

$$\text{CGPA} = \frac{\sum(\text{Course Credits}) \times (\text{grade points}) \text{ for all subjects of all semesters}}{\sum(\text{Course Credits}) \text{ of all semesters}}$$

### Proposed Range of Marks, Grades & Grade Points

<b>% Marks</b>	<b>Below 50%</b>	<b>50-54</b>	<b>55-59</b>	<b>60-64</b>	<b>65-69</b>	<b>70-74</b>	<b>75-79</b>	<b>80-84</b>	<b>85-89</b>	<b>90-94</b>	<b>95-99</b>	<b>100</b>
<b>Alpha Sign Grade</b>	<b>F</b>	<b>C</b>	<b>B</b>	<b>B+</b>		<b>A</b>		<b>A+</b>		<b>O</b>		
<b>Grade Point</b>	<b>0</b>	<b>5</b>	<b>5.5</b>	<b>6</b>	<b>6.5</b>	<b>7</b>	<b>7.5</b>	<b>8</b>	<b>8.5</b>	<b>9</b>	<b>9.5</b>	<b>10</b>

## **17. REJECTION OF RESULTS:**

- i)** A candidate who fails in one or more papers of a semester may be permitted to reject the result of the whole examination of that semester. Rejection of result paperwise shall not be permitted. A candidate who rejects the results shall appear in the examination of that semester in the subsequent examination.
- ii)** Rejection shall be exercised only once in each semester and the rejection once exercised cannot be revoked.
- iii)** Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department together with the original statement of marks within 30 days from the date of publication of the result.
- iv)** A candidate who rejects the result is eligible for only class and not for ranking.

## **18. IMPROVEMENT OF RESULTS:**

- i)** A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- ii)** The reappearance shall be permitted only once in each semester.
- iii)** The reappearance for the examination of any semester is permitted during the subsequent examination of that semester.
- iv)** Application for reappearance along with payment of prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.
- v)** The candidate passes in all the subjects in the reappearance, higher of the two aggregate marks secured by the candidate shall be awarded to the candidate for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- vi)** A candidate who has appeared for improvement is eligible for class only and not for ranking.

**19.** Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

**20.** A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

**21. SEMESTER-WISE SCHEME OF EXAMINATION FOR MBA- Choice  
Based Credit System**

Semester	Type of course			Credits	Marks		
	T	P	O		CA	Exam	Total
<b>I</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>20</b>	<b>400</b>	<b>400</b>	<b>800</b>
<b>II</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>26</b>	<b>500</b>	<b>400</b>	<b>900</b>
<b>III</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>22</b>	<b>400</b>	<b>350</b>	<b>750</b>
<b>IV</b>	<b>5</b>	<b>-</b>	<b>2</b>	<b>22</b>	<b>400</b>	<b>350</b>	<b>750</b>
<b>Grand Total</b>				<b>90</b>	<b>1700</b>	<b>1500</b>	<b>3200</b>

T- Theory; P – Practical; O – Others (Self-study/ Internship/ BCP/ Rural Exposure Camp)

**Appendix-B**

**Computation of Semester Grade Point Average and Aggregate Grade point Average**

Paper	1	2	3	4	5	6	7	Total
<b>Max.Marks</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>50</b>	<b>650</b>
<b>Scored</b>	<b>79</b>	<b>82</b>	<b>83</b>	<b>78</b>	<b>75</b>	<b>85</b>	<b>30</b>	<b>512</b>
<b>Grade pt</b>	<b>7.5</b>	<b>8</b>	<b>8</b>	<b>7.5</b>	<b>7.5</b>	<b>8.5</b>	<b>6</b>	
<b>Credit</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>20</b>
<b>Grade Points</b>	<b>22.5</b>	<b>24</b>	<b>24</b>	<b>22.5</b>	<b>22.5</b>	<b>25.5</b>	<b>12</b>	<b>153</b>

**Percentage of marks for declaring class:**

**Illustration of SGPA-MSW**

**IV Semester**

**SGPA= 153 / 20 = 7.65**

**Percentage of Marks=78.76**

**Alfa sign = A**

**Illustration of CGPA-MSW**

<b>Semester</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>Total</b>
<b>Total Marks / Semester</b>	650	650	650	650	2600
<b>Total Marks secured</b>	393	462	486	512	1853
<b>Semester GPA ( 3)</b>	6.0	6.85	7.25	7.65	
<b>Semester Credits (4)</b>	20	20	20	20	80
<b>Semester Credit Weightages ( 3x4)</b>	120	137	145	153	

**CGPA=**

**Percentage of Marks = 71.27**

**Alfa Sign = A**

**Class: First class with Distinction.**

## 22. Regulations Governing the “Business Consulting Project”

Business Consulting Project (BCP) is a team-based business consulting assignment undertaken by IV semester MBA students and it carries 200 marks. A team of 3-4 students undertakes the consultancy assignment for a business firm/ industry/ organization/ NGO/ research organization under the guidance of the Faculty.

**22.1** Business Consultancy Project report shall be evaluated by two examiners one external and one internal appointed by the Registrar (Evaluation). Wherever there is viva-voice, it shall be conducted by the common Viva Board consisting of the Chairman and internal members of the BOE in the concerned subject, internal guide and external examiner approved by the Registrar (Evaluation). Though the BCP is a team work, students in the team are evaluated individually according to the below-mentioned criteria.

### **Business Consultancy Project (6 credits)**

Component of Evaluation	Marks	Weightage (%)
Report (guide)	40	25%
Internal evaluation (guide + panel) – three evaluations of 20 marks each	60	25%
Viva (external)	100	50%
Total	200	100%

## **23. Regulations Governing the “Add on Courses”**

- 23.1.** These regulations shall be called “The regulations, governing the “Add on Courses”.
- 23.2 Eligibility for Admissions:** All students enrolled for the MBA are eligible and required to pursue the add on courses offered in the semester they are offered by the department.
- 23.3 Registering for the Add on course:** The Add on course shall be taken in the semester it is offered. There is no provision for the students to opt for the Add on course in any other time.
- 23.4 Duration of the Courses:** The Add on courses extend to the duration of each semester they are offered.
- 23.5 Hours of Instruction per week:** There shall be 2 hours of input for theory papers and 4 hours for practical papers. These hours may be distributed for lectures, seminars, tutorials, project work, presentations and other modes of instruction which individual add on courses may demand.
- 23.6 Period for Completion of the Add on Courses:** The candidates shall complete the add on course in the semester they are offered. They will be graded as C – Completed or NC – Not Completed. Those who do not satisfactorily complete the course will be declared as “Not Complete”. Candidates who have not satisfactorily completed the course will not be provided another opportunity to complete the course as it is a Non-Credit Course and does not have a bearing on his/her completion of the MBA degree programme.
- 23.7 Attendance:** Each “add-on-course” shall be treated as an independent unit for the purpose of attendance. A student shall attend a minimum of 75% of the total instruction hours in the paper including tutorials and seminars. There is no provision for condonation of shortage of attendance and those students failing to get the minimum attendance will be declared as “Not Completed” the course.
- 23.8 Course Credit Assignment for Add on courses:** Except for “Rural Exposure Camp” and “Internship”, all other add-on courses are non-credited. The course will be designed by the instructor who will have to conduct the course and assess the students.
- 23.9 Scheme of Examination:** There will be continuous evaluation of the “add on course” which will include a term end examination, and continuous evaluation based on seminars, field work, assignment and other appropriate assessment tools.



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**(Applicable for students admitted from 2010-2011 Academic Year)**

# **MASTER OF BUSINESS ADMINISTRATION (MBA)**

## **(Choice based credit system)**

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## STRUCTURE OF MBA PROGRAMME UNDER CHOICE BASED CREDIT SYSTEM

### MBA I SEMESTER

Courses/ subjects	Instruction hrs/week	Duration of Exam	MARKS			CREDITS
			IA	EXAM	TOTAL	
8 Basic Management Courses	$(4 \times 4) + (4 \times 3) = 28$	8x3	8x50	8x50	8x100=800	4x3=12 4x2=8
<b>TOTAL</b>	<b>28</b>		<b>400</b>	<b>400</b>	<b>800</b>	<b>20</b>

### MBA II SEMESTER

Courses/ subjects	Instruction hrs/week	Duration of Exam	MARKS			CREDITS
			IA	EXAM	TOTAL	
8 Core Management Courses	$(7 \times 4) + (1 \times 3) = 31$	8x3	8x50	8x50	8x100	7x3=21 1x2=2
Internship	-	-	100	-	100	3
<b>TOTAL</b>	<b>31</b>		<b>500</b>	<b>400</b>	<b>900</b>	<b>26</b>

**MBA III SEMESTER**

<b>Courses/ subjects</b>	<b>Instruction hrs/week</b>	<b>Duration of Exam</b>	<b>MARKS</b>			<b>CREDITS</b>
			<b>IA</b>	<b>EXAM</b>	<b>TOTAL</b>	
<b>4 Core Management courses</b>	<b>4x4</b>	<b>4x3</b>	<b>4x50</b>	<b>4x50</b>	<b>4x100</b>	<b>4x3</b>
<b>2 Elective courses in Finance/ Human Resource/ Marketing/ Banking/ International Business</b>	<b>2x4</b>	<b>2x3</b>	<b>2x50</b>	<b>2x50</b>	<b>2x100</b>	<b>2x3</b>
<b>1 Open Elective course</b>	<b>1x4</b>	<b>1x3</b>	<b>1x50</b>	<b>1x50</b>	<b>1x100</b>	<b>3</b>
<b>1 Self-study (Mini-project/ Term paper)</b>	<b>-</b>	<b>-</b>	<b>1x50</b>	<b>-</b>	<b>50</b>	<b>1</b>
<b>TOTAL</b>	<b>28</b>		<b>400</b>	<b>350</b>	<b>750</b>	<b>22</b>

**MBA IV SEMESTER**

Courses/ subjects	Inst hrs/week	Duration of Exam	MARKS			CREDITS
			IA	EXAM	TOTAL	
1 Advanced Management course	1x4	1x3	1x50	1x50	1x100	3
3 Elective courses in Finance/ Human Resource/ Marketing/ Banking/ International Business	3x4	3x3	3x50	3x50	3x100	3x3=9
1 Open Elective course	1x4	1x3	1x50	1x50	1x100	3
1 Self-study (Mini project/ Term paper)	-	-	1x50	-	1x50	1
Business Consultancy Project	-	-	100	100	200	6
<b>TOTAL</b>	<b>20</b>		<b>400</b>	<b>350</b>	<b>750</b>	<b>22</b>

## First Semester

Course Code	Course title	No of Hours/Week				Duration of Exam in hours	Marks for		Total Marks	Credits
		L	T	P	S		I.A	Exam		
P 301.1	Principles and Practices of Management	3	01	-	-	3	50	50	100	<b>3</b>
P 302.1	Quantitative Techniques I	03	01	-	-	3	50	50	100	<b>3</b>
P 303.1	Quantitative Techniques II	02	01	-	-	3	50	50	100	<b>2</b>
P 304.1	Principles of Human Resource Management	02	01	-	-	3	50	50	100	<b>2</b>
P 305.1	Principles of Marketing	02	01	-	-	3	50	50	100	<b>2</b>
P 306.1	Financial Accounting	02	01	-	-	3	50	50	100	<b>3</b>
P 307.1	Corporate Communications	02	01	-	-	3	50	50	100	<b>2</b>
P 308.1	Macro Business Environment	03	01	-	-	3	50	50	100	<b>3</b>
Total		21	08	-	-		400	400	800	<b>20</b>

## Add-on courses

Code	Title	No. of credits	Mode of instruction (per week)				Marks		
			L	T	P	S	IA	Exam	Total
P 1A.1	IT Skills Laboratory	Audit	-	-	02	-	50	50	Letter grade C/ NC
P 2A.1	Presentation Skills I	Audit	-	-	02	-	50	50	Letter grade C/ NC
P 3A.1	Rural Exposure Camp	Audit	-	-	40	-	-	100	Letter grade C/ NC

C – Completed; NC – Not completed

## Second Semester

Subject Code	Subject	No of Hours/Week				Duration of the Exam in hours	Marks for		Total Marks	Credits
		L	T	P	S		I.A	Exam		
P 301.2	Organizational Behaviour	03	01	-	-	3	50	50	100	3
P 302.2	Economics for Managers	03	01	-	-	3	50	50	100	3
P 303.2	Management Information Systems	02	01	-	-	3	50	50	100	2
P 304.2	Research Methodology	03	01	-	-	3	50	50	100	3
P 305.2	Marketing Management	03	01	-	-	3	50	50	100	3
P 306.2	Human Resource Development	03	01	-	-	3	50	50	100	3
P 307.2	Corporate Financial Management	03	01	-	-	3	50	50	100	3
P 308.2	Basics of Business Law	03	01	-	-	3	50	50	100	3
P 309.2	Internship	-	-	-	-	-	100	-	100	3
Total		24	08	-	-		500	400	900	26

## Add on courses II Semester

Code	Title	No. of credits	Mode of instruction (per week)			Marks		
			L	T	P	CA	Exam	Total
P 1A.2	Data Analysis using Software Tools	Audit	-	-	02	50	50	Letter grade C/ NC
P 2A.2	Presentation Skills II	Audit	-	-	02	50	50	Letter grade C/ NC

### Third Semester

Subject Code	Subject	No of Hours/Week				Duration of the Exam in hours	Marks for		Total Marks	Credits
		L	T	P	S		I.A	Exam		
P 301.3	Operations Research	03	01	-	-	3	50	50	100	3
P 302.3	Strategic Management	03	01	-	-	3	50	50	100	3
P 303.3	Cost and Management Accounting	03	01	-	-	3	50	50	100	3
P 304.3	Operations Management	03	01	-	-	3	50	50	100	3
Elective-I	Specialization specific elective	03	01	-	-	3	50	50	100	3
Elective-II	Specialization specific elective	03	01	-	-	3	50	50	100	3
Elective-III	Open Elective	03	01	-	-	3	50	50	100	3
P311.3	Self-study (mini-project/ term paper)		-	-	02		50	-	50	1
	Total	21	07	-	02		400	350	750	22

### **III Semester Finance Specialization (any 2)**

S.No	Code	Title	No. of credits
1	P 305(a).3	Working Capital Management	03
2	P 305(b).3/ P 308(e).3	Bank Management	03
3	P 305(c).3	Management of Financial Services	03
4	P 305(d).3	Investment Analysis & Portfolio Management	03
5	P 305(e).3/ P 308(a).3	Financial Reporting and Analysis	03
6	P 305(f).3/ P 309(d).3	Mergers, Acquisitions and Corporate Restructuring	03

### **III Semester HR Specialization (any 2)**

S.No	Code	Title	No. of credits
1	P 306(a).3	Organizational Development and Change Management	03
2	P 306(b).3	Compensation Management	03
3	P 306(c).3	Human Resource Information System	03
4	P 306(d).3	Industrial Relations	03
5	P 306(e).3/ P 309(a).3	International Human Resource Management	03

### **III Semester Marketing Specialization (any 2)**

S.No	Code	Title	No. of credits
1	P 307(a).3	Marketing Research	03
2	P 307(b).3	Integrated Marketing Communications	03
3	P 307(c).3	Consumer Behaviour	03
4	P 307(d).3	Sales & Distribution Management	03
5	P 307(e).3/ P 309(c).3	International Marketing Management	03

### **III Semester Banking Specialization (any 2)**

S.No	Code	Title	No. of credits
1	P 308(a).3/ P 305(e).3/	Financial Reporting and Analysis	03
2	P 308(b).3	Legal Aspects of Banking	03
3	P 308(c).3	Investment Banking	03
4	P 308(d).3	Rural Banking	03
5	P 308(e).3/ P 305(b).3/	Bank Management	03

### **III Semester International Business Specialization (any 2)**

S.No	Code	Title	No. of credits
1	P 309(a).3/ P 306(e).3/	International Human Resource Management	03
2	P 309(b).3	International Business Management	03
3	P 309(c).3/ P 307(e).3/	International Marketing Management	03
4	P 309(d).3/ P 305(f).3/	Mergers, Acquisitions and Corporate Restructuring	03

### III Semester Open Electives (any 1)

S.No	Code	Title	No. of credits
1	P 310(a).3	Microfinance	03
2	P 310(b).3	Entrepreneurial Development	03
3	P 310(c).3	E-Marketing	03
4	P 310(d).3	Corporate Social and Environmental Responsibility	03

### Add on courses

Code	Title	No. of credits	Mode of instruction (per week)			Marks		
			L	T	P	CA	Exam	Total
P 1A.3	E-Accounting	Audit	-	-	02	50	50	Letter grade C/NC
P 2A.3	French OR	Audit	02	-	-	50	50	Letter grade C/NC
	Russian OR	Audit	02	-	-	50	50	Letter grade C/NC
	Spanish	Audit	02	-	-	50	50	Letter grade C/NC

### IV Semester

Subject Code	Subject	No of Hours/Week				Duration of the Exam in hours	Marks for		Total Marks	Credits
		L	T	P	S		I.A	Exam		
P301.4	Business Ethics	03	01	-	-	3	50	50	100	<b>3</b>
Elective IV	Specialization specific elective	03	01	-	-	3	50	50	100	<b>3</b>
Elective V	Specialization specific elective	03	01	-	-	3	50	50	100	<b>3</b>
Elective-VI	Specialization specific elective	03	01	-	-	3	50	50	100	<b>3</b>
Elective-VII	Open elective	03	01	-	-	3	50	50	100	<b>3</b>
P308.4	Self-study (Mini project/ term paper)	-	-	-	2	3	50	-	50	<b>1</b>
P309.4	Business Consultancy Project	-	-	4 (field work)	8	3	100	100	200	<b>6</b>
	Total						400	350	750	<b>22</b>

### **IV Semester Finance Specialization (any 3)**

S.No	Code	Title	No. of credits
1	P 302(a).4	Corporate Taxation	03
2	P 302(b).4	Insurance and Risk Management	03
3	P 302(c).4	Public Economics	03
4	P 302(d).4	Commodity Derivatives Market	03
5	P 302(e).4/ P 305(d).4	Financial Derivatives	03
6	P 302(f).4/ P 305(a).4	Foreign Exchange and Treasury Management	03
7	P 302(g).4	Quantitative Equity Portfolio Management	03
8	P 302(h).4/ P 306(a).4	International Financial Management	03

### **IV Semester HR Specialization (any 3)**

S.No	Code	Title	No. of credits
1	P 303(a).4	Talent Management	03
2	P 303(b).4	Human Resource Accounting	03
3	P 303(c).4	Labour Laws	03
4	P 303(d).4	Strategic HRM	03
5	P 303(e).4	Leadership in Organizations	03
6	P 303(f).4	Performance Management	03

### **IV Semester Marketing Specialization (any 3)**

S.No	Code	Title	No. of credits
1	P 304(a).4	Strategic Brand Management	03
2	P 304(b).4	Services Marketing	03
3	P 304(c).4	Rural Marketing	03
4	P 304(d).4/ P 305(b).4	Retail Management	03
5	P 304(e).4	Principles of Advertising	03
6	P 304(f).4	Global Marketing Strategy	03
7	P 304(g).4	Customer Relationship Management	03

### **IV Semester Banking Specialization (any 3)**

S.No	Code	Title	No. of credits
1	P 305(a).4/ P 302(f).4/	Foreign Exchange and Treasury Management	03
2	P 305(b).4/ P 304(d).4/	Retail Management	03
3	P 305(c).4/ P 304(g).4	Customer Relationship Management	03
4	P 305(d).4/ P 302(e).4/	Financial Derivatives	03
5	P 305(e).4	Development Banking & Financial Inclusion	03
6	P 305(f).4	Merchant Banking	03

### **IV Semester International Business Specialization (any 3)**

S.No	Code	Title	No. of credits
1	P 306(a).4	International Financial Management	03
2	P 306(b).4	International Corporate Governance	03
3	P 306(c).4	International Corporate Finance	03
4	P 306(d).4	Global Strategic Management	03
5	P 306(e).4	Export-Import Finance	03
6	P 306(f).4	International Economics	03

### **IV Semester Open Electives (any 1)**

S.No	Code	Title	No. of credits
1	P 307(a).4	Retail Banking	03
2	P 307(b).4	Behavioural Finance	03
3	P 307(c).4	Infrastructure Management	03
4	P 307(d).4	Advanced Research Methodology	03
5	P 307(e).4	Total Quality Management	03
6	P 307(f).4	Industrial Marketing	03
7	P 307(g).4	Knowledge Management	03
8	P 307(h).4	Event Management	03
9	P 307(i).4	Crisis and Disaster Management	03

## **INTERNAL EXAMINATION MODEL PAPER**

Each question paper shall have three sections

Duration of examination is 2 hours

☐ Section A

- Students are required to answer one compulsory question carrying 10 marks 1x10=10

☐ Section B

- Students are required to answer three questions out of five questions. 3x08=24  
Carrying 8 marks each

☐ Section C

- Students have to solve a case or a compulsory problem 1x16=16

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**TOTAL**

**50 marks**

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# END SEMESTER EXAMINATION MODEL PAPER

Each question paper shall have three sections

Duration of examination is 3 hours

☐ Section A	
- Students are required to answer any two questions out of three given questions.	2x10=20
☐ Section B	
- Students are required to answer five Questions out of eight questions.	5x12 =60
☐ Section C	
- Students have solve a case study or compulsory problem.	1x20=20
<hr/>	
<b>TOTAL</b>	<b>100 marks</b>
<hr/>	

## **FIRST SEMESTER MBA**

### **COURSES OFFERED**

**P301.1 PRINCIPLES AND PRACTICES OF MANAGEMENT**

**P302.1 QUANTITATIVE TECHNIQUES I**

**P303.1 QUANTITATIVE TECHNIQUES II**

**P304.1 PRINCIPLES OF HUMAN RESOURCE MANAGEMENT**

**P305.1 PRINCIPLES OF MARKETING**

**P306.1 FINANCIAL ACCOUNTING**

**P307.1 CORPORATE COMMUNICATIONS**

**P308.1 MACRO BUSINESS ENVIRONMENT**

**P301.1 PRINCIPLES AND PRACTICES OF MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Theories and Principles of Management**

Difference between Management and Administration- Scope and Significance of Management. Evolution of Management Theories and Schools of Thought. Nature and characteristics of Management- Managerial Roles, Managerial Skills and Activities; POSDCORB; Levels of management. Contemporary management issues and challenges.

**Planning**

Objectives and Significance of Planning-Elements and Steps in Planning- Types of planning- Environmental scanning - SWOT and PEST analysis- Vision, Mission, Objectives of an organization. Planning premises: Strategic planning; Tactical planning and Operational planning.

**Organizing**

Organization Design Models: Bureaucratic and Behavioural; Principles of organizing- Elements and process of organizing; Grouping of activities: Departmentalization; Line and staff authority -Distribution of authority; Delegation- centralization and decentralization- Empowerment -Organization chart

**Directing and Coordinating**

Principles and elements of direction: *Order, Instruction, Supervision, Motivation, Leadership, Communication*. Significance of Coordination in organizations; coordination versus cooperation- Barriers in coordination- Ways to achieve effective coordination: through teamwork and through communication.

## **Controlling**

Process of Controlling: Features and characteristics -Dimensions of control-Types of control-Limitations-Requirements for effective control-Methods of control in dynamic world.

### **Learning Resources**

1. Drucker, F. Peter, (2007). *Management - Tasks, Responsibilities & Practices*. 18<sup>th</sup> Reprint, Allied Publishers, New Delhi.
2. Koontz H. and Heinz Weihrich, (2005). *Elements of Management*. 11/e, TMH., New Delhi.
3. Heinz Weihrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 12/e, TMH., New Delhi.
4. Stephen P. Robbins, David A. Decenzo, Sanghamtira Bhattacharya and Madhushree Nanda Agarwal, (2009). *Fundamentals of Management: Essential Concepts and Applications*, 6/e, Pearson, New Delhi.
5. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., (2004). *Management*, 6/e, Pearson, New Delhi.

### **Introduction**

Importance of statistics in Business Management domain. Converting data for decision making. *Classification & Tabulation of Data*: Need for classifying data; Method of Classifications. Methods of Tabulation.

### **Organizing data**

Frequency Distribution and its construction. Types of frequency distributions, Relative frequency distributions.

Diagrams & Graphs: Significance, types, functions, limitations; Difference between Diagrams and graphs.

Measures of Central Tendencies and Dispersion: Arithmetic Mean- Median - Mode- Applications; Partition values- Quartiles-Deciles-Percentiles and their uses.

Qualities of good measure of variation. Distance and average deviation measures - Range, Standard Deviation, Coefficient of Variation- methods of calculation and applications.

### **Correlation and Regression Analysis**

Types of Correlation- properties. Methods of Studying Correlation- Scatter Diagram-Karl Pearson's Coefficient of Correlation- Bivariate Correlation method-Spearman's Rank Method- Coefficient of Determination.

Types of Regression-Regression Lines-Regression Coefficient- Application of Simple Linear Regression. Analysis of regression to estimate regression parameters: Least Square method, Applications to business. Multiple Regression and its applications.

## **Probability and Probability Distributions and Applications**

Relevance of Probability to Management decisions; Basic Rules, Conditional probability. Bayes theorem and its applications, Random Variables, Expected value and Variance.

Probability Distributions: Discrete- Bernoulli, Binomial, Poisson distribution and their application, Continuous Normal distribution with managerial applications.

## **Hypothesis Testing and Chi-square test and ANOVA**

Point and Interval Estimates, Types of Hypothesis, Formulation of Hypothesis, Procedure for testing hypothesis, Confidence Intervals, Testing for mean, proportions, variances; Difference between means; Difference between proportions; Difference between variances.

Chi-Square test and its applications-Uses-Misuse-Limitations. Test for independence.

Applications of F test, assumptions, One- way and Two- way ANOVA with applications.

## **Learning Resources**

1. Barenson and Levene (2007). *Basic Business Statistics*, Prentice Hall, New Delhi.
2. Bharadwaj R.S. (2008). *Business Statistics 2/e* , Excel Books, New Delhi. .
3. Sharma J.K. (2007). *Business Statistics, 2/e* Pearson Education, New Delhi.
4. Terry Sincich (2007). *Business Statistics by example*, Prentice Hall, New Delhi.
5. David and Lori (2008). *Applied Statistics in Business and Economics*, Tata McGraw Hill

**P303.1 QUANTITATIVE TECHNIQUES II**

**Credits 02**

**Instruction hours 30**

**L 02 + T 01**

**Total marks : 100**

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**Constants Variables & Functions**

Types of variables, constants and functions; Graph of functions-Managerial applications of functions in Business.

**Matrix Algebra**

Matrices – Operations of Matrices – Application of Matrix Multiplication to business Situations-Types of Matrices-Matrix inversion – Determinants-Solutions to Linear Equations –Matrix inversion method- Gauss Jordan Method- Cramer’s Rule- Economic Application-National Income Model-Markov Brand Switching Model-Input-Output Analysis.

**Differential Calculus**

Basic Differentiation; Concept of Derivatives, Derivative of Function, Economic Applications-Demand Function, Supply Function, Revenue Functions, Cost Function; Application of Derivatives-Marginal Cost-Marginal Revenue-Determination of Maxima and Minima Optimization problems in business.

**Integral Calculus**

Basic Integration, Definite and indefinite integral, Rules of Integration, Integrations by Substitutions, Integration by parts, Application of Integration- Economic Applications- Total Revenue from Marginal Revenue-Total Cost from Marginal Cost-Total Profit from Marginal Profit function -Consumer Surplus-Producer Surplus.

**Learning Resources**

1. Bharadwaj, R.S. (2008) *Mathematics for Economics & Business*, Excel Books
2. Raghavachari M (2002). *Mathematics for Management: An Introduction*. TMH., New Delhi.
3. Qazi Zameeruddin, Vijay K. Khanna and S.K. Bhambri (2009). *Business Mathematics*, 2/e, Vikas Publishing House New Delhi.

**P304.1 PRINCIPLES OF HUMAN RESOURCE MANAGEMENT**

**Credits 02**

**Instruction hours 30**

**L 02 + T 01**

**Total Marks : 100**

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**Introduction**

Human Resource as unique advantage in an organization. Evolution of HRM – from Labour and Welfare Management role to Personnel Management and then HRM. Changing role of HR managers.

**Human Resource Planning, Recruitment and Selection**

Concepts of job, career and job analysis; Job description and job specification; Career paths. Human Resource Planning Models – micro; macro; soft and hard HR Planning. Forecasting demand and supply of human resources: Quantitative and qualitative methods: Work load analysis; Workforce analysis. Dynamics of internal and external mobility of employees.

Process and methods of recruitment: internal or external or a combination; yield pyramid. Metrics of recruitment process.

Process and methods of selection- Selection criteria, selection models. Validity and reliability of selection tests. Competency based interviewing.

**Performance Management System and Training**

Measures of Performance. Types of appraisal; Process of performance appraisal- Performance Appraisal Review meeting; Likely errors in appraisal; Integrating appraisal with reward system and identifying potential.

Training Needs Analysis; Methods of training; Measuring the effectiveness of training.

## **Compensation and Industrial Relations**

Factors influencing compensation; Components of compensation; Methods of salary fixation; Performance linked compensation. Benefits and Services.

Employer-employee relation; Grievance redressal mechanism; Managing industrial disputes; Collective bargaining.

### **Learning Resources**

1. Gary Dessler and Biju Varkkey, 2009. *Human Resource Management*, 11/e, Pearson, New Delhi.
2. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, 2009. *Human Resource Management*, Houghton Mifflin Co./ Biztantra.
3. Ian Beardwel and Len Holden, *Human Resource Management* (2007). Mc Millan., New Delhi.
4. Wendell French, 1998. *Human Resource Management*. Boston: Houghton Mifflin Co.
5. Mabey C and Soloman G. 1995. *Strategic Human Resource Management*, Oxford: Blackwell.
6. Rao T. V. 2004, *Performance Management & Appraisal Systems*. New Delhi: Sage Publications.

**P305.1 PRINCIPLES OF MARKETING**

**Credits 02**

**Instruction hours 30**

**L 02 + T 01**

**Total marks: 100**

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**Marketing Concepts**

Evolution of marketing- Concepts of Marketing - Growing relevance of marketing to India - Marketing Challenges of Liberalized Economy: Green marketing; Neuro marketing; Viral marketing; Visual merchandising; Retro marketing; Consumer market versus business market - Middle Class Explosion - Growing Rural Scenario.

**Marketing Environment**

Company's micro environment: Company- Suppliers- Marketing Intermediaries- Customers- Competitors: identifying competitors & competitive attacks- Public. Company's Macro environment: Demographic environment – Economic environment – Natural environment - Technological environment - Political environment - Cultural environment; Socio- cultural environment (PEST analysis)

**Company Marketing Strategy**

Strategic planning- Defining a market oriented mission- Setting company's objectives & goals- Designing the business portfolio BCG & GE models- Strategic planning & environmental audit (SWOT analysis, industry analysis) -The marketing process- Managing the marketing effort – marketing audit (Balanced Score Card).

**Innovations in Marketing**

Creating an innovative culture; Organizational structure for innovative management; role of marketers; Managing the innovation process; Product replacement strategies; Commercialization of technology; Next generation products; Disruptive innovations; Open market innovation and Experimentation in innovation.

### **Learning Resources**

1. Perreault Jr. and McCarthy, (2002). *Basic Marketing: A Global Perspective*, 15<sup>th</sup> Ed.
2. Etzel, Walker et al., (2010). *Marketing: Concepts & Cases*, 14<sup>th</sup> Ed. Tata McGraw Hill Publishing House.
3. Ramaswamy V.S. and Namakumari (2003). *Marketing Management – Planning Implementation and Control-The Indian Context*
4. Kotler and Armstrong, (2006). *Principles of Marketing*, 11<sup>th</sup> Ed. Pearson Prentice Hall.
5. Arun Kumar and Meenakshi (2009). *Marketing Management*. Vikas Publishing

**P306.1 FINANCIAL ACCOUNTING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks: 100**

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**Concepts of Accounting**

Accounting – users of accounting information – Financial Accounting –Management accounting- Assumptions underlying accounting measurement – GAAP – Accounting environment – Accounting equation – Effects of financial transactions on Accounting equations – Fields of Accounting activity.

**Accounting Standards**

Indian and International accounting standards – Role of Accounting in capital market and corporate governance.

**Accounting Process**

Accounts – Classification of accounts – Double entry system – Recording transactions – trail balance – Income measurement – Adjustment process – preparing financial statements from adjusted trail balance – overview of accounting cycle – Worksheet – using the worksheet.

**Accounting for Merchandise**

Income measurement for merchandising company – revenue from sales – cost of goods sold – operating expenses – worksheet for a merchandising company.

**Liabilities and Shareholders Equity**

Current liabilities – Contingent liabilities – Long-term liabilities – Accounting for debentures – Redemption of debentures – deferred tax liability

Share capital – Dividends – Accounting for share capital – preference share capital – reserves and surplus – Share split- stock split– Buy back of shares – Bonus shares- EPS.

### **Learning Resources**

1. Agarwal R and Srinivasan R.(2006). *Accounting Made Easy*, Tata McGraw-Hill Publishing Co. Ltd, New Delhi
2. Narayanaswamy R., *Financial Accounting (2008). A Managerial Perspective.* Prentice – Hall of India Pvt Ltd., New Delhi.
3. Bhattacharya S K and Dearden John (2008). *Accounting for Management*, 3/e, Vikas Publishing House Pvt Ltd., New Delhi
4. Anthony Robert N & Reece James S (2006). *Accounting Principles.* AITBS Publishers & Distributors, New Delhi
5. Vijayakumar T (2009). *Accounting for Management.* Tata McGraw Hill, New Delhi.

## I Semester MBA

### P307.1 CORPORATE COMMUNICATIONS

**Credits 02**

**Instruction hours 30**

**L 02 + T 01**

**Total marks: 100**

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#### **Business Communication**

Importance of communication skills in Business Management. Types of communication: the media and tools of communication. One to one communication and one to many communication.

#### **Verbal and Non-verbal Communication**

Personal language and body language. Types of managerial speeches: occasional speech; thematic speech.

Group Communication in: group discussions, meetings, seminars and conferences

Mastering the art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

#### **Written Communication Skills**

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge; Weblography.

#### **Business and Social Etiquette**

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image : appropriate business attire; Telephone Etiquette ; Table etiquette.

## Learning Resources

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). *Business Communication: Building Critical Skills*, 3/e, TMH., New Delhi.
2. Randolph H. Hudson and Benard J. Selzler, (2006). *Business Communication : Concepts and Applications in an Electronic Age*, 5/e., Jaico Reprint, Jaico, New Delhi.
3. Booher, Dianna (2001). *E-Writing: 21st Century Tools for Effective Communication*. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). *E-book--Business Communication: Process and Product*. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande (2009). *Business Communication: Making Connections in a Digital World*, 11/e. TMH., New Delhi.

**P 308.1 MACRO BUSINESS ENVIRONMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Macro Economic Policies and Business Environment**

Economic systems and business implications. Growth Strategies and business implications. Macro economic policies – Industrial policy, monetary policy, fiscal policy and trade policy.

**Measurement of National Income**

National income and expenditure. Gross Domestic Product (GDP) : yardstick of economy's performance; components and measurements of GDP. Real versus nominal GDP. GDP as a measure of economic wellbeing.

**Foundation of Aggregate Demand and Aggregate Supply**

Aggregate demand and aggregate supply and income and output determination. Simple Classical Model; Simple Keynesian Model of Income and output determination. Consumption function, Investment Function and Saving Function.

**The Multiplier Model and Business Cycle**

The Multiplier – shift in aggregate demand function. The multiplier effect of consumer spending. Multiplier Equations. Multiplier in reverse. Fiscal Policy Multiplier. Business Cycles – Causes and remedies.

**Global Business Environment**

WTO: Nature and scope - Organization and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

## Learning Resources

1. Baumol J William and Allan S.Blinder (2007). *Economics*. 3/e, HBJ Publishers, Washington
2. Mankiw N. Gregory, (2008). *Economic – Principles and Applications*. Cengage Learning Publishers.
3. Edward Shapiro (2004). *Macro Economic Analysis*. Galgotia Publishing Pvt Ltd., New Delhi
4. Ruddar Datt and Sundaram K.P.M (2007). *Indian Economy*. 5/e, S.Chand Publication Company Ltd, New Delhi.
5. Cherunilam Francis (2008). *Business Environment*. 7/e, Himalaya Publishing House, New Delhi
6. Mittal Vivek (2009). *Business Environment*. Excel Books, New Delhi

## I Semester MBA

### P1A.1 IT Skills Laboratory

(Add-on Course)

**Audit**

**Practical 30 hrs**

P- 02 hrs

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#### **Objectives**

Familiarizing the managers with basic computer concepts and emerging computer technology, so as to enable them to use computer resources efficiently for making effective decision.

Identify basic computer hardware, software; demonstrate basic computer management skills necessary in business.

Providing the necessary skills to understand and use various commonly available softwares in various functional areas in an organization.

Format business documents using current word-processing software;

Create, and use databases to perform database operations

Create, and use spreadsheets to perform spreadsheet operations; Plan and implement spreadsheet charts; Integrate spreadsheet, database, and word-processing applications.

Determine appropriate software to use for specific business applications.

#### **Laboratory Sessions**

- MS –WORD
- MS Excel
- MS Access

**I Semester MBA**

**(Add-on Course)**

**P2A.1 Presentation Skills I**

**T-02 hours**

**Instruction hours 30**

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**Objectives**

- To enrich oral communication skills;
- To develop public-speaking skills (prepared and unprepared speeches);
- To inculcate level of comfort when facing large audiences;
- To refine body language during presentations and interaction.

**I Semester MBA**

**(Add-on Course)**

**P3A.1 Rural Exposure Camp**

**One week**

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**Objectives:**

- To expose students to the rural environment;
- To inculcate a sense of service to the deprived inhabitants of rural areas;
- To understand the dynamics of rural India.

## **SECOND SEMESTER MBA**

### **COURSES OFFERED:**

- P301.2 ORGANIZATIONAL BEHAVIOUR**
- P302.2 ECONOMICS FOR MANAGERS**
- P303.2 MANAGEMENT INFORMATION SYSTEM S**
- P304.2 RESEARCH METHODOLOGY**
- P305.2 MARKETING MANAGEMENT**
- P306.2 HUMAN RESOURCE DEVELOPMENT**
- P307.2 CORPORATE FINANCIAL MANAGEMENT**
- P 308.2 BASICS OF BUSINESS LAW**
- P309.2 INTERNSHIP**

**P301.2 ORGANIZATIONAL BEHAVIOUR**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction to Organizational behavior**

Organizational Behaviour (OB) - Evolution; Contributing disciplines- Challenges and opportunities for OB- OB Models and approaches.

**Foundations of Individual Behaviour**

Concept of individual differences - Attitudes- components; Sources and types of attitudes; Job attitude: job satisfaction, job involvement and commitment. Interventions for changing employee attitudes; Values – Sources and Types. Learning – theories and its application; Perception: Factors influencing perception- perception and individual decision making. Impression management. Individual behavior- its determinants and its effect on employee performance.

Motivation – Content and Process Theories – Application of motivation theories.

Personality – Determinants – Personality types and theories – Trait, Big Five, MBTI and DISC.

**Foundations of Group Behaviour**

Stages of group development – Group properties- Team versus group – Types of teams – Creating effective teams. Group decision-making techniques.

Conflict – Conflict resolution process and methods. Power – Bases of power – Power tactics. Politics at workplace – Factors contributing to political behavior.

Leadership – situational and behavioural theories; Transformational and transactional leadership.

## **Organizational Design and Organizational Structure**

Determinants of Organizational design; Foundations of organizational design; Models; Mintzberg's framework; Creating effective organizations.

Types of Organizational Structures; Suitability for different types of business organizations; Factors affecting organization structure; Hierarchy of authority; spans of control; Tall, flat, centralized and de-centralized structures.

## **Organizational Culture and Change Management**

Determinants of organizational culture; Effect of organizational culture on organizational effectiveness. Managing diverse workforce. Organizational climate. Process and approaches of encountering change. Organizational effectiveness.

## **Learning Resources**

1. Robbins Stephen P. (2006). *Organizational Behaviour*, 12<sup>th</sup> Ed., Prentice Hall (India) Pvt Ltd.
2. Mcshane L.Steven Von Glinow, Ann Mary Sharma and R. Radha (2006). *Organizational Behaviour*. Tata McGraw Hill.
3. Robin Fincham Peter Rhodes (2005). *Principles of Organizational Behaviour*. Oxford University Press.
4. Luthans Fred (2000). *Organizational Behaviour*. Tata McGraw Hill.
5. Rao, V.S.P. (2009). *Organizational Behaviour*, Excel Books.
6. Udai Pareek. (2004). *Understanding Organizational Behaviour*, 2/e Oxford University Press.

**P302.2 ECONOMICS FOR MANAGERS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Fundamentals of Economics**

Scarcity and Efficiency: the twin themes of Economics. Micro Economics and Macro Economics, Micro Economics and Managerial Economics. Fundamental concepts in Economics; Production Possibility Frontier, Circular flow of money and economy, Scarcity and Opportunity Cost, Principle of incremental reasoning, Marginal principle and Time perspective in Economics.

**Consumer Behavior**

Utility theory – Cardinal utility analysis -Marginal utility and law of diminishing marginal utility. Equimarginal principle; Ordinal utility analysis – Indifference Curve and consumer equilibrium, income effect, price effect and substitution effect. Derivation of demand curve. Concept of consumer surplus.

**Application of Demand and Supply**

Basic elements of supply and demand- demand schedule and market demand, law of demand factors determining the demand, change and shift in the demand.; Supply schedule, market supply, law of supply, factors determining the supply, change and shift in the supply. Market equilibrium.

Elasticity of demand and its applications and demand forecasting. Elasticity of supply and its applications.

## **Production, Cost Analysis and decision of the Firm**

Production Function, Law of variable proportions or law of diminishing marginal returns, Isoquant Analysis and laws of Returns to scale.

Types of costs – Short run costs – Fixed costs, Variable costs, total costs, average costs, Marginal costs and long run costs-Long run average costs and long run total costs.

Revenue concepts- Total Revenue, Average revenue and Marginal Revenue. Break even analysis.

## **Market Structure and Price and Output Determination**

Perfect Competition- Features, price and output Determination under perfect competition

Monopoly- Features and causes of Monopoly. Price and output determination under monopoly; Monopolistic Competition- Features. Price and output determination under monopolistic competition.

Oligopoly and interdependence of the firms. Price and output determination under oligopoly; Game theory and Oligopolistic behavior.

## **Learning Resources**

1. Samuelson and Nordhus (2003). *Economics*, 7/e, Tata McGraw Hill Publishing Company Ltd, New Delhi.
2. Baumol J William and Allan S.Blinder 2002. *Economics*, 3/e, HBJ Publishers, Washington
3. Salvatore Dominick (2007). *Micro Economics*, 4/e, Oxford University Press, New Delhi.
4. Mankiw N.Greory, (2008). *Economic – Principles and Applications*, Cengage Learning Publishers.
5. Maheshwari and Vershney (2009). *Managerial Economics*, 19/e, Sultan Chand & Sons, New Delhi.

**P303.2 MANAGEMENT INFORMATION SYSTEMS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Overview**

Concepts of MIS; Facilitating role of MIS in Business Operations and Strategy ; Role of Managers, Business & Technology Trends; Management & Decision Levels; Foundations of Information Technology; Security, privacy and anonymity; Information systems as a competitive advantage.

**MIS and Organizations**

Management strategy in an organization, concept of information, sources of information gathering. Classification of Information Systems in organizations. Information flows.

**Business Integration**

Database management approach, queries, design of data-base, database applications and administration. Integration of information in business, enterprise resource planning (ERP). Customer relationship management: Multiple contest points, feedback, individual needs and cross selling. Work group integration and data warehousing, integration of different systems, group decisions.

Decision support – Decision support system (DSS), data mining, role of models in analytical processing. Expert systems: role of expert systems in complex decisions, building of expert systems, management issues of expert systems

**Systems Development**

Building information system – custom programming outsourcing, assembling applications from components. System development life cycle (SDLC). Alternatives to SDLC, analyzing systems object oriented design, object-oriented and event driven developments.

## **Organization of Information System Resources**

Management of IS functions, MIS organization, centralization and decentralization. Network technologies in information management: Internet, intranet. Maintenance of MIS.

### **Learning Resources**

1. Gerald V. Post and David L. Anderson (2003). *Management Information Systems*. 3/e, Tata McGraw Hill.
2. Kenneth C. Laudon and Jane P. Laudon (2004). *Management Information Systems*, 8/e, Pearson Education.
3. James A. O'Brien (2004). *Management Information Systems*. 5/e, Tata McGraw-Hill.
4. Sadagopan S (2003). *Management Information Systems*. Prentice-Hall of India.
5. Uma G. Gupta (1996). *Management Information Systems: A Managerial Perspective*. West Group.

**P304.2 RESEARCH METHODOLOGY**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Overview of Research Process**

Introduction to Business Research – Objectives of research, Types of research; Research approaches- Quantitative, Qualitative and Mixed Methods; Concepts of Research Methodology and research methods. Features of Exploratory Research, Descriptive Research, Action Research.

**Research Design & Sampling Design**

Basic principles of experimental design; Different types of research design- True experimental design, Quasi experimental design and Factorial design; Formulation of research process, developing a research plan; Concepts related to research design, Questionnaire Design; Types of data- qualitative, quantitative, Primary and Secondary data.

Basic methods for collecting data, scaling and data measurement techniques used in surveys and interviews. Sampling designs, Sampling plan, Steps in Sample design; Types of sampling, Probability sampling, Non probability sampling; Characteristics of sampling; Determination of sample size, Sampling and non-sampling errors.

**Research Tools**

Formulating research objectives and research questions. Identifying the research gap through Literature review – theoretical and conceptual frameworks; Literature map.

Types of research tools: Questionnaires, interviews, observation, case study; Drafting the Survey Questionnaire. Administering the questionnaire.

## **Data Analysis and Interpretation of Results**

Data processing and interpretation – editing – coding – tabulation – cross tabulation.

Descriptive statistics and inferential statistics. Tests of relationship and association between dependent and independent variables. Processing of data with statistical analysis (hypothesis testing) using computer packages.

Correlation and regression – factor analysis – cluster analysis – conjoint analysis.

Basic principles in analyzing qualitative data.

## **Report Writing**

Methods of report writing – components of written research reports – presentation of reports – audio-video presentation.

Planning and organizing Research Report, Format of Research Report, different steps in writing reports, layouts of the research report, mechanics of writing a research report; Standard methods of quoting Bibliography.

## **Learning Resources**

1. Cooper and Schindler, (2004). *Business Research Methods*, TMH, 8/e.
2. William G Zikmund , (2003). *Business Research Methods*, Thomson, 7/e.
3. William M C Trochim, (2003). *Research Methods*, Biztantra, 2/e.
4. Naresh Malhotra, (2004). *Marketing Research*, Pearson Education / PHI, 4/e.
5. Kothari C.R. (2008). *Research Methodology*, Vishwa Prakashan.
6. Krishnaswamy O.R. (2007). *Methodology of Research in Social Sciences*, Himalaya Publishers

**P305.2 MARKETING MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Product and Price**

Total Product Personality and its components – Product’s Journey from Generic to Potential Product – Deciding Product Policy - Product Differentiation - Product Positioning – Packaging - Stages in New Product Development - Concept of Product Life Cycle - Managing Product Life Cycle.

Factors influencing pricing - Pricing Objectives - Pricing Methods/Strategies - Pricing Procedures. Price sensitivity.

**Promotion and Physical Distribution**

Promotion as a component in Marketing Communication – Promotional tools; Impact of Advertising on the Buyer - Sales Promotion – Tools and Techniques of Sales Promotion. Distribution Channel - Patterns of Distribution Channels - Types of Distribution Intermediaries - Designing a Distribution Channel - Channel Scenario in India - Selection and appointment of Dealers- Managing Dealer Network.

**Market Segmentation, Market Targeting and Positioning**

Objectives of market segmentation- Methods of Market Segmentation-Steps involved in the Segmentation Process-Market Targeting.

Positioning for competitive advantage : Elements of positioning, differentiation and marketing mix; criteria for successful positioning; dilution and re-positioning.

## **Marketing for Non-Profit Organizations**

Characteristics of marketing in non-profit organizations; Marketing procedures; Improving efficiency and effectiveness; Marketing for-profit social organizations.

## **Customer Retention and Maximization**

Conquest and after-marketing; Nature of a customer; Retention probability and customer value; Customer Relationship Management; Building and running relationships; Strengthening good relations.

## **Learning Resources**

1. Philip Kotler (2002). *Marketing Management- Analysis, Planning and Control*.
2. Ramaswamy V.S. and Namakumari (2003). *Marketing Management-Planning, Implementation and Control-The Indian Context*
3. Czinkota MR and Kolabe (2002). *Marketing Management*. Thomson / South Western, New Delhi
4. Arun Kumar and N. Meenakshi (2009). *Marketing Management*. Vikas Publishing.
5. Kotler and Armstrong, (2006). *Principles of Marketing*, 11/e. Pearson Prentice Hall.
6. Etzel, Walker et al., (2006). *Marketing: Concepts & Cases*. 13/e. TMH.

**P306.2 HUMAN RESOURCE DEVELOPMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction to Human Resource Development (HRD)**

Concepts of HR, HRM and HRD. Issues in HRD. Overview of HRD Practices. Integrated HRD system. Role and function of HRD specialist. HRD Departments and their tasks; Competencies required for HRD staff.

**Employee and Managerial Development**

Training, Education and Career Development in the work place environment. HRD for workers and managers/ executives. Development – potential development; career planning and succession planning. Interpersonal competencies: coaching skill, feedback skill; group-process skill; negotiation skill; presentation skill; questioning skill; relationship building skill; Intellectual competencies: *Data-reduction skill; Information-search skill; Visioning skill*. Competency development and competency mapping.

**Designing Effective HRD Programmes**

Designing Employee and Managerial Development Programmes; Programs for employees who reach career plateau; parallel career paths. Retraining and redeployment. Job enrichment and Job sculpting. Succession Planning. HRD Interventions. HRD Matrix. Development of reliable and valid HRD instruments.

**Implementing and Evaluating HRD Programmes**

Delivering effective career development systems; Models and frameworks for evaluating HRD programmes; Assessing the impact of HRD programs in monetary terms. HRD Audit.

## **HRD Culture and Climate**

HRD climate and Organizational climate; Counselling and mentoring of employees. Models for HRD. Elements and metrics of HRD climate. HRD approach to Industrial Relations.

## **Learning Resources**

1. Desimone R.L. and J.M. Werner, (2008). *Human Resource Development*, 5/e, Thomson Learning.
2. Werner Jon M., and Randy L. Desimone, (2009). *Human Resource Development: Foundation, Framework and Application*. Cengage Learning.
3. Richard A. Swanson and Elwood F. Holton III, (2009). *Foundations of Human Resource Development*. Berrett-Koehler Publications.
4. John P. Wilson (Ed.) (2009). *Human Resource Development: Learning and Training for Individuals and Organizations*. Kogan Page, London.
5. Tapomoy Deb, (2010). *Human Resource Development- Theory and Practice*, Ane Books, New Delhi.
6. Krishnaveni R. (2008). *Human Resource Development: A Researcher's Perspective*. Excel Books, New Delhi.

## II Semester MBA

### P307.2 CORPORATE FINANCIAL MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Basics of Financial Management**

Scope and Objectives of financial management- profit maximization and wealth maximization; Agency problem; Changing role of finance managers; Organisation of finance function. Time value of money- Rationale and techniques - Practical applications of compounding and discounting.

#### **Cost of Capital**

Cost of debt- cost of preference capital-cost of equity – cost of retained earnings; Determination of weighted average cost of capital (WACC) and marginal cost of capital.

#### **Investment Decisions**

Investment evaluation techniques - Payback period, Average rate of return, Discounted payback period, Net present value (NPV), Internal rate of return (IRR), Profitability index (PI).

#### **Financing and Dividend Decision**

Financing choices; Leverage- Operating and Financial leverage - problems on leverage; Capital structure- Theories of capital structure - NI approach, NOI approach, Modigliani and Miller approach, Planning of optimum capital structure -EBIT-EPS analysis.

Dividend policy- Factors affecting dividend policies; Walters Model, Gordon's Model and M-M Hypothesis.

## **Risk Analysis in Capital Budgeting**

Adjusted Discount Rate (ADR); sensitivity analysis; certainty equivalent; Real options perception of capital budgeting.

### **Learning Resources**

1. Brigham, E. and Houston, J. (2005), *Fundamentals of Financial Management*, Thomson South Western.
2. Vishwanath S.R. (2008). *Corporate Finance: Theory and Practice*, 2/e, Response Books, New Delhi.
3. Brigham, Besley and Weston, (2007). *Essentials of Managerial Finance*, Dryden Press, Harcourt Brace College Publishers.
4. Damodaran Ashwath (2007). *Corporate Finance Theory and Practice*, 2/e. Wiley India.
5. Brealey Richard A. and Myers Stewart, (2007). *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
6. Chandra Prasanna, (2006). *Financial Management- Theory and Practice*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.

**P308.2 BASICS OF BUSINESS LAW**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Introduction to Business Law**

Legal aspects of Business firms- Contract Law-Essentials of Valid Contract-Types of contract considerations- Free consent- Capacity of parties-Exchange of contract- Remedies for breach of contract.

**Law of Agency**

Law of Agency- nature of agency-Creation of agency-Types of agents-Rights and duties of agents and Principal -Termination of agency.

**Sale of Goods Act**

Sale of Goods Act, 1930: Sale and agreement to sell- contract of sale-Implied and express Conditions and warranties-Transfer of property- Unpaid seller-Rights of unpaid seller.

**Consumer Protection and Negotiable Instruments Act**

Consumer Protection Act- Object of the Act-Who is consumer-Unfair Trade practices; MRTP Act -Defect in the goods-Deficiency in service- Redressal Machinery

Negotiable Instruments Act, 1881- As amended by the N.I. (Amendment and Miscellaneous Provisions) Act, 2002.

Law of insurance-Essential Elements of Insurance Contract-Kinds of Insurance (Only definitions and their features);

Intellectual Property Laws, Right to Information Act, 2005, Information Technology Act-2000.

## **Company Law**

Partnerships – Registration of partnerships- Nature and types of companies; Prospectus, Memorandum of Association and Articles of Association. Directors – position, appointment, removal, power and duties, their responsibility for offence under N.I. Act and I.T Act, 2000; Majority Powers and Minority Rights; Winding up liability under N. I. Act, winding up by order of court and subject to its supervision.

### **Learning Resources**

1. Bansal C.L. (2006). *Business and Corporate Laws*, Excel Books, New Delhi.
2. Gulshan S.S. (2008). *Company Law*, 2/e. Excel Books, New Delhi.
3. Kuchhal M. C. ( 2008). *Business and Industrial Laws*, Vikas Publishing, New Delhi.
4. Kuchhal M.C. and Deepa Prakash (2007). *Business Legislation for Management*, Vikas Publishing, New Delhi.
5. Goel (2007). *Business Law for Managers*. Wiley, New Delhi.

**II Semester MBA (Add on course)**

**P1A.2 DATA ANALYSIS USING SOFTWARE TOOLS**

**Audit**

**Instruction hours 30**

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To acquaint students with data analysis skills using software tools – particularly the skill set related to : descriptive statistics; inferential statistics; goodness of fit, Analysis of Variance; Regression and factor analysis as well as non-parametric tests.

**II Semester MBA (Add on course)**

**P2A.2 PRESENTATION SKILLS II**

**Audit**

**Instruction hours 30**

**T-02 hours**

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**Objectives**

- To enrich oral communication skills;
- To develop public-speaking skills (prepared and unprepared speeches);
- To inculcate level of comfort when facing large audiences;
- To refine body language during presentations and interaction.

## **THIRD SEMESTER MBA**

### **Courses:**

**P 301.3 OPERATIONS RESEARCH**

**P 302.3 STRATEGIC MANAGEMENT**

**P 303.3 COSTING AND MANAGEMENT ACCOUNTING**

**P 304.3 OPERATIONS MANAGEMENT**

### **III SEMESTER FINANCE SPECIALIZATION (Any TWO electives)**

**P 305(a).3 WORKING CAPITAL MANAGEMENT**

**P 305(b).3/ P308(e).3 BANK MANAGEMENT**

**P 305(c).3 MANAGEMENT OF FINANCIAL SERVICES**

**P 305(d).3 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**P 305(e).3/P 308(a).3 FINANCIAL REPORTING AND ANALYSIS**

**P 305(f).3/P309(d).3 MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

### **III SEMESTER HR SPECIALIZATION (Any TWO electives)**

**P 306(a).3 ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT**

**P 306(b).3 COMPENSATION MANAGEMENT**

**P 306(c).3 HUMAN RESOURCE INFORMATION SYSTEM**

**P 306(d).3 INDUSTRIAL RELATIONS**

**P 306(e).3/P309(a).3 INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

**III SEMESTER MARKETING SPECIALIZATION (Any two electives)**

**P 307(a).3      MARKETING RESEARCH**

**P 307(b).3      INTEGRATED MARKETING COMMUNICATIONS**

**P 307(c).3      CONSUMER BEHAVIOUR**

**P 307(d).4      SALES AND DISTRIBUTION MANAGEMENT**

**P 307(e).3/ P 309(c).3      INTERNATIONAL MARKETING MANAGEMENT**

**III SEMESTER BANKING SPECIALIZATION (Any two electives)**

**P 308(a).3 / P 305(e).3      FINANCIAL REPORTING AND ANALYSIS**

**P 308(b).3      LEGAL ASPECTS OF BANKING**

**P 308(c).3      INVESTMENT BANKING**

**P308(d).3      RURAL ECONOMY AND BANKING**

**P308(e).3/ P305(b).3      BANK MANAGEMENT**

**III SEMESTER INTERNATIONAL BUSINESS SPECIALIZATION (Any two electives)**

**P 309(a).3/ P 306(e).3      INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

**P 309(b).3      INTERNATIONAL BUSINESS MANAGEMENT**

**P 309(c).3/ P 307(e).3      INTERNATIONAL MARKETING MANAGEMENT**

**P 309(d).3/ P 305(f).3      MERGERS, ACQUISITIONS AND DIVERSIFICATION**

**III SEMESTER OPEN ELECTIVE (Any one elective)**

**P 310(a).3      MICRO FINANCE**

**P 310(b).3      ENTREPRENEURIAL DEVELOPMENT**

**P 310(c).3      E - MARKETING**

**P 310(d).3      CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY**

**P 301.3 OPERATIONS RESEARCH**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks 100**

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**Introduction to Operations Research and Linear Programming**

Basic concepts of Operation Research (OR): OR models, Application of OR in Business. Concept and formulation of LP models – Application of LPP in Management, Formulation of LPP, Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LPP. Working on simplex algorithm and interpretation of final results (Problems including Constraints of  $\leq$  type only).

**Transportation & Assignment Models**

Methods for finding initial solution: North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Modified Distribution method; Variations: Unbalanced Transportation Problem, Degenerate Solution;

Assignment problems; General Structure; Finding Optimal Solution; Hungarian Assignment Method, Variations: Non-square matrix, Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

**Network Analysis**

Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project.

## **Statistical Decision making and Queuing Models**

*Decision Theory:* Decision making under uncertainty, different decision criteria, evaluation of EVPI. Decision tree approach to solving problems. (*Problems on Minimax, Maximin Criterion, Computation of EVPI only*)

Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models. Basic structures and components of a queuing system. Design of the queuing system. A single channel, single phase queuing models, multi- channel model, Business examples involving Single Server only.

## **Game Theory**

Game Theory: Introduction and types of games: 2 – person, zero – sum games, solution methods, Use of LP in Game theory (only basic theory), saddle point, games with pure and mixed strategies, Solving games by Dominance and Algebraic methods, Graphical method of solving a game – (2 x n) and (m x 2) games.

Basics of simulation- random number generation, Monte Carlo simulation; simulating problems encountered in queuing, decision making in financing and in selecting projects.

## **Learning Resources**

1. Sharma J.K. (2008). *Operations Research*, McMillan India.
2. Wayne L Winston, (2004). *Operations Research*, 4/e. Thomson.
3. Gupta and Khanna, (2005). *Quantitative Techniques for Decision Making*, PHI Publication.
4. Kalavathy S. (2009). *Operations Research*, 2/e, Vikas Publishing House.
5. Natarajan, Balasubramani and Tamilarasi, (2002). *Operations Research*, 1/e, Pearson Education.
6. Kothari, C.R. (2004). *Quantitative Techniques*. Vikas Publishing House, 3/e.

**P 302.3 STRATEGIC MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks 100**

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**Introduction**

Nature of Strategic Management-Characteristics - Strategic Management Process, Strategic Management Model. Levels at which strategy operates. Role of strategists in business Policy

**Strategy Formulation**

Vision, mission and purpose, objectives and goals of a business organization - Environmental appraisal - Types of strategies - Guidelines for crafting successful business strategies.

**Environmental Appraisal**

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis.

Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRCN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis.

**Strategic Analysis and Choice**

Environmental Threat and Opportunity Profile (ETOP); BCG Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

## **Strategy Implementation and Evaluation**

Issues in implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues.

Symptoms of malfunctioning of strategy -Operations Control and Strategic Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

## **Learning Resources**

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy-Concepts and Cases*, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.
4. Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
5. Upendra Kachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.
6. Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

**P 303.3 COST AND MANAGEMENT ACCOUNTING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Nature of cost accounting – classification of cost – installation of a cost system – cost concept – cost control and cost reduction. Cost audit: meaning – types – techniques.

**Determining Product Costs**

Cost element for product costing – accounting for factory overheads – principles of allocation and absorption – determining product costs.

**Marginal Costing and Profit Planning**

Marginal costing – marginal costing Vs absorption costing – marginal costing Vs direct and differential costing – segregation of semi-variable costs – marginal costing and pricing – contribution approach to pricing.

Application of marginal costing techniques and decision making for managers. Profit planning: Cost – volume –profit analysis – Break even analysis – key factor – utility of CVP analysis.

**Budgeting and Budgetary Control**

Budgetary control as a management tool – forecasts and budgets; installation of budgetary control system – fixed and flexible budgets – zero based budgeting.

**Standard Costing and Variance Analysis**

Standard costing as a management tool – elasticity cost standards – components of standard cost.

Variance Analysis: material variance – labour variances – overhead variance.

## Learning Resources

1. Khan and Jain (2003). *Cost Accounting*, 1/e , TMH, New Delhi.
2. Khan and Jain (2003). *Management Accounting*, 3/e , TMH, New Delhi.
3. Maheshwari S.N. (2005). *Cost and Management Accounting*. Vikas Publishing House
4. Charles T Horngren (2003). *Introduction to Management Accounting*.  
Pearson/ PHI.
5. Robert N . Anthony and Vijay Govindrajan (2005). *Management Control System*.TMH.
6. Arora M.N (2004). *Cost Accounting*. Vikas Publishers

**P 304.3 OPERATIONS MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Nature and Scope of Operation/ Production Management; Relationship with other functional areas; Recent trends in Operation Management, Manufacturing and Theory of Constraints; Types of Production Processes, Just in Time (JIT) & lean system.

**Forecasting & Capacity Planning**

Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

**Location and Layout Planning**

Facility location: Types, Characteristics; Plant Layout, Types of Layout; layouts by products and process

**Production Planning Models**

Planning Hierarchies in Operations, Lot sizing and aggregate planning. Line balancing. Resource Planning: ERP, Capacity Requirement Planning, Material Requirement Planning and Manufacturing Resource Planning

**Work Study and Quality Aspects**

Work Study: Method Study, Work measurement, Work Sampling, Productivity: Basic Concepts, Productivity Cycle, Productivity Management, Total Productivity Model.

Quality: Dimensions, Cost of Quality, Continuous improvement (Kaizen), ISO (9000&14000 Series), Six sigma.

## Learning Resources

1. Krajewski & Ritzman (2004). *Operation Management – Strategy and Analysis*. Prentice Hall of India.
2. Chary, S.N (2005). *Production and Operation Management- Concepts , Methods & Strategy*. John Willy & Sons Asia Pvt Limited.
3. Terry Hill (2005). *Operation Management*. Pal Grave McMillan (Case Study).
4. Mahadevan B. (2007). *Operations Management-Theory and Practice*, Pearson Education, New Delhi.
5. Stevenson William ( 2002). *Production and Operations Management*, 7/e McGraw-Hill.
6. Norman Gaither, Greg Fraizer (2001). *Production and Operations Management*, South Western College Publishing.

P 305(a).3 WORKING CAPITAL MANAGEMENT

Credits 03

Instruction hours 40

L 03 + T 01

Total marks : 100

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**Overview of Working Capital Management**

Concept of working capital- determination of working capital requirements; Determination of level of current assets- sources of financing working capital. Role of working capital in public and private sector enterprises. Working capital life cycle. Optimum level of working capital.

**Cash and Marketable Securities**

Cash management objectives- cash cycle-collections and disbursements-cost-benefit analysis-cash budget; optimum cash balances- Baumol Model- Miller and Orr Model, strategies for managing surplus fund in marketable securities.

**Receivables and Inventory Management**

Credit management- objectives- credit analysis- collection policies- ageing schedules – techniques- Factoring.

Inventory Management- Inventory levels – uncertainty and safety stock- EOQ Model - ABC analysis.

**Working Capital Finance**

Funds and Sources: Bank finance, trade credit; commercial papers; working capital financing- short-term, long-term financing. Term structure of interest rates. Control of working capital; Cost considerations and working capital.

## **Regulations, Policies, Strategies and Quantitative Tools**

Committee Reports: Khusro Committee 1989, Nayak's Committee on SSIs and other recent amendments and regulations. Aggressive and conservative financing strategies; Trade-off financing strategy; New structures of cash facility; 'Peak level' and 'Normal Non-Peak Level' limits; Adhoc and temporary limits; sanctioning of additional limits; Drawee bill scheme; bill discounting system.

System approach to working capital management (WCM); Sub-systems of working capital; Quantitative tools; Goal programming model for WCM: liquidity goals; profitability goals, current asset sub goals; current liabilities sub goals; Other WCM models.

## **Learning Resources**

1. Vanhorne, James and John, M Wachowicz, Jr. (2004). *Fundamentals of Financial Management*, Pearson Education, New Delhi.
2. Brealey Richard A. and Myers Stewart (2007), *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
3. Chandra Prasanna, (2006). *Financial Management, Theory and Practice*. Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
4. Brigham, Besley and Weston (2007), *Essentials of Managerial Finance*, The Dryden Press, Harcourt Brace College Publishers.
5. Gitman J Lawrence (2004), *Principles of Managerial Finance*, Pearson Education.
6. Krish Rangarajan and Anil Mira (2005). *Working Capital Management*. Excel Books, New Delhi.

### III Semester MBA (Common to Finance and Banking)

P 305(b).3/ P 308(e).3

#### BANK MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Banking Sector**

Role of Commercial Banks in the national economy and financial system. An overview of Banking Sector Reforms in India; Types of banks: nationalized banks, private sector banks, co-operative banks, new generation banks, international banking, foreign banks and offshore banking.

#### **Central Bank and Regulatory Framework**

Role of Reserve Bank of India; Functions and working - monetary policy and control – liquidity and adjustment facility; Credit Policies; Regulation and Supervision; Inspection, Monitoring and Surveillance. Capital Adequacy Norms; Basel norms.

#### **Products and Services offered by Banks**

Core banking; E-banking; Retail banking; Deposit products; Credit Assessment; Corporate Banking, Merchant Banking; Deposit products (over view only). Fund-based and fee based services; Working capital and term loans Lending services; Credit disbursal and monitoring. Agency services – general utility services. Formulating relationship banking strategy - utility of relationship banking.

#### **Asset and Liability Management**

Process of ALM –Management of Non-performing Assets – Methods of managing NPAs, Risk in Commercial Banks – Types; Lending policies; Risk measurement and management; Measurement of risk-gap method; duration method; simulation; Value at Risk method. Profitability planning.

## **Banking Technology and Operational Efficiency of Banks**

Recent developments in banking sector – Core Banking Solutions; Electronic payment systems; Credit and debit cards, smart cards, Electronic Funds Transfer Systems; IT enabled products and services. Security aspects in e-banking.

Parameters for measuring operational efficiency of banks. Return on Equity model; Camel ratings. Characteristics of highly performing banks and non-performing banks.

### **Learning Resources**

1. Indian Institute of Banking and Finance (2009). *Principles and Practices of Banking*, 2/e, McMillan, New Delhi.
2. Somashekar N.T. (2009). *Banking*, New Age International Publishers, New Delhi.
3. Indian Institute of Banking and Finance (2007). *Central Bank Management*, McMillan, New Delhi.
4. Saunders, A. Cornett, M. (2008). *Financial Institutions Management – A Risk Management Approach*. 6/e, International Edition, McGraw Hill Higher Education.
5. Maheswari S.N. and Maheswari, S.K. (2005). *Banking Law and Practice*. Kalyani Publishers, New Delhi.
6. Singh S and Yogesh Singh (2008). *Risk Management in Banks: Concepts and Applications*. Excel Books, New Delhi.

### III Semester MBA (Finance specialization)

#### P 305(c).3 MANAGEMENT OF FINANCIAL SERVICES

Credits 03

Instruction hours 40

L 03 + T 01

Total marks : 100

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#### **Indian Financial System and Reforms**

Financial intermediaries – financial markets – financial instruments and services – Indian financial system before liberalization and post liberalization – systematic and policy reforms – stock market reforms- government securities market reforms – Impact of financial reforms.

#### **Financial Products and Services**

Mutual Funds: types, rating; calculation of NAV; Exchange Traded Funds; Gold ETF;

Services and products offered by Non-Banking Financial Companies. Regulatory norms and Directives for NBFCs.

Development Financial Institutions – Profile of Term Lending Institutions and their services. Housing Financial Companies: Government Policies for Housing Finance Companies (HFC); National Housing Bank; Products and services offered by HFCs.

#### **Depository Participants**

Dematerialization of shares – Demat account; DP account and Trading account;

Procedures; CDSL and NSDL; Market Intermediaries and their services.

#### **Hire Purchase and Lease financing**

Types of leasing – legislative frame work – leasing in India – International and Indian accounting standards – matters of depreciation and tax – financial resolution; Hire purchasing – concepts and features – tax and depreciation implications – Financial evaluation – problems on lease financing.

## **Credit Rating Services**

Process of credit rating of financial instruments – rating methodology – rating agencies: ICRA, CRISIL., SMERA, Standard & Poor; Moody and the comparison between the ratings; Securitization of debt – features – special purpose vehicles – pass through certificate and mechanism – benefits of securitization.

## **Learning Resources**

1. Nandagopal R and Srividya V (Eds.) (2007). *Emerging Financial Markets*, Excel Books, New Delhi.
2. Bhole L.M. and Jitendra Mahakad ( 2007). *Financial Markets and Institutions*, Tata McGraw-Hill
3. Nalini Prava Tripathy (2007). *Mutual Funds in India: Emerging Issues*. Excel Books, New Delhi.
4. Punithavathy Pandian (2008). *Management of Financial Institutions*, Vikas, New Delhi.
5. Bogle John C. (2010). *Common Sense on Mutual Funds*. John Wiley & Sons.
6. Sundar Sankaran (2006). *The Indian Mutual Funds Handbook*. Vision Books, New Delhi.

**P 305(d).3 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Valuation of Investments**

Valuation of fixed income securities; Bond Fundamentals: Yield Curve Analysis, Instruments; Different techniques for valuation of equities. Analysis of risk & return, concept of total risk, factors contributing to total risk, systemic and non-systemic risk.

**Primary and Secondary Markets**

Capital Markets– primary and secondary market – major players and instruments in secondary market - Functioning of Stock Exchanges, trading and settlement procedures at NSE, BSE, OTCEI and ISEs. SEBI guidelines on primary and secondary markets.

**Fundamental and Technical Analysis of Equities**

Concept of intrinsic value. Objectives and beliefs of fundamental analysis: Economy - Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, Confidence index RSA, RSI, Moving average analysis, MACD, Williams % R, Japanese candlesticks.

The market mechanism: testable hypothesis about market efficiency, implications of Efficient Market Hypothesis.

**Modern Portfolio Theory**

Asset allocation decision. Dominant and Efficient portfolio – simple diversification, Markowitz diversification model, Selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. CAPM, Process of portfolio management – International Diversification. Passive Investment Management: Index Funds and Exchange-Traded Funds. Arbitrage pricing theories

## **Portfolio Performance Evaluation**

Sharp, Treynor and Jensen's measures. Portfolio revision – Active and passive strategies and formulating plans to revise portfolio. Benchmarking portfolio to NIFTY or BSE100 or BSE30 index. Creating a portfolio, periodical review and managing a portfolio.

### **Learning Resources**

1. Prasanna Chandra, (2005). *Investment Analysis and Portfolio Management*, 2/e, TMH.
2. Reilly, (2008). *Investment Analysis & Portfolio Management*, 8/e, Cengage Learning.
3. Fisher and Jordan, (2007). *Security Analysis & Portfolio Management*, 6/e Pearson, PHI.
4. Gibson Roger C. ( 2008). *Asset Allocation*. McGraw Hill.
5. Malkiel Burton G. (2007). *A Random Walk Down Wall Street*, 9/e. W.W Norton and Company.
6. Graham Benjamin (2003). *The Intelligent Investor*. Harper Collins.

### III Semester MBA (Banking and Finance)

P 305(e).3/ P 308(a).3

#### FINANCIAL REPORTING AND ANALYSIS

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Financial Statements**

Financial statements-types-Analysis and interpretation of financial statement-methodical classification-Techniques-Basic relationships-Common size statements- Financial statement analysis using common ratio's, profitability ratio's, solvency ratio's- Using financial statement information.

#### **Ratio Analysis**

Types of financial ratios-Liquidity ratios, activity ratios, debt ratios, profitability ratios, market ratios; DuPont analysis; Value added concept-Economic value added- market value added- growth ratio-inter-firm and intra-firm comparison.

#### **Management Reporting System**

Types of report- General principles of reporting, preparation of reports- methods of reporting- financial reporting quality-Analysis of long- lived assets. Reporting results of stand-alone and group companies.

#### **Cash flow Statement and Funds Flow Statement**

Analysing the firm's cash flow- Preparation of cash flow statement as per AS 3, utility of cash flow statement; Fund flow statement- preparation of fund flow statement.

## **Financial Forecasting**

Constructing Pro forma statements- Pro forma income statement- determining a production schedule and the gross profit- Pro forma Balance sheet- Percent of sales method.

### **Learning Resources**

1. Stephen Penman (2005). *Financial Statement Analysis and Security Valuation*, McGraw hill/ Irwin.
2. Gitman J Lawrence (2005). *Principles of Managerial Finance*, Pearson Education.
3. Stanley B Block and Geoffrey A Hirt (2006). *Foundations of Financial Management*, Irwin Homewood, Boston.
4. Maheshwari, S N (2006). *Financial and Management Accounting*. Sultan Chand and Sons.
5. Brigham, E and Houston, J (2005). *Fundamentals of Financial Management*, Thomson South Western.

**III Semester MBA**  
**(Common to International Business and Finance)**

**P 305(f).3 / P 309(d).3**

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Introduction**

Overview of mergers; types and characteristics; motives behind mergers; theories of mergers - operating, financial and managerial synergy of mergers; Role of industry life cycle- Development stages; Value creation in horizontal, vertical and conglomerate mergers; Change forces contributing to mergers and acquisition activities.

**Corporate Restructuring**

Methods of restructuring- Joint ventures, Sell-off and Spin off- Divestitures- Equity Carve-Outs, Leveraged Buy Outs (LBO) - Management buy outs- Master Limited Partnerships- Employees Stock Option Plans (ESOP).

**Mergers and Acquisition Process**

Process of merger integration – Process of merger intergration- organisational and human aspects; Managerial challenges of mergers and acquisition. Strategic fit and the M & A decision.

**Valuation**

Benchmarks of Value; Valuation approaches – Discounted cash flow valuation – valuing relative contribution – valuing comparables - valuation of the target's equity- precedent acquisition; valuing operating and financial synergy – valuing corporate control – valuing of leveraged buy outs (LBO)- methods of financing mergers- cash offer, share exchange ratio-merger as capital budgeting decision.

### **Amalgamation and Defensive Strategies.**

Accounting for Amalgamation – Pooling interest method – purchase method; Procedure laid down under Indian Companies Act of 1956.

Takeover defenses – types and techniques of raid; Advance preventive measures; Strategies of takeover bid White knights-White square - Crown jewel- Pacman's strategy- Golden parachute - Poison pills strategy- Coercive offers and defense - Financial defensive measures - anti takeover amendments.

### **Learning Resources**

1. Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of India Pvt. Ltd., New Delhi.
2. Narayanan, P. and Vikram, Nanda(2003), *Finance for Strategic Decision making - What Non-Financial Managers Need to Know*, Jossey -Bass, Wiley India.
3. Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e. Wiley India, New Delhi.
4. Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown (2007), *Applied Mergers and Acquisitions*, John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

**P 306(a).3 ORGANIZATIONAL DEVELOPMENT AND CHANGE  
MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction to Organizational Development (OD)**

Field of Organization Development (OD); Values, assumptions and beliefs in OD; Foundations of OD; Managing the OD Process; Action Research and OD.

**OD Interventions**

Overview of OD interventions; Team interventions- diagnostic meeting; Gestalt approach; process consultation; Comprehensive OD interventions; Sensitization; T-groups; Structural interventions.

**Understanding Organizational Change**

Nature of Change; Types of change – reactive change; anticipatory change, planned change, incremental change, operational change; strategic change; transformational change and revolutionary change. Speed of Change versus Institutional and Human Ability to cope with change; Forces of Change: External -Political, economic, technological and governmental forces.; Internal- system dynamics, individual/ group expectations, structure- focused change. Force field analysis.

**Organizational Change Management**

Transformation Planning: assessing an organization's propensity to change; structural considerations of change; Impact analysis; Resistance to change and managing resistance: Human response to change -dealing with individuals; Cognitive dimensions- change mechanisms: explaining the nature and direction of change; communication; creating a common value orientation; employee training; Affective dimensions of managing change: employee empowerment; employees as partners; compensation systems; dealing with negative emotions.

Sustaining the momentum of change. Change agents- internal and external; Role of top management in change process. Models of Change: Lewin's Change Model; Planning Model; Action Research Model; John Kotter's leading Change; Integrative Model of Planned Change. Mapping change; Systems Approach to Change.

### **Managing Change through Cultural Transformation**

Role of Organizational culture in the transformation process; Identifying and diagnosing organizational culture; Developing new culture; Employee-culture compatibility; Assessing cultural risk; Ushering changes in organizational culture. Structural, cultural and strategic changes in global companies.

### **Learning Resources**

1. Harigopal K. (2001). *Management of Organizational Change: Leveraging Transformation*. Response Books, New Delhi.
2. Paton Robert A and James McCalman (2000). *Change Management: A Guide to Effective Implementation, 2/e*. Response Books, New Delhi.
3. Wendell L. French and Cecil H Bell Jr., (2001). *Organization Development: Behavioural Science Interventions for Organization Improvement*. Pearson Education, New Delhi.
4. Srivastava (2008). *Organization Design and Development: Concepts and Applications*. Wiley, New Delhi.
5. Kavita Singh (2005). *Organization Change and Development*. Excel Books, New Delhi.

Credits 03

Instruction hours 40

L 03 + T 01

Total marks : 100

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### **Introduction**

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory.

### **Job Evaluation: Processes and Schemes**

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

### **Wages and Salary Administration**

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands;

Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; Design of a pay roll system (using Accounting software).

## **Compensation Strategies**

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'.

## **Rewarding Performance and Executive Compensation**

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; principal types of benefits; Pension schemes.

Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad.

## **Learning Resources**

1. Richard.I. Henderson (2005). *Compensation Management in a Knowledge-based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten (2002). *People, Performance & Pay: Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.
4. Edwarde.E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey –Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

### **III Semester MBA (HR Specialization)**

#### **P 306(c).3 HUMAN RESOURCE INFORMATION SYSTEM**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Fundamentals of Human Resource Information Systems (HRIS)**

HRIS Basics, Human resource policies and practices enabled by HRIS, Internet recruiting and applicant tracking, E-learning and other forms of technology-based training, Telecommuting and the virtual workplace, Global work groups. Applications of HRIS.

#### **Human Resource Development Life Cycle**

Human Resource Information Systems development, Methodologies, Approaches to systems development, Stages of the SDLC, Prototyping, HR responsibility in each phase of HRIS development, Pre-implementation stage of HRIS, HRIS planning, HRIS expectation, Productivity through HRIS , HRIS cost-benefit value analysis.

#### **Data Management for HRIS**

Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Personnel Administration Data Systems, Database considerations, Database tables, Subsystems, Personnel Status Reporting, Personnel action data system. Standard Software versus Customized software.

#### **HRIS Modules**

HR Management Process and HRIS: Modules on Human Resource Planning, Recruitment, Selection, Placement; Systems for leave accounting, Payroll, ICT, Incentives, Performance Appraisals; Training & Development; Module on Pay & related dimensions; Tally Pay Roll system. Planning and Control; Integration of different HR modules.

## **Group Decision Support Systems (GDSS) in HRIS**

Evolution of Group decision support system, Applications of GDSS in human resource area, Classification, Design and development, Design principles of DSS, Application in commercial environments, Introduction to Artificial Intelligence, General concepts, Planning, Decision making and problem solving, Introduction to Expert systems, Application of expert systems.

## **Implementing HRIS and Security Issues**

Common problems during IT adoption efforts and processes to overcome such problems. Orientation and Training Modules for HR and other functionaries; Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; An Integrated View of HRIS. Introduction to SAP.

Security issues, Vendor evaluation, Ethics, Fraud, Internal Control, Business Ethics, Areas of Business Ethics, Computer Ethics, Factors that Contribute to Fraud, Computer Fraud Schemes, Limitations of Internal Controls, IT Controls.

## **Learning Resources**

1. Michael Hammer ( 2001). *The Agenda: What Every Business Must Do to Dominate the Decade*. Crown Business: New York.
2. Laudon and Laudon ( 2008). *Management Information System- Managing the Digital Firm*, 9/e, New Delhi: Prentice Hall India.
3. Efraim Turban, Dorothy Leidner, Ephraim McLean, and James Wetherbe (2008). *Information Technology for Management - Transforming Organizations in the Digital Economy*, 6th Ed. New Delhi: Wiley India.
4. Michael J. Kavanagh and Mohan Thite, (2008). *Human Resource Information Systems: Basics, Applications, and Future Direction*, Sage, UK.
5. Teresa Torres-Coronas and Mario Arias, (2008). *Encyclopedia of Human Resources Information Systems: Challenges in E-HRM*, Oliva idea Group Inc (IGI), UK.

**III Semester MBA (HR Specialization)**

**P 306(d).3 INDUSTRIAL RELATIONS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

An overview of Industrial Relations (IR); Factors affecting IR- Components of IR- Approaches to Industrial Relations-Role of employer's organizations in IR- Role of State in IR- Impact of: globalization, regulations and technological change on Industrial Relations.

**Trade Unions**

Growth of Trade Unionism in India-Trade Union structure- Role and functions- Approaches to Trade Unionism. Problems of Trade Unions-Registration and recognition of Trade unions.

**Industrial Conflict**

Nature of Conflict and its manifestations- Code of Discipline-Domestic/ departmental inquiry starting from charge sheet, process and implementation of decision. Grievance handling machinery in India-Industrial Disputes- Causes and consequences of Industrial Disputes -Machinery for prevention and settlement of Industrial Disputes-Conciliation, Arbitration and Adjudication.

**Collective Bargaining**

Mutual determination of the terms and conditions of employment. Adversarial Model; Cooperative Models; Dunlap Model; Factors influencing Collective Bargaining- Impact of Collective Bargaining on Industrial Relations.-Collective Bargaining in Public and Private Sector enterprises. Joint Labour Management Committees; Third Party Intervention.

## **Labour Policy, Worker's Participation in Management and Dynamics of Labour force**

Five Year Plans and Labour Policy- Indian Labour Conference- Wage Boards- National Commissions on Labour; ILO -Workers Participation in Management.

Changing scenario- knowledge employees in IT and BT sectors. Emergence of Employee Associations and Officers' Associations. Conflicts between higher level employees and management – Administrative Tribunals.

### **Learning Resources**

1. Chhabra, T.N and R K Suri, (2006). *Industrial Relations: Concepts and Issues*, 3/e, Dhanpat Rai & Co(P) Ltd.
2. Singh B.D (2005). *Industrial Relations: Emerging Paradigms*. Excel Books, New Delhi.
3. Venkatesh Ratnam C.S. (2006). *Industrial Relations*, Oxford University Press, New Delhi.
4. Mamoria, C.B., Satish Mamoria, S V Gankar, (2005). *Dynamics of Industrial Relations*, Himalaya Publishing House.
5. Srivastava, S.C. (2007). *Industrial Relations and Labour Laws*, 5/e, Vikas Publishing House, New Delhi.
6. Sinha P.R.N., Indu Bala Sinha, Seema Priyadarshini Sekhar (2004). *Industrial Relations, Trade Unions and Labour Legislation*,

### **III Semester MBA**

**(Common for HR and International Business)**

**P 306(e).3/ P 309(a).3**

#### **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Global HRM Issues**

Stages of internationalization of business- Globalization and HRM – Trends and challenges of International HRM (IHRM). International perspective of HRM; Differences between domestic and international HRM; The role and competencies of HR Managers in global context.

#### **Organization Structure and Cultural Differences**

Organizational context: International division; Global product/ area division; Matrix structure; hybrid structure.

National and corporate culture approaches – their impact on HRM. Comparative HR: HR practices in Asia, USA and Europe. Harvard model- Brewster- Bournois Model; Convergence, divergence and hybridization theories. Hofstede model, Trompennar model. André Laurent studies. Corporate culture models.

#### **International Staffing**

Policies and practices- Ethnocentric; polycentric; geocentric; regiocentric; Techniques and sources of global recruitment; Global labour market differences- Selection process; MNE requirements : language; use of selection tests; Equal Employment Opportunity issues; ; Harris and Brewster's selection typology; Induction process. Types of international assignments; Roles of expatriates and non- expatriates. Expatriation and repatriation- comparative study.

## **Training and Development**

Pre-departure training programmes; Cultural awareness programmes; Preliminary visits; Mendenhall, Dunbar and Oddou cross-cultural training model; cultural integrator-Cultural assimilator Language training; TCN and HCN expatriate training. Re-entry (repatriation) issues; re-adjustment; Designing a repatriation programme.

Developing staff through international assignments; Developing international teams through international assignments. Other Management Development Techniques. Motivation and retention of executives in global context.

## **Performance Management, Compensation and Industrial Relations**

Performance Management in Multinational, Global and Transnational Companies; Key components of an international compensation programme; Approaches to international compensation: Going Rate approach; Balance Sheet approach; Factors affecting compensation and benefits of employees and executives in global context. Social and cultural factors related to compensation and benefits. Differentiating between PCNs and TCNs in pay structure.

## **Learning Resources**

1. Dennis R. Briscoe and Randall S. Schuler, (2004). *International Human Resource Management*, 2/e. New Delhi: Routledge
2. Hassan, Rangris, (2004). *Human Resources in the Globalised World*; New Delhi: Abhijeet Publications.
3. Hilary Harris, Chris Brewster, and Paul Sparrow (2007). *International Human Resources*, London: CIPD.
4. Zweifel (2007). *Culture Clash: Managing the Global High Performance Team*, Wiley, New Delhi.
5. Peter J Dowling and Welch D (2005). *International Human Resources Management*, Thomson/ Southwestern.
6. Pradip Kumar Sinha and Sanchari Sinha (2008). *International Business Management*, Excel Books, New Delhi.

**P 307(a).3 MARKETING RESEARCH**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Introduction**

Importance and Role of research in Marketing. The marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Data Collection**

Primary and Secondary data. Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, Sampling design: Sampling procedure, types of sampling, sample size determination.

**Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods.

Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

## **Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports.

Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

### **Learning Resources**

1. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation, 5/e*, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
3. Churchill Iacobucci and Israel, (2009). *Marketing Research-A South Asian Perspective*. Cengage Learning, New Delhi.
4. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Hair, Bush, Ortinau, (2006). *Marketing Research, 3/e*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Nigel Bradley, (2007). *Marketing research –Tools and Techniques*. Oxford University Press, New Delhi.

### III Semester MBA (Marketing Specialization)

#### P 307(b).3 INTEGRATED MARKETING COMMUNICATIONS

Credits 03

Instruction hours 40

L 03 + T 01

Total marks : 100

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#### **Introduction**

Understanding Marketing communication, Integrated Marketing communication (IMC); Evolution of IMC; Growth of IMC; IMC mix, IMC Planning Process, role of IMC in the Marketing process, IMC Partners and industry organization.

#### **Advertising and Sales Promotion**

Purpose and functions, role and benefits of advertising, types of advertising; Parties involved in advertising. Advertising agencies- working and services. Formulating advertising objectives and budgeting for the advertising. Message generation- Creative strategy planning development and implementation, Media Planning- Broadcast media, print media and supporting media. Measuring effectiveness of Advertising.

Scope and role of sales promotion. Types of sales promotion – Consumer oriented and trade oriented sales promotion techniques.

#### **Public Relations and Publicity**

Public relations, process of public relations, Public relation vehicles, Managing public relations, identifying stake holders.

Publicity; publicity versus advertisement, power of publicity, Corporate Advertising- objectives and types.

## **Direct Marketing, Personal Selling and Internet Marketing**

Growth and role of direct marketing in IMC programs; evaluation of direct marketing. Scope and role of personal selling; personal selling and other promotional tools, evaluating personal selling.

Marketing on the internet, developing an internet program, internet marketing tools, the internet and integrated marketing.

## **Monitoring, Evaluation and Control**

Measuring effectiveness of promotional programmes. Matching methods with IMC objectives, Message evaluation; Behavioral evaluation; Evaluation criteria. Evaluating the social, ethical and economic aspects of promotion. Regulation of advertising –Self control and Government Regulations.

## **Learning Resources**

1. Belch, G.E. Michael Belch, Keyoor Purani, (2010). *Advertising and Promotion-An Integrated Marketing Communications Perspective* 7<sup>th</sup> Ed., Tata Mcgraw-hill, New Delhi.
2. Kruti Shah, Alan D'Souza, (2009). *Advertising and Promotions –An IMC Perspective*, 1<sup>st</sup> Ed., Tata McGraw-Hill, New Delhi.
3. Kenneth E. Clow, Donald Baack, (2004). *Integrated Advertising, Promotion and Marketing Communications*, 2<sup>nd</sup> Ed., Prentice Hall of India. New Delhi.
4. Tom Duncan, (2006). *Principles of Advertising and IMC*, 2<sup>nd</sup> Ed., Tata McGraw-Hill, New Delhi.
5. Rajeev Batra, John Myers, David Aake, (2008). *Advertising Management*, 5<sup>th</sup> Ed., Prentice Hall of India, New Delhi.
6. Jaishri Jethwaney, Shruti Jain, (2006), *Advertising Management* 1<sup>st</sup> Ed., Oxford Higher Education, New Delhi.

### III Semester MBA (Marketing Specialization)

#### P 307(c).3 CONSUMER BEHAVIOUR

**Credits 03**  
**L 03 + T 01**

**Instruction hours 40**  
**Total marks : 100**

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#### **Introduction**

Scope of Consumer Behavior-Importance of Consumer Behavior in developing marketing strategy-Case: Black and Decker – Versa Pak- Consumer Decision Making Process- Engel- Kollat-Blackwell Model- Consumer Behavior in the Indian Context.

#### **Research on Consumer Behavior**

Research Process- Methods of Research- Qualitative vs. Quantitative Research- Measures of Behavioral Indicators: Motivation, Learning etc. Segmentation.

#### **Positioning and Differentiation**

Motivation-Theories and Dynamics of motivation-The System of Needs-Motivation and Consumer (overview)-Personality, Lifestyle and Psychographics-Theories of Personality- Perception-Memory and Learning- Theories or Types of learning-Buying behavior and learning-Attitude Formation and Change-Models of Attitude Formation-Components of Attitude: Belief, Affect and Intention-Strategies for Attitude Change- Attitude– Behavior Consistency-Communication and Consumer Behavior-Reference Groups and Family Influences-Importance of Group Influence on CB-The Power of Reference Groups-Groups and their Appeal- Family as a consumption unit-Family Lifecycle influences on Consumption Patterns-Family Decision Making.

#### **Social Class and Consumer Behavior**

Concept of Social Class with special emphasis on India-Value, Attitude and Lifestyle Profiles of Social Classes-Social Class Mobility-Social Class and Marketplace Behavior- CB applications of Social Class. Influence of Culture on Consumer Behavior-Cross-cultural Consumer Behavior-The Multinational Imperative-Cross-cultural consumer analysis-Emerging markets and MNC strategies-Cultural Dimensions and MNC Brands-Implications for multinational Branding in India.

## **Consumer Influence & diffusion of Innovation**

Consumer Decision Making-Important dimensions of Consumer Decision Making-Product and Service Consumption- Consumption Effects on Consumer Satisfaction-Impulse Buying; B2B Buyer Behavior.

### **Learning Resources**

1. Hawkins, Best, Coney, Mookerjee, (2005). *Consumer Behavior, Building Marketing Strategy*, Tata McGraw Hill.
2. Leon G Schiffman, Kanuk, (2004). *Consumer Behavior*. New Jersey: Prentice Hall.
3. Ramesh Kumar. S (2009), *Consumer Behavior and Branding: Concepts, Readings and Cases*, Pearson.
4. Roger D Blackwell, Paul W Miniard, James F Engel, (2003). *Consumer Behavior*. Dryden Press.
5. Paco Underhill, (1999). *Why We Buy: The Science of Shopping*, New York: Simon & Schuster.
6. Jay D Lindquest, M Joseph Sirgy, (2005). *Consumer Behavior Theory and Marketing Applications, 6/e*. Biztantra.

**P 307(d).3 SALES AND DISTRIBUTION MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Objectives and roles of sales managers. Personal selling and salesmanship. Theories of salesmanship. Sales planning and sales forecasting. Sales organization.

**Management of Sales Force**

Recruiting sales force, selecting and training, evaluating the sales force, motivating and compensating the sales force.

**Controlling Sales Force**

Managing sales expenses. Sales meetings. Setting standards and evaluating sales force. Sales budget. Sales quotas, sales territory management. Sales control and cost analysis.

**Distribution Management**

Physical distribution. Marketing channels. Functions of distribution channel. Distribution channel strategy. Designing the distribution channel. Distribution channel management. Managing Channel Member Behavior, Distribution channels network building.

**Supply Chain Management**

Role of Supply Chain Management (SCM) in customer service. Demand forecasting, Inventory management. Materials handling. Transportation, Warehousing and storage. Communication and order processing. Recent trends in SCM. Application of IT.

## **Learning Resources**

1. Ingram, Laforge, Avila, Schwepker, Williams, (2007). *Sales Management-Analysis and decision making*, 6<sup>th</sup> Ed., Cengage Learning , New Delhi.
2. Tapan K. Panda, Sunil Sahadev, (2005). *Sales and Distribution Management* 1<sup>st</sup> Ed., Oxford University Press, New Delhi.
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, (2004). *Sales Management-Decisions, Strategies, and Cases*, 5<sup>th</sup> Ed., Prentice Hall of India Limited, New Delhi.
4. Spiro, Stanton, Rich, (2007). *Management of Sales Force*, 11<sup>th</sup> Ed., Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Krishna Havaladar, Vasant M Cavale, (2007). *Sales and Distribution Management*, 1<sup>st</sup> Ed., Tata McGraw-Hill Publishing Company Limited, New Delhi.

**III Semester MBA**  
**(Common to Marketing and International Business)**

**P 307(e).3 /P 309(c).3**  
**INTERNATIONAL MARKETING MANAGEMENT**

**Credits 03**  
**L 03 + T 01**

**Instruction hours 40**  
**Total marks : 100**

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**Introduction**

Globalization: drivers for globalization; building global presence; Approaches to global market: haphazard approach, myopic approach, a major challenge to effective global management. International entry methods; organisation, planning and control of international marketing.

**International Marketing Environment**

Basic concepts and decision framework; economic, cultural, political, social, technological environments; regional integration and global trade protection; understanding the international marketing system.

**Decision making in International Marketing**

Product Decision: dimensions of international product offer, international Services, branding decisions, packaging and labeling decisions.

Pricing Decision: Domestic V/s International Pricing, Factors influencing international pricing decisions, INCOTERMS and its role in international pricing. International promotion aspects.

Distribution Decision: determinants of channel decisions, international channel structure, managing and controlling international channel, International Logistics (SCM).

## **Management of Risks and Infrastructure in International Marketing**

Commercial risks, political risks, risk arising out of foreign laws, cargo risks, credit risks, exchange fluctuation risks. Agencies in India to provide cover to these risks.

International Marketing Infrastructure: Export promotion in India; Role of Export Promotion Councils; state trading and canalizing agencies: ECGC, Exim Bank, Commodity Boards etc.

### **Export Process**

Export procedure- Steps involved in executing export order. Export/Import Documentation: Commercial Documents, Regulatory Documents, Documents related to goods, Documents related to payment, Documents related to Shipment, Documents related to inspection, Documents related to foreign exchange, Documents related to excisable goods.

### **Learning Resources**

1. Phillip R. Cateora, John L. Graham and Prashaqnt Salwan (2008). International Marketing, 13/e, Tata McGraw Hill, New Delhi.
2. Rakesh Mohan Joshi (2005). International Marketing. Oxford University Press, New Delhi.
3. Masaaki Kotabe and Kristian Helen (2005). Global Marketing Management. John Wiley & Sons, New York.
4. Warren J. Keegan (2007). Global Marketing Management, 7/e. Pearson Education, New Delhi.
5. Johny K. Johansson (2008). Global Marketing, 4/e. Tata McGraw Hill, New Delhi.

**III Semester MBA**

**(Common to Banking and Finance)**

**P 308(a).3 / P 305(e).3**

**FINANCIAL REPORTING AND ANALYSIS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Financial Statements**

Financial statements-types-Analysis and interpretation of financial statement-Types of financial analysis-methodical classification-Techniques-Basic relationships-Common size statements- Financial statement analysis using common ratio's, profitability ratio's, solvency ratio's- Using financial statement information.

**Ratio Analysis**

Types of financial ratios-Liquidity ratios, activity ratios, debt ratios, profitability ratios, market ratios; DuPont analysis; Value added concept-Economic value added- market value added- growth ratio-inter-firm and intra-firm comparison.

**Management Reporting System**

Types of report- General principles of reporting, preparation of reports- methods of reporting- financial reporting quality-Analysis of long- lived assets. Reporting results of stand-alone and group companies.

**Cash flow Statement and Funds Flow Statement**

Analysing the firm's cash flow- Preparation of cash flow statement as per AS 3, utility of cash flow statement; Fund flow statement- preparation of fund flow statement.

## **Financial Forecasting**

Constructing Pro forma statements- Pro forma income statement- determining a production schedule and the gross profit- Pro forma Balance sheet- Percent of sales method.

### **Learning Resources**

1. Stephen Penman (2005). *Financial Statement Analysis and Security Valuation*, McGraw hill/ Irwin.
2. Gitman J Lawrence (2005). *Principles of Managerial Finance*, Pearson Education.
3. Stanley B Block and Geoffrey A Hirt (2006). *Foundations of Financial Management*, Irwin Homewood, Boston.
4. Maheshwari, S N (2006). *Financial and Management Accounting*. Sultan Chand and Sons.
5. Brigham, E and Houston, J (2005). *Fundamentals of Financial Management*, Thomson South Western.

### **III Semester MBA (Banking Specialization)**

#### **P 308(b).3 LEGAL ASPECTS OF BANKING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Legal Framework for Regulation of Banks**

Legal framework of regulation of Banks- Control over organisation of Banks- Regulation of Banking Business-Returns inspection and winding up-Banking Regulations Act 1949.

#### **Legal Aspects of Banking Operations**

Legal aspect of Banking operations-Responsibility of paying banker-Collecting Banker-Indemnities-Bank Guaranties-Provisions of UCPDC. Anti-money Laundering Act and Anti-Terrorism Act provisions related to Banking.

#### **Laws relating to Securities and Modes of Exchanging**

Types of borrowers- Types of credit facilities- Secured and unsecured Loans-Regulation and satisfaction of Charges.

#### **Securitisation of Financial Assets**

SARFAESI Act 2002- Securitisation of financial assets- Enforcement of security Interest-Banking Ombudsman Act 2002- Procedure for redressal of Grievances, Arbitration procedure- Conciliation.

#### **Recovery of Assets due to Banks and FIs Act**

Tribunal and appellate tribunal- Provisions and procedure of tribunals, Bankers book of Evidence Act 1891. Fair Practices Code for Debt collection; Banking Codes and Standards Bureau of India. Legal aspects of off-shore banking. Indian Limitation Act

### **Learning Resources**

1. Sheela Srivastava, I V Trivedi, (2001). *Banking Law & Practice in India*, RBSA Publsihers.
2. Khubchandani, (2000). *Practice and Law Of Banking*, Macmillan Publishers India
3. Edmund M. Kwaw, (1996). *The Law and Practice of Offshore Banking and Finance*, Quorum Books
4. Gordon, E and K Natarajan (2005). *Banking Theory, Law and Practice*, 21<sup>st</sup> Ed., Himalaya.
5. Alan S Blinder, (1999). *Central Banking in Theory and Practice*, MIT Press.

### **III Semester MBA (Banking Specialization)**

#### **P 308(c).3 INVESTMENT BANKING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Investment Banking and Merchant Banking. Structure and functions of investment banks (stand alone and Divisions within the commercial banks). Institutional framework and operational framework; Services offered by Investment Bankers; Business Portfolio and Service Portfolio of Investment Banks. Regulatory framework for investment banking.

#### **Primary Equity and Debt Markets**

Basic concepts on Equity and Debt securities. Primary market: Equity issues – investors, market intermediaries; IPOs- Procedural aspects of an IPO; Book building process; ASBA; Rights and Secondary Public offers; Private placements of equity. Types of debt instruments; Public offers of debt securities.

#### **Overseas Capital Market Instruments**

International Bond Market; Depository Receipt Mechanism for Equity offers; Indian Regulatory Framework for floating instruments in global markets; Overview of regulatory requirements in USA and Europe. Process flow for international offerings. Introduction to treasury management.

## **Project Financing**

Project Finance: Initial In-House Finance Plan; Advisory and Transaction Services provided by Investment Banks; Structuring the Project for Financing; Role of Financial Advisors and Venture Capitalists; Negotiating key economic Loan terms; Executing the Deal in the Bank and Bond Markets; External Commercial Borrowings; Refinancing/restructuring Issues, Compliance, Financing the Leveraged Buyout; Project; Financial Closures.

## **Corporate Advisory Services**

Business Advisory Services; Financial Restructuring Advisory; Role of Investment Banker in Corporate Reorganization; Government Advisory – disinvestment methodologies; valuation approaches in disinvestment.

## **Learning Resources**

1. Pratap G. Subramanyam (2007). *Investment Banking: An Odyssey in High Finance*, TMH., New Delhi.
2. Jack Francis and Roger Ibbotson (2002). *Investments: A Global Perspective*. Pearson Education, New Jersey.
3. Valdez Stephen (2007). *An Introduction to Global Financial Markets*, 5/e. Palgrave Macmillan, New York.
4. Robert A. Strong (2004). *Practical Investment Management*, 3/e. Thomson/ South Western.

### III Semester MBA (Banking Specialization)

#### P 308(d).3 RURAL ECONOMY AND BANKING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Basic Framework of Rural Economy**

Rural economy in India - Farm sector and economy - Agriculture production - Farm technology in India - agrarian reforms - Allied activities. Problems of rural economy. Review of policies and programmes - Five Year Plan priorities for Rural Development - Committees on indebtedness and lending schemes - National Policies - Economic reforms and the rural credit financing.

#### **Role of Financing Institutions in Developing Rural Areas**

Multi agency approach to rural credit - Multi agency Institutions - Role of rural credit institutions - Cooperative and Commercial Banks finance for Agriculture and Rural development – Lead Bank; Regional Rural Banks - Apex Banks - NABARD - Functions - Schemes - Role of NABARD in Institutional support for Rural Development - Techniques of lending in Agriculture - Role of Banks in implementing Development Programmes - Issues and Problems.

#### **Rural Schemes of Finance**

Schemes of Finance in: Farm sector; Non-farm sector - Rural Housing - Employment oriented programmes - Ancillary activities financing - Agriculture Insurance - Crop Insurance - National Crop Insurance scheme - Significance of cattle Insurance - Other Rural Insurance schemes: Kisan Credit Cards, KVIC's.

#### **Micro-Credit**

Emergence, growth and best practices of Micro-finance delivery at global level and in India - Regulatory and legal framework of micro finance institutions - Micro-credit financing Institutions – Product (loan) designing of Micro-finance Institutions and interest rate calculation - Emerging issues and challenges.

## **Self-Help Groups (SHGs)**

Self-Help Groups (SHGs) Evolution - Objectives - RBI Support Policy - Models of Linkage - Credit records and information system for SHGs - Organization and development of SHGs -group dynamics, team building, leadership and micro dialogue communication skills at SHGs level - Procedure for loan documentation, disbursement, post-sanction supervision and follow up; Key Issues in SHGs.

## **Learning Resources**

1. Patel Shah, Vimal (2002). *Rural Economy*. Himalaya Publishing House.
2. Patnaik, U.C. R.N.Mishra R.N. (2003). *Rural Banking in India*. Anmol Publication, New Delhi.
3. Karmakar, K.G (2004). *Rural credit and Self Help Groups: Micro Finance Needs and Concepts in India*. Sage Publications India Pvt. Ltd.
4. Somanath V.S. (2008). *Microfinance: Redefining the Future*, Excel Books, New Delhi.
5. Sahoo R.K and G. Dash (2009). *Agriculture and Rural Economy*. Soujanya Books, New Delhi.
6. Thingalaya N.K. (2000). *The Other Side of Rural Banking*. Bharat Book Centre.

### III Semester MBA (Common to Finance and Banking)

P 308(e).3/ P305(b).3

#### BANK MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Banking Sector**

Role of Commercial Banks in the national economy and financial system. An overview of Banking Sector Reforms in India; Types of banks: nationalized banks, private sector banks, co-operative banks, new generation banks, international banking, foreign banks and offshore banking.

#### **Central Bank and Regulatory Framework**

Role of Reserve Bank of India; Functions and working - monetary policy and control – liquidity and adjustment facility; Credit Policies; Regulation and Supervision; Inspection, Monitoring and Surveillance. Capital Adequacy Norms; Basel norms.

#### **Products and Services offered by Banks**

Core banking; E-banking; Retail banking; Deposit products; Credit Assessment; Corporate Banking, Merchant Banking; Deposit products (over view only). Fund-based and fee based services; Working capital and term loans Lending services; Credit disbursal and monitoring. Agency services – general utility services. Formulating relationship banking strategy - utility of relationship banking

#### **Asset and Liability Management**

Process of ALM –Management of Non performing Assets – Methods of managing NPAs, Risk in Commercial Banks – Types; Lending policies; Risk measurement and management; Measurement of risk-gap method; duration method; simulation; Value at Risk method. Profitability planning.

## **Banking Technology and Operational Efficiency of Banks**

Recent developments in banking sector – Electronic payment systems; Credit and debit cards, smart cards, Electronic Funds Transfer Systems; IT enabled products and services, Security aspects in e-banking.

Parameters for measuring operational efficiency of banks. Return on Equity model; Camel ratings. Characteristics of highly performing banks and non-performing banks.

### **Learning Resources**

1. Indian Institute of Banking and Finance (2009). *Principles and Practices of Banking*, 2/e, McMillan, New Delhi.
2. Somashekar N.T. (2009). *Banking*, New Age International Publishers, New Delhi.
3. Indian Institute of Banking and Finance (2007). *Central Bank Management*, McMillan, New Delhi.
4. Guruswamy S. (2005). *Financial Markets and Institutions*, 2/e, Vinay Nicole Imprints.
5. Saunders, A. Cornett, M. (2008). *Financial Institutions Management – A Risk Management Approach*. 6/e, International Edition, McGraw Hill Higher Education.
6. Singh S and Yogesh Singh (2008). *Risk Management in Banks: Concepts and Applications*. Excel Books, New Delhi.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Global HRM Issues**

Stages of internationalization of business- Globalization and HRM – Trends and challenges of International HRM (IHRM). International perspective of HRM; Differences between domestic and international HRM; The role of HR departments in MNC's. Competencies of HR managers in global context. HR practices in global companies.

**Organization Structure and Cultural Differences**

Organizational context: International division; Global product/ area division; Matrix structure; hybrid structure.

National and corporate culture approaches – their impact on HRM. Comparative HR: HR practices in Asia, USA and Europe. Harvard model- Brewster- Bournois Model; Convergence, divergence and hybridization theories. Hofstede model, Trompennar model. André Laurent studies. Corporate culture models.

**International Staffing**

Policies and practices- Ethnocentric; polycentric; geocentric; regiocentric; Techniques and sources of global recruitment; Global labour market differences- Selection process; MNE requirements : language; use of selection tests; Equal Employment Opportunity issues; ; Harris and Brewster's selection typology; Induction process. Types of international assignments; Roles of expatriates and non- expatriates. Expatriation and repatriation.

## **Training and Development**

Pre-departure training programmes; Cultural awareness programmes; Preliminary visits; Mendenhall, Dunbar and Oddou cross-cultural training model; cultural integrator-Cultural assimilator Language training; TCN and HCN expatriate training. Re-entry (repatriation) issues; re-adjustment; Designing a repatriation programme.

Developing staff through international assignments; Developing international teams through international assignments. Other Management Development Techniques. Motivation and retention of executives in global context.

## **Performance Management , Compensation and Industrial Relations**

Performance Management in Multinational, Global and Transnational Companies; Key components of an international compensation programmes; Approaches to international compensation: Going Rate approach; Balance Sheet approach; Factors affecting compensation and benefits of employees and executives in global context. Social and cultural factors related to compensation and benefits. Differentiating between PCNs and TCNs in pay structure.

## **Learning Resources**

1. Dennis R. Briscoe and Randall S. Schuler, (2004). *International Human Resource Management*, 2/e. New Delhi: Routledge
2. Hassan, Rangris, (2004). *Human Resources in the Globalised World*; New Delhi: Abhijeet Publications.
3. Jackson T (2002). *International Human Resource Management: A Cross-cultural Approach*, CA: Thousand Oaks.
4. Hilary Harris, Chris Brewster, and Paul Sparrow (2007). *International Human Resources*, London: CIPD.
5. Peter J Dowling and Welch D (2005). *International Human Resources Management*, Thomson/ Southwestern.
6. Pradip Kumar Sinha and Sanchari Sinha (2008). *International Business Management*, Excel Books, New Delhi.

**P 309(b).3 INTERNATIONAL BUSINESS MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**International Business Environment**

Nature, scope, evaluation and development of International Business. International Business Environment: Geographical, economic, socio-cultural, political and legal environments. Firm-specific and location-specific advantages. Role of MNCs in developing countries. Globalization with social responsibility.

**International Business Strategy**

Entry strategy, entry modes, Greenfield venture, Acquisition, Strategic alliances. Licensing and joint ventures; Global competitiveness. Prahalad and Doz's strategy model; Foreign Direct Investments, Joint Ventures.

**International Organizational Structures and Corporate Culture**

Organizational structures suited to international business firms; Control procedures; Location of decision-making; Role of subsidiaries; Bartlett and Ghoshal's model of TNCs;

Organizational culture profile: Denison's Model; Understanding cultural differences and building relationships that are critical in contemporary global market place. Skills for developing cultural awareness and avoiding cultural faux pas. Motivating and leading employees globally; creating cultural synergy.

## **Management of International Operations**

Location for production, Sourcing of inputs and international services. Foreign Investment: Determinants and trends in FDI-Horizontal FDI and Vertical FDI. Tariffs and Non-tariff barriers to trade: Tariffs and Quotas. Negotiations in International Business; Multilateral settlements. Country risk – classification, managing country and political risk.

## **International Logistics Management**

Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each approach, Mapping the different approaches, Capacity expansion issues; Information Management for global Logistics.

Architecture of Physical distribution network in a Global Operation Approach, International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.

## **Learning Resources**

1. Hill, C.W.L., and Jain, A.K. (2009). *International Business*. 6/e, Tata McGraw Hill.
2. Justine Paul (2005). *International Business*. 2/e, Prentice Hall of India.
3. Vyuputakesh Sharan (2009). *International Business*, 2/e, Dorling Kindersley Pvt. Ltd
4. Debra Johnson, Colin Turner (2003). *International Business: Themes and Issues in the Modern Global Economy*, Routledge.
5. Pradip Kumar Sinha and Sanchari Sinha (2008). *International Business Management*, Excel Books, New Delhi.
6. Phil Kelly (2009). *International Business & Management*. International Thomson Business Press.

## III Semester MBA

(Common to International Business and Marketing)

**P 309(c).3/ P307(e).3 INTERNATIONAL MARKETING MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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### **Introduction**

Globalization: drivers for globalization; building global presence; Approaches to global market: haphazard approach, myopic approach, a major challenge to effective global management. International entry methods; organisation, planning and control of international marketing.

### **International Marketing Environment**

Basic concepts and decision framework; economic, cultural, political, social, technological environments; regional integration and global trade protection; understanding the international marketing system.

### **Decision making in International Marketing**

Product Decision: dimensions of international product offer, international Services, branding decisions, packaging and labeling decisions.

Pricing Decision: Domestic V/s International Pricing, Factors influencing international pricing decisions, INCOTERMS and its role in international pricing. International promotion aspects.

Distribution Decision: determinants of channel decisions, international channel structure, managing and controlling international channel, International Logistics (SCM).

## **Management of Risks and Infrastructure in International Marketing**

Commercial risks, political risks, risk arising out of foreign laws, cargo risks, credit risks, exchange fluctuation risks.

International Marketing Infrastructure: Export promotion in India; Role of Export Promotion Councils; state trading and canalizing agencies: ECGC, Exim Bank, Commodity Boards etc.

### **Export Process**

Export procedure- Steps involved in executing export order. Export/Import Documentation: Commercial Documents, Regulatory Documents, Documents related to goods, Documents related to payment, Documents related to Shipment, Documents related to inspection, Documents related to foreign exchange, Documents related to excisable goods.

### **Learning Resources**

1. Phillip R. Cateora, John L. Graham and Prashaqnt Salwan (2008). *International Marketing*, 13/e, Tata McGraw Hill, New Delhi.
2. Rakesh Mohan Joshi (2005). *International Marketing*. Oxford University Press, New Delhi.
3. Masaaki Kotabe and Kristian Helen (2005). *Global Marketing Management*. John Wiley & Sons, New York.
4. Warren J. Keegan (2007). *Global Marketing Management*, 7/e. Pearson Education, New Delhi.
5. Johny K. Johansson (2008). *Global Marketing*, 4/e. Tata McGraw Hill, New Delhi.

### **III Semester MBA**

**(Common to International Business and Finance)**

**P 309(d).3/ P 305(f).3**

## **MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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### **Introduction**

Overview of mergers; types and characteristics; motives behind mergers; theories of mergers - operating, financial and managerial synergy of mergers; Role of industry life cycle- Development stages; Value creation in horizontal, vertical and conglomerate mergers; Change forces contributing to mergers and acquisition activities.

### **Corporate Restructuring**

Methods of restructuring- Joint ventures, Sell-off and Spin off- Divestitures- Equity Carve-Outs, Leveraged Buy Outs (LBO) - Management buy outs- Master Limited Partnerships- Employees Stock Option Plans (ESOP).

### **Mergers and Acquisition Process**

Process of merger integration – Process of merger intergration- organisational and human aspects; Managerial challenges of mergers and acquisition. Strategic fit and the M & A decision.

### **Valuation**

Benchmarks of Value; Valuation approaches – Discounted cash flow valuation – valuing relative contribution – valuing comparables - valuation of the target's equity- precedent acquisition; valuing operating and financial synergy – valuing corporate control – valuing of leveraged buy outs (LBO)- methods of financing mergers- cash offer, share exchange ratio-merger as capital budgeting decision.

### **Amalgamation and Defensive Strategies.**

Accounting for Amalgamation – Pooling interest method – purchase method; Procedure laid down under Indian Companies Act of 1956.

Takeover defenses – types and techniques of raid; Advance preventive measures; Strategies of takeover bid White knights-White square - Crown jewel- Pacman's strategy- Golden parachute - Poison pills strategy- Coercive offers and defense - Financial defensive measures - anti takeover amendments.

### **Learning Resources**

1. Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of India Pvt. Ltd., New Delhi.
2. Narayanan, P. and Vikram, Nanda(2003), *Finance for Strategic Decision making - What Non-Financial Managers Need to Know*, Jossey -Bass, Wiley India.
3. Patrick A. Gaughan (2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e. Wiley India, New Delhi.
4. Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown (2007), *Applied Mergers and Acquisitions*, John Willey and Sons.
6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

**P 310(a).3 MICRO FINANCE**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Concept and purpose of Micro Finance - a tool for development – evolution and character of Micro Finance – Challenges in financing small operators; Distinction between micro-enterprise and micro finance; Delivery vehicles of microfinance – Non-Governmental Organizations (NGO), Commercial Banks and Microfinance institutions (MFI).

**Micro Finance in India**

Legal and regulatory frame work – Promoting Linkage between banks and MFI's – Innovative and creative Micro Finance models – emerging challenges and issues.

**Models of Micro Finance**

Different models of microfinance – Self Help /Group-Bank Linkage Programme (SBLP) Specialist MFIs (Indonesia), Thrift and Credit cooperative societies (Sri Lanka); Bangladesh Grameen Bank model; Banco Sol (Bolivia) and Enterprise Mentors; Matched savings accounts.

SHG's and saving mobilizations – livelihood promotion among SHG's – Sustainability of MFI's – Financial intermediation – Credit – savings – insurance to poor and low income households and their micro-enterprises – payment services and money transfers.

**Design and Management of Microfinance Programmes**

Cash patterns, loan terms and payment frequency – client cash pattern and loan amount – frequency of loan payment – loan collateral- loan pricing – calculating interest rates. Ownership structure; Framework for NGOs to meet the minimum performance and reporting standards.

## **Role of Women in Microfinance**

Empowerment of women; Government implemented credit schemes; Increasing access and benefits for women over resources; empowerment at individual, collective and community levels; Emergence of Mahila Bank; Impact of empowerment and microfinance on lives of women.

## **Learning Resources**

1. Karmakar K.G. (Ed.), *Microfinance in India*, Sage Publications, New Delhi.
2. Prabhu Ghate et al., (2007). *Microfinance in India: A State of the Sector Report 2007*, Microfinance India, New Delhi.
3. Bouman F.J.A. (Fritz). (2008). *Small, Short and Unsecured: Informal Rural Finance in India*.
4. Joanna Ledgerwood, (1999). *Microfinance Handbook: Sustainable Banking with the Poor*, World Bank, Washington, DC.
5. Marguerite Robinson, (2001). *The Microfinance Revolution: Sustainable Finance for the Poor*, World Bank, Washington, DC.
6. Neera Burra, Joy Deshmukh et al., (Eds.) (2005). *Micro-Credit, Poverty and Empowerment: Linking the Triad*. Sage Publications, New Delhi.

**P 310(b).3 ENTREPRENEURIAL DEVELOPMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Entrepreneurship – Definition, role and expectations; Entrepreneurial styles and types; Characteristics of an entrepreneur; Promotion of entrepreneurship – role of socio-cultural, economic and political environment; Growth of entrepreneurship in India; Constraints for the promotion of entrepreneurial culture. Intrapreneurship. Micro, Small and Medium Enterprises Act (MSME Act).

**Entrepreneurial Motivation Theories and Models**

Entrepreneurial Competencies- Developing competencies; McClelland's theory of motivation; Creating generation of wealth through ideas, creativity and innovation;. Entrepreneurial models in different sectors – software; food processing and others- Silicon Valley model; Asian models of entrepreneurship; Social entrepreneurship – model of sustainable social change.

**Women and Rural Entrepreneurship**

Growth of women entrepreneurship; Problems faced by women entrepreneurs.

Entrepreneurship in rural sector – agriculture; food processing; traditional crafts, tourism, health care and allied services.

**Environment Analysis and Business Plan Development**

Identification of Business Opportunity; Developing a Business Plan. Financial and Technical Evaluation; Project formulation; Project Report. Incubation Centres: Types, Science and Technology Entrepreneurs Parks (STEP); Incubation centres as the first step in setting up start-up firms. Managing risks and rewards of the firm. Resource Planning and innovative de-risking techniques.

## **Financing the Venture and Post-entry Issues in Entrepreneurial Firms**

Financing options available to a new venture. Networking- social, strategic alliances; channel partnerships and advisory board. Venture capital sources: individuals, corporate and Financial Institutions; Criteria laid by the venture capitalists to fund a new venture; Due-diligence check. Criteria to choose the right type of venture capitalist.

Life cycle and growth pangs of an entrepreneurial firm; Succession and professionalization. Exit policy.

### **Learning Resources**

1. Léo-Paul Dana (2007). *Asian Models of Entrepreneurship — From the Indian Union and the Kingdom of Nepal to the Japanese Archipelago: Context, Policy and Practice*, Asia Pacific Business Series, Imperial College Press, UK.
2. Donald L. Sexton and Raymond W. Smilor (1986). *The Art and Science of Entrepreneurship*. Ballinger Pub. Co. Cambridge: Mass.
3. Peter F. Drucker (1985). *Innovation and Entrepreneurship*, Heinemann.
4. Anthony C. Warren, Jack M. Kaplan (2006). *Patterns of Entrepreneurship Management*. Wiley.
5. Hisrich, Robert D and Peters Michael P. (2008). *Entrepreneurship*, Tata-McGraw Hill.
6. Timmons, Jeffry and Spinelli, Stephen (2006). *New Venture Creation- Entrepreneurship for the 21<sup>st</sup> Century*, 6/e, McGraw Hill/ Irwin.

### III Semester MBA (Open Elective)

#### P 310(c).3 E - MARKETING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Rules for E- Marketing- Difference between e- marketing & e- business- challenges & opportunities- e- business models- Marketing plan tasks- electronic marketing approaches- key elements to success- Strategies to make use of ‘competitor’s presence in the market place- future of marketing.

#### **Customer Behaviour & Segmentation**

Defining user- Customer in the 21<sup>st</sup> century- Diffusion of innovation & adoption categories- Product adoption & PLC. Market segmentation: Bases & variables- e-marketing segments- Consumer Navigation Behaviour- Country Profiles.

#### **Product and Pricing Strategies**

New product strategies for e-marketing- Taxonomy for internet products- New product trends. Pricing: Factors affecting internet pricing- e-pricing strategies- Getting the price right on the web.

#### **E- Market Communication**

Marketing communication strategies- Net as a medium- Seeking & retaining customers- Integrated Relationship channeling- Serving customers digitally.

#### **E- Marketing Plan for CRM**

Creating an e-marketing plan- Marketing plan process- Building Customer Relationship- CRM- CRM process- CRM benefits & strategies- Facilitating CRM – Integrating CRM & SCM – Customisation tools- Winning the on-line customer

## **Learning Resources**

1. Judy Strauss and Raymond Frost, (2008). *E- Marketing*. Prentice Hall.
2. Daniel S. Janal, (2010) *Online Marketing Handbook*. John Wiley & Sons Inc.
3. Ravi Kalakota & Marcia, (2007). *E- Business*. Pearson Education Inc.
4. Charles F. Hofacker, (2000). *Internet Marketing*. 3<sup>rd</sup> Ed. John Wiley & Sons Inc.
5. Roberts, (2007). *Internet Marketing*. Cengage.
6. Hanson, (2007). *E- commerce & Web marketing*. Cengage.

### III Semester MBA (Open Elective)

#### P 310(d).3 CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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##### **Introduction to CSR**

Introduction to Corporate Social Responsibility (CSR); defining CSR - contested terrain; the social, political and economic context; failure and the need for CSR; stakeholders; importance of CSR in the corporate and nonprofit sectors. Preserving the spirit and mission of the organization in a socially responsible environment

##### **Business and Environment Interlinkages**

External pressures from governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organisations. Internal drivers- corporate leaders and change agents within the company who promote the benefits of a strong business case for corporate sustainability and responsibility.

Business growth and Environment linkages: issues concerning sustainability; Industry and environment – interdependence. Environmentalists and their resistance to corporate activities. Environmental Impact Assessment; Environmental Management Systems and Tools EMS (ISO 14000); Eco labeling; Environmental Reporting Protocol (GRI).

##### **Employee Engagement to Promote CSR Activities**

Current trends in employee volunteerism; challenges for measuring engagement and accurate reporting; metrics used to quantify participation; industry benchmarking. Measuring volunteer outcome and impact – accurate tracking and reporting; database management; challenges to quantifying social investment and return.

## **Corporate Sustainability**

Concept of corporate sustainability, integrating two alternate approaches – human and ecological. Competitive advantage from corporate sustainability and responsibility approaches. Distinction between compliance as a cost and compliance as leading to further opportunity-enhancing positions for corporations. Challenges associated with building sustaining corporations. Comprehensive Sustainability Phase Model; Monitoring and assessing the corporate sustainability orientation of different organisations and industries. Anticipating increased compliance standards, while identifying the strategic opportunities.

## **Implementation of CSR Initiatives**

Modes of implementation: Gradual and incremental changes; Widespread and radical changes; Proactive and flexible changes. Third party audits.

## **Learning Resources**

1. Philip Kotler and Nancy Lee. Hoboken, (2005). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, NJ: John Wiley & Sons, Inc.
2. May, Steve, George Cheney & Juliet Roper (eds.) (2006). *The Debate over Corporate Social Responsibility*. Oxford: Oxford University Press.
3. Dunphy, D., A. Griffiths and S. Benn (2003). *Organisational Change for Corporate Sustainability*. London: Routledge, 2003.

### **III Semester MBA (Add-on)**

#### **P1A.3 E-Accounting**

**Audit**

**Instruction hours 30**

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#### **Objectives**

To get hands-on experience in using Accounting software.

Ledger entries, preparation of account and financial statements conforming to Standards.

### **III Semester MBA (Add-on) (Any one)**

#### **P2A.3 French Language**

**Audit**

**Instruction hours 30**

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#### **Objectives**

To impart basic skills in writing, speaking and understanding French language. The course involves exposure to basic grammar, pronunciation, sentence formation, awareness about specific terms in Business Management domain.

### **III Semester MBA (Add-on)**

#### **Russian Language**

**Audit**

**Instruction hours 30**

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#### **Objectives**

To impart basic skills in writing, speaking and understanding Russian language. The course involves exposure to basic grammar, pronunciation, sentence formation, awareness about specific terms in Business Management domain.

### **III Semester MBA (Add-on)**

#### **Spanish Language**

**Audit**

**Instruction hours 30**

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#### **Objectives**

To impart basic skills in writing, speaking and understanding Spanish language. The course involves exposure to basic grammar, pronunciation, sentence formation, awareness about specific terms in Business Management domain.

## **FOURTH SEMESTER MBA**

### **COURSES OFFERED**

**P301.4 BUSINESS ETHICS**

#### **MBA (FINANCE SPECIALIZATION) (ANY THREE)**

**P 302(a).4 CORPORATE TAXATION**

**P 302(b).4 INSURANCE AND RISK MANAGEMENT**

**P 302(c).4 PUBLIC SECTOR ECONOMICS**

**P 302(d).4 COMMODITY DERIVATIVES MARKET**

**P 302(e).4 / P 305(d).4 FINANCIAL DERIVATIVES**

**P 302(f).4/ P 305(a).4 FOREIGN EXCHANGE AND TREASURY MANAGEMENT**

**P 302(g).4 QUANTITATIVE EQUITY PORTFOLIO MANAGEMENT**

**P 302(h).4/ P 306(a).IB5 INTERNATIONAL FINANCIAL MANAGEMENT**

#### **MBA (HR SPECIALIZATION ) (ANY THREE)**

**P 303(a).4 TALENT MANAGEMENT**

**P 303(b).4 HUMAN RESOURCE ACCOUNTING & METRICS**

**P 303 (c).4 LABOUR LAWS**

**P 303(d).4 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**P 303(e).4 LEADERSHIP IN ORGANIZATIONS**

**P303(f).4 PERFORMANCE MANAGEMENT**

**MBA (MARKETING SPECIALIZATION ) (ANY THREE)**

**P 304(a).4 STRATEGIC BRAND MANAGEMENT**

**P 304(b).4 SERVICES MARKETING**

**P 304(c).4 RURAL MARKETING**

**P 304(d).4 / P 305(b).4 RETAIL MANAGEMENT**

**P 304(e).4 PRINCIPLES OF ADVERTISING**

**P 304(f).4 GLOBAL MARKETING STRATEGY**

**P 304(g).4/ P 304(c).4 CUSTOMER RELATIONSHIP MANAGEMENT**

**MBA (BANKING SPECIALIZATION ) (ANY THREE)**

**P 305(a).4 / P 302(f).4 FOREIGN EXCHANGE AND TREASURY MANAGEMENT**

**P 305(b).4/ P 304(d).4 RETAIL MANAGEMENT**

**P 305(c).4 / P 304(g).4 CUSTOMER RELATIONSHIP MANAGEMENT**

**P 305(d).4/ P 302(e).4 FINANCIAL DERIVATIVES**

**P 305(e).4 DEVELOPMENT BANKING AND FINANCIAL INCLUSION**

**P305(f).4 MERCHANT BANKING**

**MBA (INTERNATIONAL BUSINESS SPECIALIZATION) (ANY THREE)**

**P 306(a).4 / P 302(h).4 INTERNATIONAL FINANCIAL MANAGEMENT**

**P 306(b).4 INTERNATIONAL CORPORATE GOVERNANCE**

**P 306(c).4 INTERNATIONAL CORPORATE FINANCE**

**P 306(d).4 GLOBAL STRATEGIC MANAGEMENT**

**P 306(e).4 EXPORT – IMPORT FINANCE**

**P 306(f).4 INTERNATIONAL ECONOMICS**

**MBA (OPEN ELECTIVE) (ANY ONE)**

**P 307(a).4 RETAIL BANKING (For students other than FINANCE and BANKING Specializations)**

**P 307(b).4 BEHAVIOURAL FINANCE**

**P 307(c).4 INFRASTRUCTURE MANAGEMENT**

**P 307(d).4 ADVANCED RESEARCH METHODOLOGY**

**P 307(e).4 TOTAL QUALITY MANAGEMENT**

**P 307(f).4 INDUSTRIAL MARKETING**

**P 307(g).4 KNOWLEDGE MANAGEMENT**

**P 307(h).4 EVENT MANAGEMENT**

**P 307(i).4 CRISIS AND DISASTER MANAGEMENT**

**IV Semester MBA**  
**P 301.4 BUSINESS ETHICS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Significance of moral values and ethics in conducting business. Differentiation between “compliance with laws and regulations” and “ethical responsibilities”. Concept of ethics and values in Eastern and Western cultures. Indian ethos in managing corporate business.

**Individual, Group and Corporate Ethics**

Individual ethical dilemmas- whistle blowing; Group ethics- group think; reinforcing behavior of group members towards ethical conduct at the workplace; Corporate ethics: Company philosophies, embedding value of ethical practices; Ethics in corporate strategy; Value clarification for future managers.

**Ethical Decision-making Frameworks**

Ethical decision-making frameworks: Kohlberg’s model of cognitive moral development; Trevino’s interactionist model; Ferrel and Gresham’s contingency framework; Synthesis model of ethical decision making; Resolving ethical issues by using framework of moral principles- utilitarianism, rights, distributive justice, ethics of care and virtue ethics.

**Ethical Practices in Business Management**

Applications in Marketing – issues in Market Research; advertising;

Applications in Finance – Tax evasion, lack of transparency, preparing false financial statements; speculation and insider trading

Application in HRM – issues in recruitment, selection, compensation and work-place harassment of employees.

Ethical management practices in India and abroad.

### **Learning Resources**

1. Ferrell and Friedrich (1990). *Business Ethics: Ethical Decision Making and Cases*, Houghton Mifflin
2. Laura P. Hartman and Joe Des Jardins, (2008). *Business ethics: Decision making for Personal Integrity and Social responsibility*, NY: McGraw-Hill/ Irwin.
3. Callaham J.C. (ed) (1988). *Ethical Issues in Professional Life*, NY: Oxford University Press.

## IV Semester MBA (Finance Specialization)

### P 302(a).4 CORPORATE TAXATION

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Introduction**

Deductions under section 80 relating to companies, Assessment of companies - Indian, domestic and foreign company; Computation of Total income – Computation of Book Profits and Tax Liability, Application of Minimum Alternative Tax (MAT).

#### **Central Sales Tax Act**

Definitions of important terms in connection with CST, Principles of determining the nature of sale, Registration of dealers, Rate of tax, Forms applied in CST – C Form, E-I Form, E-II Form, F Form, H Form and I Form, Problems in computation of CST on taxable turnover.

#### **Value Added Tax**

KVAT Act, Definitions of important terms in connection with KVAT, Documents under KVAT (Tax invoice, bill of sale, debit and credit notes), Registration of dealers under KVAT, Levy of tax, Schedules and rates thereof, Output tax, Input tax restrictions, Net tax , Deductions of input tax on capital goods and composition of tax.

#### **Central Excise Duties**

Meaning, Acts, Basis of levy and levy of Central Excise Duties (CED), Exemptions from CED, Kinds of CED, Conditions for levy of CED, Assessable value, CENVAT, Problems relating to computation of assessable value and CED.

## **Customs Act and Service Tax**

Act (Customs Act, Customs Tariff Act), Definitions, Types of customs duties, Prohibition of importation and exportation of goods, Methods of valuation for customs, computation of assessable value and customs duty.

Taxable services, Computation of service tax and exemptions. Detailed discussions on important services: Advertisement Services; CA, CS Services; Tour Operator Services; Repairs and maintenance Services; Outdoor Catering Services; Business Auxiliary Services; Commercial Coaching and Training; Cable T.V. Courier Service.

### **Learning Resources**

1. Mehrotra and Goyal (2009). *Income Tax Law and Accounts*, Sahithya Bhavan Publications.
2. Singhanian, V.K and Singhanian, M (2009). *Income Tax Law and Practice*, Taxman Publication.
3. Datey V.S (2009). *Indirect Taxes Taxman Publications*, New Delhi.
4. Manoharan T. N (2008). *Direct Taxes*. Taxman Publications, New Delhi.
5. Rao Sadashiva and Ganesh Y (2009). *Business Taxation*, Sushrutha Books.

P 302(b).4 INSURANCE AND RISK MANAGEMENT

Credits 03

Instruction hours 40

L 03 + T 01

Total marks : 100

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**Risk and its Management**

Types of risk facing businesses and individuals; Risk management – process – methods  
Business risk management- Risk identification and measurement-Evaluating the frequency and severity of losses. Regulatory framework for Insurance.

**Pooling Arrangement and Diversification of Risk**

Risk reduction through pooling independent losses -Pooling arrangement with correlated losses-Insurers as managers of risk pooling arrangement-Risk aversion and risk management by individuals and corporations-Risk aversion and demand for insurance by individuals-Business risk management and demand for insurance.

**Alternative Risk Transfer**

Description of alternative risk transfer (ART)-Loss sensitive contracts-Finite risk contracts-Captive insurers-Multiline/multi trigger insurance policies-Contingent financing arrangement.

**Insurance for Corporates**

Basic terms and conditions for insuring corporate assets: life, property, cargo, liability, personal. Identification and quantification of risk exposures in enterprises; rating insurance covers and containing insurance costs; Insurance administration.

## **Insurance for Retail**

Life Insurance –types and structure of insurance plans, Investment Pattern and Policy, Elements of Life Insurance – Features of term insurance – Features of Endowment Assurance – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies.

General Insurance – Types and structure of insurance plans.

Individual Medical Insurance – Long term care coverage – Disability Income Insurance – Medclaim Policy – Group Medclaim Policy.

## **Learning Resources**

1. Kenneth Black & Horord D. Shipper, (2003). *Life & Health Insurance*, 13/e, Pearson. 13/e.
2. George .E . Rejda, (2007). *Principles of Risk Management and Insurance*, 10/e, Pearson.
3. Scott Hemington and Grepury Nielcius (2004). *Risk Management and Insurance*, Tata McGraw-Hill.
4. Dorfman S. Mark (2005). *Introduction to Risk Management and Insurance*, Prentice Hall India.
5. Emmett J.Vaughan, Therese M.Vaughan (2002). *Essentials of Risk Management and Insurance*, 2/e, Wiley.

**P 302(c).4 PUBLIC ECONOMICS**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Role of Government in organized society; Changing perspective – government in a mixed economy; public and private sector, cooperation or competition; Government as an agent for economic planning and development; Government as a tool for operationalizing the planning process; private goods, public goods, and merit goods; Market failure – imperfections, decreasing costs, externalities, public goods; Informational asymmetry – Theory of second best.

**Rationale for Public Policy**

Allocation of resources – provision of public goods; voluntary exchange models; Impossibility of decentralized provision of public goods (contributions of Samuelson and Musgrave); Stabilization Policy – Keynesian case for stabilization policy; Social goals; Poverty alleviation; Provision of infrastructural facilities, removing distributional inequalities and regional imbalances.

**Fiscal Policy**

Objectives of fiscal policy – full employment, anti-inflation, economic growth, redistribution of income and wealth; Interdependence of fiscal and monetary policies; Budgetary deficits and its implications; Fiscal policy for stabilization – automatic vs. discretionary stabilization; Alternative measures of resource mobilization and their impact on growth, distribution and prices; Balanced budget multiplier.

## **Fiscal Federalism**

Principles of multi-unit finance; Fiscal federalism in India; Vertical and horizontal imbalance; Assignment of function and sources of revenue; Constitutional provisions; Finance Commission and Planning Commission; Devolution of resources and grants; Theory of grants; Resource transfer from Union to States – Criteria for transfer of resources; Centre-State financial relations in India; Problems of states' resources and indebtedness; Transfer of resources from Union and States to local bodies.

## **Indian Public Finance**

Revenue of the Union; analysis of Central and State government budgets- concepts of deficit in budgets; Lack of flexibility in Central and State budgets, shrinking size of development finance through budgets; Trends in public expenditure and public debt; Fiscal crisis and fiscal sector reforms in India; Indian tax system; Major taxes in India; base of taxes, direct and indirect taxes, taxation of agriculture, expenditure tax, reforms in direct and indirect taxes, tax on services, Reports of Finance Commissions in India.

## **Learning Resources**

1. Goode, R. (1986), *Government Finance in Developing Countries*, Tata McGraw Hill, New Delhi.
2. Srivastav, D.K. (ed.) (2000). *Fiscal Federalism in India*, Har-Anand Publications Ltd., New Delhi.
3. Stiglitz, Joseph, E (1998). *Economics in Public Sector*, W.W. Norton & Company, New York.
4. Hemlata Rao (2006). *Fiscal Federalism –Issues and Policies*, New Country Publications, New Delhi.
5. Musgrave Richard (2004). *Public Finance in Theory and Practice*. Tata McGraw Hill.

## **IV Semester MBA (Finance Specialization)**

### **P 302(d).4 COMMODITY DERIVATIVES**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Commodity Market**

Importance and types of Commodity market – Structure – Evolution- Economic Importance of Commodity Markets –Commodity Exchanges CME, NYBOT, MCX, NMCE, NCDEX; Regulation of Commodity Markets- Participants in Commodity Markets-Categories of Commodity Markets: Agricultural Commodity Market, Metal Market, and Energy Market. Study of Indian Commodities market.

#### **Instruments and Investment Strategies**

Commodity Swaps, Swaption – Swing Contracts – Real Options in Energy Commodities, Weather and Commodity market: Weather Derivatives – Weather and Agriculture derivative – Weather and Crude Oil- Ways of investment in Commodities: Commodity, the new asset class – Inflation and commodity prices – Diversification – Commodity Indexes and funds (Exchange Traded Funds, Pension Funds).

#### **Commodity Futures**

Commodity Futures Contract- Pricing of Futures – Carrying Cost- Future-Spot Convergence , Spreads- Futures for Hedgers, Speculators, Arbitrageur- Life Cycle of a commodity Futures Contract- Settlement of Commodities Futures contract.

## **Commodity Options**

Dealing in Options- Buying Options – Option Premiums – Selling Options – Pricing Options- Exotic Options- Advanced Option Trading Strategies.

## **Trends in Commodity Derivatives**

Risks and Challenges of commodity Investing- Designing a Commodity Contract — Electricity Derivative – Catastrophe Derivative – Carbon Derivative — Big Derivative Disasters.

## **Learning Resources**

1. Helyette Geman ( 2005). *Commodities & Commodity Derivatives*.
2. Gotthelf Philip (2005). *Precious Metal Trading*. John Wiley & Sons, New Jersey.
3. Hannah Tony, A Hannah, and Donald Spence (2003). *International Sugar Trading*. John Wiley & Sons.
4. Ronn Ehud I. (2003). *Real Options & Energy Management*. Risk Books, London.
5. Rogers Jim. (2004) *Hot Commodities*. The Random House Publishing Group, New York.
6. Belveal L Dee (2000). *Charting Commodity Market Price Behavior*. Traders Press
7. Niti Nandini Chatnani (2010). *Commodity Markets*. Tata McGraw-Hill.

## IV Semester MBA

(Common to Banking and Finance)

P 302(e).4/ P 305(d).4

### FINANCIAL DERIVATIVES

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Introduction**

Derivatives – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders/ participants – OTC and Exchange Traded Securities – Types of Settlement — Risks in Derivatives.

#### **Futures Contract**

Specifications of Futures Contract - Margin Requirements – Maintaining margin accounts; Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

#### **Options**

Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

#### **Swaps**

SWAP types – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

## **Derivative Markets**

Evolution of Derivatives Market in India, Europe and America – Regulations - Framework – Exchange Trading in Derivatives – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

### **Learning Resources**

1. John.C.Hull, (2008). *Options, Futures and other Derivative Securities*, PHI Learning, 7<sup>th</sup> Edition.
2. Keith Redhead, (2008). *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*, PHI Learning.
3. Stulz, (2008). *Risk Management and Derivatives*, Cengage Learning, 1<sup>st</sup> Edition, 2008.
4. Varma, (2008). *Derivatives and Risk Management*, 1<sup>st</sup> Edition.
5. David Dubofsky (2007). *Option and Financial Futures – Valuation and Uses*, McGraw Hill International Edition.
6. Gupta, S.L.(2008). *Financial Derivatives- Theory, Concepts and Practice*, Prentice Hall Of India.

## IV Semester MBA

(Common to Banking and Finance)

P 302(f).4/ P 305(a).4

### FOREIGN EXCHANGE AND TREASURY MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Foreign exchange market: importance and development; Features of Forex Market; Regulation- roles of RBI and FEDAI; Relevant provisions of FEMA. Balance of Payments (BOP) and impact of other economic factors on Forex markets.

#### **Foreign Exchange Transactions**

Purchasing Power Parity (PPP) – Absolute and Relative versions of PPP; Real Exchange Rate – Nominal versus Real Exchange Rates; Expectation Hypothesis; The Fisher Effect; Interest Rate Parity (IRP); Forex rate forecasting.

Currency trading- Exchange quotations - Types of quotes; Spot transaction making and settlement; ACI Convention and quote interpretation; Quote style: direct quote; indirect quote, American quote and European quote; Cross rate; Forward exchange rate quotation; forward point determination; premium or discount; broken period forward rate; forward cross rate; Forex swap and their use. Merchant Rates: Base rate, cover rate, card rate, TT (buying and selling), Bill (buying and selling), TC (buying and selling), CN (buying and selling); Notional Due Date (NDD); NTP (Notional Transit Period).

#### **Arbitrage, Inter-bank dealing Forex Risk Management**

Geographical arbitrage; triangular arbitrage; covered interest arbitrage. Currency risk vs exposure; Management of economic exposure; transaction exposure; translation exposure; Accounting of transaction and translation exposures.

Exchange position – overbought, oversold and square; Nostro, Vostro, Loro and Mirror Accounts; Open position and dealing limits; Credit risk, country risk, operating risk, market risk and implications of Basel II.

## **Treasury Management**

Scope, objectives and functions of treasury; Treasury management in banks and corporate houses; Cost centre vs profit centre treasury; centralized vs decentralized treasury; ALM; Liquidity management; Internal Treasury Control; Integrated treasury; Dealing and settlement procedures.

## **Treasury Operations**

Money market: structure and role of money market; money market instruments- call money, term money, notice money, and other instruments; Gilt-edged securities market; Integration of money market and forex market; FIMMDA guidelines.

Credit derivatives: role and structure credit derivatives; CDS (credit default swap); TRS (total return swap); CSO (credit spread option); CDO (collateralized debt obligations); Bonds embedded with option.

## **Learning Resources**

1. Saunders, Anthony and Cornet Marcia Millan (2005). *Financial markets and Institutions and Risk Management Approach*, 5/e, TMH., New Delhi.
2. Ross, D., (1996). *International Treasury Management*. 3/e, Euromoney Publications, London.
3. Smithson, C.W. and C.W. Smith, (1998). *Managing Financial Risk: A Guide to Derivative Products*, 3/e, McGraw-Hill, New York.
4. Dowd, K., (2001). *Beyond Value at Risk*. The New Science of Risk Management. Wiley, London.
5. Eun, C.S. and B.G. Resnick (2001). *International Financial Management*. 2/e, Irwin McGraw-Hill, Boston.
6. Lasher William R (2005). *Practical Financial Management*, 4/e, Thomson/ South-Western.

## IV Semester MBA (Finance Specialization)

### P 302(g).4 QUANTITATIVE EQUITY PORTFOLIO MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Fundamentals of Quantitative Equity Portfolio Management (QEPM)**

Different categories of  $\alpha$ 's: QEPM  $\alpha$ ; Benchmark  $\alpha$ ; CAPM  $\alpha$ ; Multifactor  $\alpha$ ; The seven tenets of QEPM.

#### **Basic QEPM models and Portfolio Construction**

Factor exposure; Factor premium; Expected returns; security weighting; the equivalence of basic models; Portfolio factors – valuation factors; solvency factors; operating efficiency factors; operating profitability factors; Financial risk factors; Liquidity factors.

#### **Measuring the Performance of Portfolios**

Performance measurement: measuring returns; measuring risk (standard deviation; tracking error; CAPM  $\beta$ ; VaR; Covariance and correlation); Risk adjusted performance measurement (Sharpe ratio; Information ratio; CAPM  $\alpha$  and the Benchmark  $\alpha$ ; Multifactor  $\alpha$ ; Performance of baseline portfolios.

Performance attribution: Classical attribution; Multifactor QEPM attribution.

#### **Factors affecting Portfolios and Portfolio Weights**

Portfolio weights: Ad hoc methods; stratification; factor exposure; targeting; tracking error minimization; risk-adjusted tracking error.

Analyst factors; Corporate Finance Policy factors. Factor choice: univariate regression tests; multiple regression tests; unidimensional and multidimensional; Zero investment portfolio.

## **Portfolio Model Building and their Performance.**

Fundamental factor model performance; Aggregate z-score model performance; Economic factor model performance; Transaction cost-managed portfolio performance; Tax-managed portfolio performance; Leveraged portfolio performance; Market-neutral portfolio performance.

## **Learning Resources**

1. Ludwig B. Chincarini and Daehwan Kim, (2006). *Quantitative Equity Portfolio Management*, McGraw Hill.
2. Paul Wilmot (2000). *Paul Wilmott on Quantitative Finance*, 2nd revised edition, John Wiley and Sons Ltd.
3. Qian, Edward E. et al. (2007). *Quantitative Equity Portfolio Management: Modern Techniques and Applications*. Chapman & Hall/CRC

## IV Semester MBA

(Common for Finance and International Business)

P 302(h).4/ P 306(a).4

### INTERNATIONAL FINANCIAL MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **International Financial Environment**

International Finance Management v/s Domestic FM – Emerging challenges – International Monetary System; role of multinational companies in the process of financial markets integration. Issues related to international finance with a specific focus on the international monetary system, the European single currency, role of balance of payments in international investment.

#### **Foreign Exchange Risk Management**

Foreign Exchange Exposure and Management – Foreign Exchange Risk – Concept of Exposure – Transaction and Translation Exposure – Economic Exposure and political Exposure (theory) – Management of interest rate exposure – Hedging against foreign exchange exposure- Hedging through currency invoicing – hedging through selection of supplying country.

#### **International Financial Markets**

International bond and stock markets; GDRs, ADRs, World Financial Markets and Institutions; International Banking and Money Markets; International Portfolio Investment.

#### **International Working Capital Management**

Trade finance, transfer pricing, leading and lagging, financing through debt versus equity, inter-company loans and invoicing centers. ECB's Foreign CP's, FCD's.

## **Financing International Projects**

Issues related to securing the most competitive access to capital markets for global investment- bonds, bank loans, Eurobonds, cost of capital and establishing a worldwide capital structure; Optimal international asset allocation; Foreign direct investment and the process of expansion overseas. Cross-Border Capital Budgeting; International Asset Pricing.

### **Learning Resources**

1. Eun & Resnick (2008). *International Financial Management* , 2/e, Tata McGraw-Hill, New Delhi.
2. Jeff Madura (2004). *International Financial Management*, 7/e, Thomson Learning, South Western.
3. Apte P.G. (2009). *International Financial Management*, 5/e, TMH., New Delhi
4. Jain P.K., Josette Peyrard and Surendra S Yadav (2009). *International Financial Management*, Macmillan India Ltd, New Delhi
5. Sharan V. (2009), *International Financial Management*, Prentice Hall India.
6. Shapiro, A.C (2002). *Multinational Financial Management*, Prentice Hall of India.

## IV Semester MBA (HR Specialization)

### P 303(a).4 TALENT MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Basics of Talent Management**

Scope of Talent Management as a system in the organization; Workforce dynamics; Link between Performance Management and Talent Management. Key drivers of Talent Management. Relationship between global market place and managing talent. Talent management process: Trends and Risks; ‘Develop- Deploy- Connect’ model.

#### **Human Talent Management**

Human Talent Management (HTM) by competencies; HTM Models based on anticipative or predictive function; flow function and release function. Talent management as a competitive advantage. Demographic uncertainties- World labor market analysis; Talent Relationship Management.

#### **Talent Planning**

Talent Planning, succession planning and mobility programs- The potential utility of internal and external recruitment sources- Employer branding -Online recruiting-legal, ethical and fairness issues- Compensation management within the context of talent management

#### **Developing and Retaining Talent**

Potential identification and development. Salient features of Executive Development Programmes in a business organization.

Employee retention- Motivation and engagement- Engaging talent through mentoring and coaching. Employee satisfaction. Determining strategies for coaching employees belonging to different generations and cultures.

## **Best Practices in Talent Management**

Talent management Metrics. Aligning talent strategy with business strategy. CEO's involvement in talent management. Role of Success Profiles; Talent Pipeline; Talent management as the science of 'hows' than 'whats'. Talent management practices in global companies.

### **Learning Resources**

1. Allan Schweyer (2004). *Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning*. Wiley
2. Capelli Peter (2008). *Talent on Demand: Managing Talent in Age of Uncertainty*. Harvard Business Press.
3. Lance A Berger and Dorothy R. Berger (2008). *The Talent Management Handbook*. McGraw Hill, New York, NY.

## IV Semester MBA (HR Specialization)

### P 303(b).4 HUMAN RESOURCE ACCOUNTING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

HRA – Importance and its evolution – Historical Score Card; HRA for Managers & HR Professionals; Investment in Human Resources –Quality of Work Force and Organizations' Performance.

#### **Theory and Practice of Human Resource Accounting**

Human Capital Investment – Expenditure Vs. Productivity –Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value –Objectives of Human Resources Accounting – Approaches to Human Resource Accounting : Cost based approaches (Historical cost; Replacement cost; Comparative bidding model; Economic models: Goodwill method; adjusted discounted future wages method; Flamholtz model; Human Asset Multiplier (HAM) Model; Myers and Flower's Model; Behavioural models: Human Capital ROI; Human capital depletion; other surrogate measures.

#### **Human Resource Valuation**

Investment Approach – Investment in Human Resources; HR Value – Concepts, Methods & Mechanics; Recruiting and Training Costs – Depreciation – Organization Behavior Vs. Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention. - Organization Climate Approach – Determination of Changes in Human Resource Variables.

## **Implementation of HR Accounting and Audit**

HR Accounting – Design, Preparation & Implementation: Responsibility Accounting and Management Control; Management Control Structure and Process; Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, PA and Training; Classification of Costs in HR Accounting – Behavioural aspects of Management Control. Scope of HR Auditing – Auditing process: Essential steps in HR Audit; HRA Oriented Reporting Processes including P & L Accounts & Balance Sheet; HR disclosure practices – Research Approach; User Approach; Company Approach and Tripartite Approach.

## **H R Metrics**

Types of metrics ; The metrics approach to accountability: ASTD approach-Financial metrics-Intellectual capital approach- New horizons in metrics-Meeting the accountability challenge-HR measurement and Benchmarking. Leading indicators vs. lagging indicators- Future of HR metrics- Dash board@ desktop- HR metrics and measurements in Global Companies.

## **Learning Resources**

1. Eric G. Flamholtz (2006). *Human Resource Accounting : Advances in Concepts, Methods and Applications*, Springer; 3<sup>rd</sup> Ed.
2. Jac Fitz-enz, et al., (2007). *How to Measure Human Resource Management*, McGraw Hill.
3. Rakesh Chandra Katiyar (2007). *Accounting for Human Resources*, UK Publishing House.
4. Saeed, M. and Kulshreshtha D.K. (2006). *Human Resource Accounting*, Anmol Publications.
5. Prabhakara Rao D. (2007). *Human Resource Accounting*, Inter India Publications.
6. Nick Bontis (2001). *Human Capital ROI*. Accenture, IICR and Saratoga Institute.

## IV Semester MBA (HR Specialization)

### P 303(c).4 LABOUR LAWS

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Introduction**

Development of Labour Law in India- Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.

#### **Welfare Measures**

Factories Act 1948- Industrial Disputes Act, 1947- Minimum Wages Act, 1948 and recent amendments- Payment of Wages Act 1936; Payment of Bonus Act 1965- Child Labour (Prohibition and Regulation Act, 1986- The Contract Labour (Regulation and Abolition Act, 1970. (Only Important Provisions of the Act). Employment Standing Orders.

#### **Trade Unions Act , 1926**

Registration of Trade Unions- Rights and responsibilities of registered Trade Unions,- Recognition of Trade Unions- Penalties and Procedure.

#### **Social Security Measures**

The Employees` Provident Funds and Miscellaneous Provisions Act, 1952-The Employees` State Insurance Act, 1948-Payment of Gratuity Act, 1972-Maternity Benefit Act, 1961-Workmen`s Compensation Act, 1923- (Only Important Provisions of the Act).

#### **Apprentices Act**

Law relating to Apprentices Act of 1961 (Only Important Provisions of the Act).

## **Learning Resources**

1. Padhi P.K. (2007). *Labour and Industrial Laws*, Prentice Hall India, New Delhi.
2. Surya Narayan Misra (2008). *Labour and Industrial Laws*, 24<sup>th</sup> Ed., Central Law Publishers, Allahabad.
3. Sinha P.R.N., Indu Bala Sinha, Seema Priyadarshini Sekhar (2007). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education.
4. Srivastava S.C (2007). *Industrial Relations and Labour Laws*, 5<sup>th</sup> Ed., Vikas Publishing House, New Delhi.

**P 303(d).4 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Differentiating between Traditional / Functional HRM and Strategic HRM. Strategic roles of a HR manager- strategy formulation role; strategy execution role; translating strategy into HR policies and practices.

**Strategic Human Resource Planning**

Human Resource Planning – planning at macro and micro levels; Manpower demand and supply forecasting (mathematical and probabilistic) models; cohort analysis; succession planning. Integrating HR Planning with the Business Strategy.

**Implementing SHRM**

Implementing SHRM – through recruitment, talent acquisition; finding job-person and job-organization fit; Strategic Job designing. Performance management system for achieving strategic goals.

**Strategizing Training and Development**

Strategic linkage between training and corporate mission and policies. Organizational Training Need Analysis. Training Plans. Computing training costs and benefits. Managing career plateau. Coaching, counseling and mentoring (buddy programmes).

Learning Organizations and IT-enabled training.

## **Strategies for Retaining Productive Employees**

Factors leading to reduction in work force, employee turnover, downsizing; Strategies for retaining productive workforce; Retirement – compulsory, voluntary, superannuation; Ethical and social issues in downsizing.

### **Learning Resources**

1. Jeffrey A Mello, (2001). *Strategic Human Resource Management*, Cengage Learning India: New Delhi.
2. Gary Dessler and Biju Varkkey, (2009). *Human Resource Management*, 11<sup>th</sup> ed. Pearson: Delhi.
3. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, (2009). *Human Resource Management*, 6<sup>th</sup> ed.
4. Rao T.V. (1999). *HRD Audit: Evaluating the Human Resource Function for Business Improvement*, Response Books: New Delhi.
5. Suri G.K., C.S. Venkata Ratnam and N.K.Gupta (eds.) (2004). *Performance Measurement and Management*, Excel Books: New Delhi.

## IV Semester MBA (HR Specialization)

### P 303(e).4 LEADERSHIP IN ORGANIZATIONS

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Roles of leaders- Functions and challenges-Leadership and Management- leadership and followership-leadership and situation- Leadership and Power- leadership and values

#### **Leadership Traits**

Personality traits and leadership- Intelligence and leadership- Emotional intelligence and leadership- Qualities of an effective leader- Leadership behavior- Leadership skills - Competencies of global leader.

#### **Leadership Styles and Theories**

Autocratic and free-reign leadership- Participative leadership, delegation and empowerment- Transactional, Transformational, Transitional leadership- Charismatic leadership- Great man theory- trait theory- behavior theories- Contingency and situational theories.

#### **Strategic Leadership**

Importance of strategic leadership-Constraints on executives- Successful CEO's- Jack Welch- Steve jobs- Lou Gestner- The role of leaders in change management- 'Leading Change'- Leaders influencing organizations to reach peak performance and excellence.

#### **Developing Leadership Skills**

Leadership training programs-designing effective training- Special techniques for leadership training-Learning from experience- Development activities- Leadership development in MNC's- A system perspective on leadership development. Universal leadership practices.

## **Learning Resources**

1. Gary Yukl (2006). *Leadership in Organizations*, 6/e Pearson Education.
2. Richard L Hughes, Robert C Ginnet, Gordon Curphy (2001). *Leadership-Enhancing the Lessons of Experience*. Mc Graw Hill Company
3. DuBrin (2008) . *Leadership Research Findings, Practice and Skills*, 4/e, Wiley India.

**P 303(f).4 PERFORMANCE MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Performance Management in different types of organizations (manufacturing, sales and service), Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system.

**Measuring Performance**

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach. Measuring results, gathering performance information, implementing performance management system.

**Behavioural Issues and Employee Development**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement.

Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

## **Performance Consulting**

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, Implementing organization-wide performance improvement.

Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

### **Current developments and emerging issues in Performance management**

Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management.

Modern performance measurement frameworks: Six Sigma; Performance Prism. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques.

### **Learning Resources**

1. Herman Aguinis (2007). *Performance Management*. Pearson Education.
2. Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
3. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
4. Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

## IV Semester MBA (Marketing Specialization)

### P 304(a).4 STRATEGIC BRAND MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

History of Branding and its importance; Brand Building; Identification of opportunity for branding and brand management process, Brand Identity, personality, image and equity.

#### **Brand Planning**

Brand equity, Brand Knowledge, Choosing Brand Elements to build Brand Equity, Designing Marketing Programs to Build Brand Equity, integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

#### **Creating Strong Brands through Secondary Brand Associations**

Creating Mental Maps, Customer-Based Brand Equity Model, Brand Resonance, Brand Building Blocks, Brand Positioning Criteria, Brand Element Guidelines and Examples, Personalizing Marketing, Value Pricing, Blending "Push" and "Pull" Strategies, Integrated Marketing Communications, Leveraging Secondary Associations.

#### **Brand Metrics & Brand Architecture**

Indirect and Direct Measures of Brand Equity, Qualitative, Exploratory Research, Quantitative, Tracking Research, Experimental Approaches, Industry Measurement Models, Financial Measures of Brand Equity, Brand Equity Measurement System, Corporate Branding Strategy, Brand Hierarchy, Brand Portfolios, Line Extensions, Category Extensions.

## **Brand Growth**

Managing Brands over time, Managing Brand over geographic boundaries, cultures and market segments, Closing Observations, Global Branding Strategies, Brand Reinforcement & Revitalization, Service brand, private labels, industrial brands, luxury brands, heritage brands, internet brands, TOM (top of mind recall) brands, Brand Audit.

## **Learning Resources**

1. Kevin Lane Keller (2008). *Strategic Brand Management, Building Measuring & Managing Brand Equity*, 2/e, Phi / Pearson Education.
2. Ramanujam Sridhar (2006). *One Land One Billion Minds-, Productivity and Quality* Publishing Pvt.Ltd., Madras
3. Moorthi Y.L.R (2005). *Brand Management: The Indian Context*. Vikas Publication.
4. Ramesh Kumar S (2009). *Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context*, 1/e, Pearson.
5. Elliot and Percy (2008). *Strategic Brand Management*.Oxford University Press
6. Jean-Noel-Kapferer (2004). *The New Strategic Brand Management*,1<sup>st</sup> South Asian Edition, Kogan Page India Pvt Ltd.

## IV Semester MBA (Marketing Specialization)

### P 304(b).4 SERVICES MARKETING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Characteristics of Services – Distinctive Elements – Growth in Services Markets and Consumption, 7P's of Service Market in detail-Service Gap model-Service Blueprint.

#### **Segmentation Strategies**

Consumer Behavior-Positioning of Services – Researching Markets for Services.

#### **Managing Service Promises**

Role of Advertising, Personal Selling and other Communication – Pricing of Services – Managing Service Product – Marketing Strategy Planning for Services.

#### **Understanding Specific Service Industries**

Financial Services – Hospitality Services – Health Services – Telecommunications.

#### **Delivering and Performing Service**

Employee's Role – Delivering Service through Intermediaries, Blocks in service marketing, Personal selling; **Customer Role in Service Delivery** - Managing Demand and Capacity.

## Learning Resources

1. Christopher Lovelock, (2007). *Service Marketing*, Prentice Hall International Edition
2. Valerie Zeithaml , Mary Jo Bitner, Gremler and Pandit (2008). *Services Marketing*,4<sup>th</sup> Ed., Tata McGraw – Hill
3. Richard L Oliver (1997). *Satisfaction: A Behavioral Perspective on the Consumer*, Tata McGraw – Hill
4. Roland T Rust, Anthony J Lahorik & Timothy L Keiningham (2002). *Service Marketing*. Harper Collins
5. Kenneth E Clow, David L Kurtz (1995). *Services Marketing*, 2/e , Biztantra
6. Rajendra Nargundkar (2010), *Services Marketing*,3/e, Tata Mc-Graw Hill.

## IV Semester MBA (Marketing Specialization)

### P 304(c).4 RURAL MARKETING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Introduction**

Rural Marketing- Key concepts: Marketer, Prospect, Consumer, Needs, Wants; Products or services, Demand, Exchange, Competition and goals of marketing; Philosophy.

Orientation : Product concept, Production concept, Selling concept and Marketing concept.

Scope of Rural Marketing; Attractiveness of Rural Markets; Characteristics of Rural Marketing; Defining Rural India and Evolution in Rural Marketing; Rural Market Structure; Demographic, Physical, Economic environment.

#### **Understanding the Rural Consumer**

Rural Consumer Behavior: Challenges, Model of Consumer Behavior and Stimuli- Internal and External; Rural Buyer Characteristics-Consumer Buying decision process; Factors Affecting Consumer Behavior: Cultural Factors, Social Factors, Technological Factors, Economic and Political Factors.

#### **Rural Market Research and Marketing Mix in Rural Markets**

Planning for Research-Segmentation-Marketing-Mix Challenges in Rural Markets- Pricing Strategies in rural Markets-Rural Market Promotion Strategies-Distribution Strategies in Rural Marketing

#### **Innovation in Rural Markets**

Role of Innovation in Rural Markets; Importance and Initiatives of Information and Communication Technology (ICT) in Rural Markets Developments-Emergence of Organized Retailing in Rural India: Key Drivers of Organized Retailing Format; Examples of Organized Retailing: Practices adopted by select Indian Companies. Initiative by Corporate Houses.

## **Future of Rural Marketing**

Improvement measures taken by the Government-Improvement Initiative by Co-operative and Private Sector; Co-operative Marketing: Needs, Objectives and Functions of Co-operative Bodies - Present Scenario of Rural India in lieu of Successful Marketing- Rural Female Empowerment-Mobility in Emerging Markets-Growing Rural Tourism.

## **Learning Resources**

1. Kashyap P and S Raut (2008). *The Rural Marketing Book*, Biztantra, New Delhi.
2. Krishnamacharyulu, CSG and L Ramakrishnan(2005). *Rural Marketing- Text and Cases*, Pearson Education, Delhi.
3. Prahalad C.K. (2008). *The Fortune at the Bottom of the Pyramid*, Pearson.
4. Rama Bijapurkar (2007). *We are like that only*, Penguin Group.
5. Velayudhan, S.K (2002). *Rural Marketing-Targeting the Non-Urban Consumer*, Response, New Delhi.
6. Balram Dogra (2006). *Rural Marketing*, Tata Mc-Graw Hill

**IV Semester MBA  
(Common to Marketing and Banking)**

**P 304(d).4 / P 305(b).4**

**RETAIL MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Introduction**

Scope of Retailing- Indian and Global Retail Scenario- Retailing Functions- Types of Retailers- Trends in Retailing – The Retail Environment- Business Models in Retail- Retail Formats & the Concepts of Lifecycle.

**Retail Strategy**

Building a substantial advantage through retail strategy- Strategic Retail planning process- Financial Strategy: Objectives & goals- Setting & measuring performance objectives- Types of measures- Role of Bench Marks.

**Retail Location**

Retail Locations- Retail Site Locations- Information Systems and Supply Chain Management- Customer Relationship Management.

**Merchandise Management**

Basics in retail merchandising- Process of merchandise planning- Methods of merchandise procurement- Retail pricing and evaluating merchandise performance.

**Store Management**

Managing the store- Store layout, Design & Visual Merchandising- Customer Service.

## **Learning Resources**

1. Levy, Weitz & Pandit Ajay, (2008). *Retailing Management*, 6<sup>th</sup> Ed. McGraw Hill Company.
2. Swapna Pradhan, (2008). *Retailing Management: Text & Cases*. 2<sup>nd</sup> Ed. McGraw Hill Company.
3. Gibson G. Vedamani, (2004). *Retailing Management: Functional Principles & Practices*, 2<sup>nd</sup> Ed. Jaico Publishing House.
4. Barry Berman & Joel R. Evans, (2005). *Retail Management: A Strategic Approach*, 9<sup>th</sup> Ed. Prentice Hall Of India Pvt. Ltd.
5. Andrew Newman & Peter Cullen, (2002). *Retailing: Environment & Operations*, 1<sup>st</sup> Ed. Vikas Publishing House Pvt. Ltd.
6. Lusch, Dunne & Gebrardt, (2007). *Retail Marketing* , 2<sup>nd</sup> Ed. South Western Publishing Co

## IV Semester MBA (Marketing Specialization)

### P 304(e).4 PRINCIPLES OF ADVERTISING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Advertising Foundations**

Types of advertising, evolution advertising, Advertising ethics, regulation and social responsibility, advertising and marketing process, Advertising agencies- its working and services.

#### **Advertising Planning and Strategy**

Consumer Establishing advertising objectives and budget, Source, message and medium factors, advertising response process, Gathering information for advertising planning, advertising planning.

#### **Advertising Media Planning**

Media evaluation and planning, types of media: Print, television, supporting media, establishing media objectives, implementing media planning.

#### **Creativity in Advertising**

Advertising creativity, Planning creative strategy, creativity process, finding big idea, creative strategy development, advertising appeals, Copywriting, design and production of advertising.

#### **Advertising Execution and Evaluation**

Advertising execution on different media: Television, Radio, Internet, Print and supporting media. Client evaluation and approval of advertising work.

Measuring effectiveness of advertising: Pre-testing and Post-testing-Audience Research and Impact.

### **Learning Resources**

1. Wells, Burnet, Moriarty, (2004). *Advertising- Principles and Practice*, 6<sup>th</sup> Ed., Pearson Education, New Delhi.
2. William F Arens, (2008). *Contemporary Advertising*, 10<sup>th</sup> Ed., Tata McGraw-Hill Edition, New Delhi.
3. Belch G.E. , Michael Belch, Keyoor Purani, (2010). *Advertising and Promotion-An Integrated Marketing Communications Perspective*, 7<sup>th</sup> Ed., Tata McGraw-Hill, New Delhi.
4. Kruti Shah, Alan D'Souza, (2009), *Advertising and Promotions –An IMC Perspective*. Tata McGraw-Hill, New Delhi.
5. Rajeev Batra, John Myers, David Aake, (2008), *Advertising Management*, 5<sup>th</sup> Ed., Prentice hall of India, New Delhi.
6. Thomas O'Guinn, Chris T Allen, Richard J Semenik, (2009), *Advertising Management with Integrated Brand Promotion*, 1/e, Cengage India

**P 304(f).4 GLOBAL MARKETING STRATEGY**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Global marketing- Pitfalls and challenges, dynamic environment of international trade, Dilemma of Global standardization or global diversity. Emerging markets and multinationals, ethical dilemmas for multinationals in emerging markets.

**Cultural Environment**

Global cultural environment and buying behavior in the historical and geographical contexts; foundation of cultural understanding; Cultural dynamics in assessing global markets; Business customs in global marketing; Political environment: a critical concern.

**Global Market Entry Strategies**

Global marketing management, Global Marketing research, global segmentation and positioning, global marketing strategies, cross-border pricing, branding across cultures, global advertising, International marketing channels, social responsibility in emerging markets, sales management, global logistics and distribution, modes of entry, global marketing mix, Planning, Organization & Control of Global Marketing Operations.

**Management of Risks and Infrastructure in International Marketing**

Commercial risks, political risks, risk arising out of foreign laws, cargo risks, credit risks, exchange fluctuation risks. Agencies in India to provide cover to these risks.

International Marketing Infrastructure: Export promotion in India; Role of Export Promotion Councils; state trading and canalizing agencies: ECGC, Exim Bank, Commodity Boards.

## **Export Process**

Export Procedure - Steps involved in executing export order. Export/Import Documentation: Commercial Documents, Regulatory Documents, Documents related to goods, Documents related to payment, Documents related to Shipment, Documents related to inspection, Documents related to foreign exchange, Documents related to excisable goods.

## **Learning Resources**

1. Philip R. Cateora, John L. Graham, Prashanth Salwan, (2008). *International Marketing*, 13/e. Tata McGraw Hill, New Delhi.
2. Rakesh Mohan Joshi, (2005). *International Marketing*, 1/e, Oxford University Press, New Delhi.
3. Francis Cherunilam, (2009). *International Marketing*, 10/e, Himalaya Publishing House, Mumbai.
4. Masaaki Kotabe and Kristian Helen, (2005). *Global Marketing Management*, 2/e, John Wiley & Sons, New York.
5. Warren J. Keegan, (2007). *Global Marketing Management* 7/e, Pearson Education, New Delhi.
6. Johny K. Johansson, (2008). *Global Marketing*, 4/e Tata McGraw Hill, New Delhi.

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Perspectives on CRM**

CRM- scope; Factors leading to CRM success and failure of CRM. Critical implementation issues and challenges for marketing managers to recognize and address, in order to drive successful outcomes from CRM. Distinction between “customer-centricity” versus “product centricity”.

**IDIC (identify-differentiate-interact-customize) model of CRM**

Identifying customers: “Customer identification” its significance in CRM. Role of data and technology in identifying customers and for developing information based customer strategies.

Fostering Customer Loyalty: types of loyalty programs; Causes of failure of some loyalty programs. Designing effective loyalty programs that support CRM objectives.

Scope and objectives of Value-Based Differentiation: “customer value”. Linkage between customer value link and marketing strategy. Differentiation between traditional marketing metrics and “primary customer-based metrics”. Various methods adopted by firms to measure customer value. Challenges faced by managers in measuring customer value.

**Needs-based Differentiation in a Customer-centric Organization**

‘Needs-based segmentation’ versus ‘traditional benefits-based segmentation’. Role of “needs differentiation” in helping to build customer value.

Strategic Implications of needs-based differentiation: Issues faced by firms in executing CRM across customers of different economic or social strata. Positive effects of customer centric thinking to bolster corporate strategy in dynamic and competitive markets. Supporting role of gray markets in achieving CRM goals. Issues to be considered in implementing CRM globally.

## **Analytical CRM**

Relationship data management, data analysis and data mining, segmentation and selection, retention and cross-sell analysis, effects of marketing activities, reporting results.

## **Frameworks for Integrating CRM with Business and Information Strategies**

Customer Equity and its key drivers. Role for brand management in the customer-centric organization. Role played by 'traditional marketing mix variables' in the customer-centric organization. Situations in which subcomponents of Customer Equity are most relevant (i.e. types of industries, products, customer-types etc.); Integrating CRM into strategic business planning. Distinction between relational information processes and technology and their relation to CRM.

## **Learning Resources**

1. Peelen, (Ed.) ( 2006). *Customer Relationship Management*. Pearson
2. Zikmund, William G. et al. (2008). *Customer Relationship Management: Integrating Marketing Strategy and Information Technology*, John Wiley.
3. Burnett, Ken. (2000). *The Handbook of Key Customer Relationship Management*. Financial Times/Prentice Hall.
4. Sheth, Jagadish N. et al.,(2007). *Customer Relationship Management: Emerging Concepts, Tools & Applications*. Tata McGraw Hill.
5. Zikmund WG and Michael 'D' Amico (2001). *Marketing – Creating and Keeping Customers in an e- Commerce world*, 7/e. South – Western / Thomson Learning.
6. Robert Spector and Patrick Mc-Carthy (2005), *The Nordstrom Way to Customer Service Excellence: A handbook for implementing great service in your organization*, Wiley.

## IV Semester MBA

(Common to Banking and Finance)

P 305(a).4 / P 302(f).4

### FOREIGN EXCHANGE AND TREASURY MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Foreign exchange market: Features; Regulation- roles of RBI and FEDAI; Relevant provisions of FEMA. Balance of Payments (BOP) and impact of other economic factors on Forex market.

#### **Determination of Exchange Rates**

Purchasing Power Parity (PPP) – Absolute and Relative versions of PPP; Real Exchange Rate – Nominal versus Real Exchange Rates; Expectation Hypothesis; The Fisher Effect; Interest Rate Parity (IRP); Forex rate forecasting.

Currency Trading. Exchange quotations- Types of quotes; Spot transaction making and settlement; ACI Convention and quote interpretation; Quote style: direct quote; indirect quote, American quote and European quote; Cross rate; Forward exchange rate quotation; forward point determination; premium or discount; broken period forward rate; forward cross rate; Forex swap and their use. Merchant Rates: Base rate, cover rate, card rate, TT (buying and selling), Bill (buying and selling), TC (buying and selling), CN (buying and selling); Notional Due Date (NDD); NTP (Notional Transit Period).

#### **Arbitrage, Inter-bank dealing and Forex Risk Management**

Geographical arbitrage; triangular arbitrage; covered interest arbitrage. Currency risk vs exposure; Management of: economic exposure; transaction exposure; translation exposure; Accounting of transaction and translation exposures.

Exchange position – overbought, oversold and square; Nostro, Vostro, Loro and Mirror Accounts; Open position and dealing limits; Credit risk, country risk, operating risk, market risk and implications of Basel II.

## **Treasury Management**

Scope and functions of treasury; Treasury management in banks and corporate houses; Cost centre vs profit centre treasury; centralized vs decentralized treasury; ALM; Liquidity management; Internal Treasury Control; Integrated treasury; Dealing and settlement procedures.

## **Treasury Operations**

Money market: money market instruments- call money, term money, notice money, and other instruments; Gilt-edged securities market; Integration of money market and forex market; FIMMDA guidelines.

Credit derivatives: role and structure credit derivatives; CDS (credit default swap); TRS (total return swap); CSO (credit spread option); CDO (collateralized debt obligations); Bonds embedded with option.

## **Learning Resources**

1. Saunders, Anthony and Cornet Marcia Millan (2005). *Financial markets and Institutions and Risk Management Approach*, 5/e, TMH., New Delhi.
2. Ross, D., (1996). *International Treasury Management*. 3/e, Euromoney Publications, London.
3. Cuthbertson, K. and D. Nitzsche, (2001). *Financial Engineering: Derivatives and Risk Management*. Wiley, Chichester.
4. Dowd, K., (2001). *Beyond Value at Risk*. The New Science of Risk Management' Wiley, London.
5. Eun, C.S. and B.G. Resnick (2001). *International Financial Management*. 2/e, Irwin McGraw-Hill, Boston.
6. Lasher William R (2005). *Practical Financial Management*, 4/e, Thomson/ South-Western.

**IV Semester MBA  
(Common to Banking and Marketing)**

**P 305(b).4/ P 304(d).4**

**RETAIL MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction to Retail Management**

Scope of Retailing- Indian & Global Retail Scenario- Retailing Functions- Types of Retailers- Trends in Retailing – The Retail Environment- Business Models in Retail- Retail Formats & the Concepts of Lifecycle.

**Retail Strategy**

Building a substantial advantage through retail strategy- Strategic Retail planning process- Financial Strategy: Objectives & goals- Setting & measuring performance objectives- Types of measures- Role of Bench Marks.

**Retail Location**

Retail Locations- Retail Site Locations- Information Systems & Supply Chain Management- Customer Relationship Management.

**Merchandise Management**

Basics in retail merchandising- Process of merchandise planning- Methods of merchandise procurement- Retail pricing & evaluating merchandise performance.

**Store Management**

Managing the store- Store layout, Design & Visual Merchandising- Customer Service.

## **Learning Resources**

1. Levy, Weitz & Pandit Ajay, (2008). *Retailing Management*, 6<sup>th</sup> Ed. McGraw Hill Company.
2. Swapna Pradhan, (2008). *Retailing Management: Text & Cases*. 2<sup>nd</sup> Ed. McGraw Hill Company.
3. Gibson G. Vedamani, (2004). *Retailing Management: Functional Principles & Practices*. 2/E. Jaico Publishing House.
4. Barry Berman & Joel R. Evans, (2005). *Retail Management: A Strategic Approach*, 9/E. Prentice Hall Of India Pvt. Ltd.
5. Andrew Newman & Peter Cullen, (2002). *Retailing: Environment & Operations*. Vikas Publishing House Pvt. Ltd.
6. Lusch, Dunne & Gebrardt, (2007). *Retail Marketing*. 2/E. South Western Publishing Co.

## IV Semester MBA

(Common for Banking and Marketing)

P 305(c).4/ P304(g).4

### CUSTOMER RELATIONSHIP MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Perspectives on CRM**

CRM- scope; Factors leading to CRM success and failure of CRM. Critical implementation issues and challenges for marketing managers to recognize and address, in order to drive successful outcomes from CRM. Distinction between “customer-centricity” versus “product centricity”.

#### **IDIC (identify-differentiate-interact-customize) model of CRM**

Identifying customers: “Customer identification” its significance in CRM. Role of data and technology in identifying customers and for developing information based customer strategies.

Fostering Customer Loyalty: types of loyalty programs; Causes of failure of some loyalty programs. Designing effective loyalty programs that support CRM objectives.

Scope and objectives of Value-Based Differentiation: “customer value”. Linkage between customer value link and marketing strategy. Differentiation between traditional marketing metrics and “primary customer-based metrics”. Various methods adopted by firms to measure customer value. Challenges faced by managers in measuring customer value.

#### **Needs-based Differentiation in a Customer-centric Organization**

‘Needs-based segmentation’ versus ‘traditional benefits-based segmentation’. Role of “needs differentiation” in helping to build customer value.

Strategic Implications of needs-based differentiation: Issues faced by firms in executing CRM across customers of different economic or social strata. Positive effects of customer centric thinking to bolster corporate strategy in dynamic and competitive markets. Supporting role of gray markets in achieving CRM goals. Issues to be considered in implementing CRM globally.

## **Analytical CRM**

Relationship data management, data analysis and data mining, segmentation and selection, retention and cross-sell analysis, effects of marketing activities, reporting results.

## **Frameworks for Integrating CRM with Business and Information Strategies**

Customer Equity and its key drivers. Role for brand management in the customer-centric organization. Role played by 'traditional marketing mix variables' in the customer-centric organization. Situations in which subcomponents of Customer Equity are most relevant (i.e. types of industries, products, customer-types etc.), Integrating CRM into strategic business planning. Distinction between relational information processes and technology and their relation to CRM.

## **Learning Resources**

1. Peelen, (Ed.) ( 2006). *Customer Relationship Management*. Pearson
2. Zikmund, William G. et al. (2008). *Customer Relationship Management: Integrating Marketing Strategy and Information Technology*, John Wiley.
3. Burnett, Ken. (2000). *The Handbook of Key Customer Relationship Management*. Financial Times/Prentice Hall.
4. Sheth, Jagadish N. et al.,(2007). *Customer Relationship Management: Emerging Concepts, Tools & Applications*. Tata McGraw Hill.
5. Zikmund WG and Michael 'D' Amico (2001). *Marketing – Creating and Keeping Customers in an e- Commerce world*, 7/e. South – Western / Thomson Learning.
6. Robert Spector and Patrick Mc-Carthy (2005), *The Nordstrom Way to Customer Service Excellence: A handbook for implementing great service in your organization*,Wiley.

## IV Semester MBA

(Common to Banking and Finance)

P 305(d).4/ P 302(e).4

### FINANCIAL DERIVATIVES

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **Introduction**

Derivatives – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders/ participants – OTC and Exchange Traded Securities – Types of Settlement — Risks in Derivatives.

#### **Futures Contract**

Specifications of Futures Contract - Margin Requirements, maintaining margin accounts – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

#### **Options**

Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

#### **Swaps**

SWAP types – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

## **Derivative Markets**

Evolution of Derivatives Market in India, Europe and America – Regulations - Framework – Exchange Trading in Derivatives – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

### **Learning Resources**

1. John.C.Hull, (2008). *Options, Futures and other Derivative Securities*, PHI Learning, 7<sup>th</sup> Edition.
2. Keith Redhead, (2008). *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*, PHI Learning.
3. Stulz, (2008). *Risk Management and Derivatives*, Cengage Learning, 1<sup>st</sup> Edition.
4. Varma, (2008). *Derivatives and Risk Management*, 1<sup>st</sup> Edition.
5. David Dubofsky (2007). *Option and Financial Futures – Valuation and Uses*, McGraw Hill International Edition.
6. Gupta, S.L.(2008). *Financial Derivatives- Theory, Concepts and Practice*, Prentice Hall Of India.

## IV Semester MBA (Banking Specialization)

### P 305(e).4 DEVELOPMENT BANKING AND FINANCIAL INCLUSION

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Credit for Agriculture and Unorganized Sector**

Risks in lending to persons working in unorganized sector and agricultural lending. Institutional credit for agriculture and allied activities. Rural informal credit markets. Interlocking of agrarian credit markets (markets of land, labour and credit).

#### **Role of Development Financial Institutions**

Concept of Development Banking as distinguished from Commercial Banking. Role of RBI and other Banks in promoting financial inclusion. Role of Development Banks in the achievement of national development objectives.

Agricultural and Rural Development Banks (CARDDB) – Regional Rural Banks (RRBs) – Service Area Approach (SAA) – National Bank for Agriculture and Rural Development (NABARD).

#### **Inclusive Growth**

Inclusive growth - pro-poor growth and broad based growth, Inclusive growth and sustainable development. Attributes of inclusive growth- Opportunity, Capability, Access and Security. Financial literacy.

#### **Strategies and Approaches for Broad based Financial Inclusion**

Providing access to financial products and services like: No-frills bank accounts; Immediate credit; Savings products- no-frills accounts; Remittances and Payment services; Entrepreneurial credit. Developing appropriate delivery mechanisms and Business Models; Financial literacy programmes; Using intermediaries for delivery – postmen; NGOs. Making use of technology for the success of financial inclusion.

## **Best Practices in Facilitating Poverty Reduction**

Institutional processes to facilitate poverty reduction and empowerment. Measures of financial inclusion- percentage of adult population having bank accounts. Adoption of villages by Corporates; e-choupals; Empowering rural women in running enterprises; Marketing of rural products. Indian and global experiences.

## **Learning Resources**

1. Deepak B. Phatak, Sameer Cochar and R. Chandrashekar (2009). *Financial Inclusion*. Academic Foundation.
2. Sameer Cochar (2010). *Speeding Financial Inclusion*, Academic Foundation.
3. Sharon Collard, Elaine Kempson and Nicola Dominy (2003). *Promoting Financial Inclusion: An Assessment of Initiatives Using a Community Select committee Approach*. Policy Press.
4. Smith Philip and Eric Thurman (2007). *A Billion Boot Straps: Microcredit, Barefoot Banking and the Business Solution for Ending Poverty*. McGraw Hill.
5. Jonathan Strand (2010). *Regional Development Banks: Lending with a Regional Flavour*. Global Institutions.
6. Muhammed Yunus (2002). *Banker to the Poor: Micro-lending and the Battle against World Poverty*. Public Affairs.

## **IV Semester MBA (Banking Specialization)**

### **P 305(f).4 MERCHANT BANKING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Nature and Scope of Merchant Banking**

Activities and services rendered by Merchant Bankers; Stand alone Merchant bankers and Merchant banking divisions in commercial banks; Obligations and responsibilities of lead managers; SEBI guidelines for Public Issues; Firm allotments; preferential issues, bonus issues.

#### **Pre-Issue Management**

Types of Issues; Public issue through prospectus; Contents of prospectus and its vetting; Norms of public offer; Book Building. Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. Offer for Sale – Green Shoe Option – e-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs. Off - Shore Issues; Marketing and advertising issues – NRI Marketing.

#### **Post-Issue Management**

Registrars to the Issue and their role; Listing requirements of Stock Exchanges; Basis of allotment under different scenarios; Cost of public issue.

#### **Debt and Money Market Management**

Issue of Public Deposits and commercial paper; Mode of issue and issue expenses; Loan syndication (domestic and external).

#### **Private Placements and Merchant Banking related Innovations**

Private Placements: Preferential Issues, Qualified institutional placement and Private Placement of debt, Listing of NCDs by unlisted companies. Securities Buy Back and Delisting. Innovations in IPO grading, green shoe option, global integration of Indian market: sponsored ADRs/GDRs and Indian depository receipts, e-IPOs, ASBA, Fast track issues.

## **Learning Resources**

1. Machiraju H.R (2003). *Merchant Banking: Principles and Practice*, 3/e. New Age International, New Delhi.
2. IIBF (2006). *General Bank Management*. Macmillan India.
3. Robert A Strong (2004). *Practical Investment Management*, 3/e. Thomson/ South Western.
4. Valdez Stephen (2007). *An Introduction to Global Financial Markets*, 5/e. Palgrave Macmillan, New York.

## IV Semester MBA

(Common for Finance and International Business)

P 306(a).4/ P 302(h).4

### INTERNATIONAL FINANCIAL MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

#### **International Financial Environment**

International Finance Management v/s Domestic FM – Emerging challenges – International Monetary System; role of multinational companies in the process of financial markets integration. European single currency, role of balance of payments in international investments.

#### **International Financial Markets**

International bond and stock markets; GDRs, ADRs, World Financial Markets and Institutions; International Banking and Money Markets; International Portfolio Investment.

#### **Foreign Exchange Risk Management**

Foreign Exchange Exposure and Management – Foreign Exchange Risk – Concept of Exposure – Transaction and Translation Exposure – Economic Exposure and political Exposure (theory) – Management of interest rate exposure.

#### **Hedging Techniques**

Internal hedging techniques – netting, matching, leading and lagging; pricing policies; Asset Liability Management. External hedging techniques – forward exchange contracts, short term foreign currency borrowing; discounting, factoring, Government Exchange Risk guarantee.

Hedging against foreign exchange exposure- Hedging through currency invoicing – hedging through selection of supplying country.

## **Financing International Projects**

Strategies for global capital raising and project financing. Optimal international asset allocation; Issues related to foreign direct investment (FDI) and foreign institutional investment (FII); process of expansion overseas. Cross-Border Capital Budgeting (only theory); International Asset Pricing (only theory); Multinational Capital Structure and Cost of Capital (theory).

## **Learning Resources**

1. Eun & Resnick (2008). *International Financial Management*, 2/e, Tata McGraw-Hill, New Delhi.
2. Jeff Madura (2004). *International Financial Management*, 7/e, Thomson Learning, South Western.
3. Apte P.G. (2009). *International Financial Management*, 5/e, TMH., New Delhi
4. Jain P.K., Josette Peyrard and Surendra S Yadav (2009). *International Financial Management*, Macmillan India Ltd, New Delhi
5. Sharan V. (2009), *International Financial Management*, Prentice Hall India.
6. Shapiro, A.C (2002). *Multinational Financial Management*, Prentice Hall of India.

## **IV Semester MBA (International Business Specialization)**

### **P 306(b).4 INTERNATIONAL CORPORATE GOVERNANCE**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Nature, significance and formation of the Corporation. Characteristics of the Corporation (legal personality, indefinite life; “joint-stock” ownership; limited liability; transferability of shares); Corporation as distinguished from other business entities (such as proprietorship, partnership and limited partnership).

#### **Board of Directors and Committees**

Board size, structure, membership, member nomination, election, and tenure; Committee structure and the nature, composition, and duties of the individual committees ; Rights, responsibilities and relationship of directors, management, and shareholders; Policies/procedures relating to accounting, auditing and financial reporting

#### **Theories and Models of Corporate Governance**

Separation of ownership and control: the role of fiduciary duties; Agency Problem in corporate governance, Accountability of Managers and Stockholders; Alternative models of corporate governance: Anglo-American vs Continental European model.

#### **Standards Setting, Best Practices and Corporate Governance Reforms**

Role of Institutional Investors; Role of standard setting organizations; Legislative initiatives and proposals; Disclosure and transparency guidelines in different countries (USA., Germany, Japan, UK, Malaysia and India); Legal, regulatory and institutional bodies such as SEC, SEBI., Company Law Boards.

## **Corporate Governance in different scenarios**

Corporate governance: risk and opportunity in foreign investment; during privatization; during insolvency; Entrenchment, Proxy Fights and Takeovers.

### **Learning Resources**

1. Institute of Directors (2005). *The Handbook of International Corporate Governance: A Definitive Guide*, Kogan Page, London.
2. Monks R..A.G. and Minow, N. (2004). *Corporate Governance*, 3/e, Blackwell Publishing
3. Becht M., P. Bolton and A. Roell (2005). *Corporate Governance and Control*. Sage Publications.
4. Balasubramanian, N. (2010). *Corporate Governance and Stewardship: Emerging Role and Responsibilities of Corporate Boards and Directors*, Tata McGraw-Hill, New Delhi.

## **IV Semester MBA (International Business Specialization)**

### **P 306(c).4 INTERNATIONAL CORPORATE FINANCE**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Global Financial Environment**

Financial goals and corporate governance – Conflicts with MNC's goals – International business theories – Theory of comparative advantage – Imperfect markets theory – product cycle theory – International business methods – International opportunities.

#### **Short Term Asset and Liability Management**

International trade financing – methods of international trade payments – trade finance methods – short term financing sources – International cash flow analysis.

#### **Long- Term Asset and Liability Management**

Investing in foreign enterprises directly – motives for FDI – analysis of FDI – Capital budgeting in foreign subsidiaries. Cross border mergers and acquisition.

#### **Analyzing Risks**

Importance of country risk analysis – political risk factors – Financial risk factors – Techniques to assess country risk – measuring country risk – reducing exposure to host government. Risk of fraud ( i.e. fraud policy statements ).

#### **International Reporting and Controlling**

Multinational accounting – major issues – control system and performance evaluation – International Taxation – national tax environment – parent country taxation of multinational operations – tax incentives for foreign investments – International transfer pricing.

## **Learning Resources**

1. Jeff Madura, (2008). *International Corporate Finance*. South Western.
2. Mark R. Eaker, Frank J. Fabozzi, Dwight Grant, (1996). *International Corporate Finance*. Dryden Press.
3. Suk H. Kim, Seung Hee Kim, Kenneth A. Kim (2005). *Global Corporate Finance*. 6/e, Wiley Blackwell.
4. Charles W.L. Hill and Arun K. Jain, ( 2009). *International Business*, Tata McGraw Publishing Company Ltd.
5. Ashok Robin J (2010). *International Corporate Finance*. McGraw Hill.
6. Jonathan Berk, Jarrad Harford (2008). *Fundamentals of Corporate Finance: International Financial Reporting Standards*, Pearson Education.

**IV Semester MBA (International Business Specialization)**

**P 306(d).4 GLOBAL STRATEGIC MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Defining strategic management field in global context; Global business environment-external macro, industry, internal environments. Social responsibility and stakeholder analysis.

**Process of Globalization**

Globalization of markets and competition; Designing a global organization; Global entry strategy.

**Global Strategic Development**

Managing the internationalization process; International strategic alliances. Headquarter and Subsidiary level strategies. Blue Ocean Strategy

**Managing Functional Activities at a Global Level**

Global marketing: global operations; global sourcing; global innovation; Strategies related to HR and Financial Management.

**Strategy Implementation and Control**

Global structures and design; Global Change Management; Global Strategic Control System

## **Learning Resources**

1. Kamel Mellahi, George Frynas and Paul Finlay (2005). *Global Strategic Management*. New York: Oxford University Press.
2. Srivastava, R.N. (2004). *International Strategic Management*. Irwin Home Wood Publications.
3. McCarthy Mimchiello, Curram, (2000). *Policy and Strategy*. Prentice Hall.
4. Philippe L. (2007). *Global Strategic Management, 2/e*. Palgrave Mac Millan, Hampshire.
5. Mike W. Peng (2007). *Global Strategy*. Thompson, New Delhi.
6. Chan Kim and Renee Mauborgne (2005). *Blue Ocean Strategy*, HBS Press.

## IV Semester MBA (International Business Specialization)

### P 306(e).4 EXPORT – IMPORT FINANCE

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

International trade of commodities and services– terms of international payments – Modes of international payments – Financing of export credit needs short terms source of finance – Medium and long term sources of finance – Export credit system in India.

#### **Pre-shipment Financing**

Pre shipment finance – Categories of pre shipment finance – facilities of pre shipment credit – Pre shipment credit in foreign currency (PCFC) – Interest rate on pre shipment credit – Post shipment credit finance.

#### **Post-shipment Credit**

Categories of post shipment credit in rupees – Post shipment credit in foreign currency – Refinance of pre shipment and post shipment finance. FEMA regulations for exports. Long term finance; Schemes, policies and guarantees of EXIM Bank.

#### **Export Financing**

Project Export – Role of ECGC schemes. New Avenues for export finance: Export factoring and forfaiting.

#### **Import Financing**

Import finance – Opening of L/C – Import finance against foreign lines of credit. FEMA Regulations for import. Export and Import Policies; Free trade zones. Role of Export Promotion Councils.

### **Learning Resources**

1. Jeevanandam, (2004). *Foreign Exchange and Risk Management*, Sultan Chand
2. Kapoor D.C. (2008). *Export Management*, Vikas Publishing House, New Delhi.
3. Kurana, (1996). *Export Management*, Himalaya Publishers.
4. “Exporter’s Manual” (2009). Nabhi Publications.

## IV Semester MBA (International Business Specialization)

### P 306(f).4 INTERNATIONAL ECONOMICS

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **The Principle of Trading**

Basis of international trade (under identical demand conditions but different supply conditions, identical supply conditions but different demand conditions, different demand and supply conditions, identical demand and supply conditions). International trade and the Nation's standard of living. Internal and international trade - a distinction.

#### **The Classical Theory of International Trade**

Absolute advantage model of Adam Smith; Comparative advantage model of David Ricardo; Global Inequalities – Law of Reciprocal Demand; Offer Curve Analysis; Changes in terms of trade.

#### **Modern Theory of International Trade**

Heckscher –Ohlin theorem – Factor abundance defined: the two criteria; Price criterion of factor abundance; Physical criterion of factor abundance; Factor intensity reversal argument; Leontief Paradox. Alternative explanations to resolve Leontief paradox; The Factor Price Equalisation Theorem – Labor surplus country's case and Capital Surplus country's case. Product Life Cycle Theory.

#### **Commercial Policy – The Tariff Issue and Customs union**

Arguments for tariffs-Effects of tariffs - Partial Equilibrium Perspective; General equilibrium perspective; Theory of optimum tariffs; Optimum tariff formula; Import quotas. Theory of custom union; Partial equilibrium analysis of a customs union. Net welfare effects of customs union. General equilibrium analysis of a customs union; The Lipsey model. Vanek model.

## **International Trading Blocks**

European Union, ASEAN, APEC, OECD, NAFTA, G-8, G-20, ANDEAN Pact and MERCOSUR, European Free Trade Association(EFTA), Latin America Free Trade Association (LAFTA). Implications of trading blocks on international trade.

## **Learning Resources**

1. Mannur H.G.(2004). *International Economics*, 2/e, Vikas Publishing House Pvt Ltd New Delhi.
2. Salvatore Dominick (2009) *International Economics* 10/e, John Wiley and Sons Publications, New York.
3. Dana, M.S. (2000). *International Economics: Study, Guide and Work Book*, Routledge Publishers, London.
4. Dunn, R.M. and J.H.Mutti (2000). *International Economics*, Routledge Publishers, London.

**IV Semester MBA (Open Elective)**  
**(For non-Finance and non-Banking students)**

**P 307(a).4 RETAIL BANKING**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

**Functions of Commercial Banks**

Importance of Retail Banking to Indian Economy. Functions of Commercial Banks. Banking in the New Millennium. Types of Accounts, Types of Relations, KYC Norms. Important provisions of NI Act.

**Basics of Retail Banking**

Forms of Retail Banking and Emerging Issues; Types of Bank Deposits; Concepts of Fixed & Floating Rate of Interest; Deposit Insurance. Cheques- Special Features- Negotiability, Validity, Crossing & Endorsement.

Lending activities: Vehicle, housing, personal and educational loans; overdraft; Basic requirements for lending.

**Technology Enabled Banking**

Core Banking Solutions: Delivery Channels -Payment & settlement services. NEFT. ATM, Mobile Banking and Internet Banking; Payment and Settlement Systems in India and Clearing House- Manual and MICR. National Clearing, Clearing Corporation of India Ltd. Emerging New System: ECS (Debit & Credit) NEFT, MEFT, RTGS; LERM, Remittances through nonbanking Channels, etc. Remittance Channels; INFINET, BANKNET and SWIFT.

Plastic Money- Concept of a credit card, Distinction between Credit card, Charge card and Debit card; Mechanics of a credit card transaction, Credit card as an augmented retail financial product.

## **Fee-based Services**

Fee-based Services- L/C,B/G, Subsidiary services, Bancassurance, Demat Account, Safe Deposit Locker , Mutual Funds – types and salient features.

## **Personal Banking**

Concept of Private Banking in India. Private Banking in New Generation Bank- High Networth Individuals (HNI).

Products; Non Resident Indian Accounts. Investment opportunities available to NRIs in India. Wealth Management: Constituents of Wealth Management; Advisory Role, Functions and Responsibilities. Financial Planning.

## **Learning Resources**

1. Sundaram and Varshney (2004). *Banking Theory Law and Practice*. Sultan Chand & Sons.
2. Paul, Justin and Suresh, Padmalatha (2007). *Management of Banking & Financial Services*. Pearson.
3. Indian Institute of Banking & Finance (2007). *General Bank Management*. Macmillan Publication.
4. Bedi, H.L. and Hardikar, V.K. (2008). *Practical Banking Advances*. UBSPD Publishers.
5. Bhole, LM. (2004). *Financial Institutions and Markets*, 4/e. Tata McGraw Hill.
6. Gurusamy S. (2001). *Banking in the New Millennium: Issues, Challenges and Strategies*, Kanishka Publishers, New Delhi.

## IV Semester MBA (Open Elective)

### P 307(b).4 BEHAVIOURAL FINANCE

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Differences between traditional finance and behavioural finance: rationality, market efficiency; Influence of individuals' attitudes and behavior on their financial decisions and financial markets. Efficient Market Hypothesis versus Behavioural Finance. Limits to arbitrage.

#### **Inefficient Markets; Investors' Psychology and Mispricing**

Using psychological evidence to model investor behavior in order to get a better understanding of the financial market. *Heuristic-driven biases* and *frame dependent* on the market inefficiency.

Prospect theory. Representativeness, anchoring, symmetric perception of gains and losses, framing and other behavioral effects.

#### **Investors' Sentiments and Stock Prices**

Theoretical effects of investors' sentiments on stocks; Measuring investor sentiments; Consumer confidence as a proxy for individual investor sentiment; Sentiment Betas; Cross-sectional effects of sentiment changes; Aggregate effects; Using sentiment to predict stock returns.

#### **External factors and Investor behavior**

External factor influence on risk perception and attitudes. Misattribution as a mechanism for external factors influence. Statistical methodology for capturing the effects of external influence onto stock market returns. Emotional content of news articles and their correlation with market dynamics. Active portfolio management – the source of the systematic underperformance.

## **Behavioral Corporate Finance**

Behavioral factors and corporate decisions on capital structure and dividend policy. Capital structure dependence on market timing. Empirical data on dividend presence or absence. Timing of good and bad corporate news announcement. Systematic excessive optimism and overconfidence in managers' decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making.

### **Learning Resources**

1. James Montier, (2003). *Behavioural Finance: Insights into Irrational Minds and Markets*, John Wiley & Sons: New York.
2. Barberis, Nicholas and Richard Thaler, (2003). *A Survey of Behaviour Finance*, in Handbook of the Economics of Finance, G. Constantinides, M. Harris and R. Stulz (Eds.), North-Holland, Amsterdam.
3. Shleifer, Andrei, (2000). *Are Financial Markets Efficient?* Chapter 1 in *Inefficient Markets: An Introduction to Behavioural Finance*, Oxford University Press.
4. Hersh Shefrin (2000). *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*, Harvard Business School Press.
5. Kahneman Daniel and Tversky Amos (2002). *Choices, Values and Frames*. Cambridge University Press.

**P 307(c).4 INFRASTRUCTURE MANAGEMENT**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Introduction**

Role of infrastructure in the national economy. Common characteristics of infrastructure. Outlook of infrastructure sector in India in terms of medium and long term growth prospects. Allocation for infrastructure in Five- year Plans and annual budget. Risks in mega projects.

**Sector-wise Management of Infrastructure**

Development and management of energy sector. Conventional and alternate sources of energy. Environmental concerns.

Trends in development and management of transportation facilities. Identifying the gaps in transport sector. Formulation of strategies for bridging the gap. Rapid and mass transport systems in metropolitan cities.

Public-private partnerships in mega projects. Pricing – determining user fees, issues and examples

**Creating and Managing SEZs**

Special Economic Zones (SEZs) and their importance in industrial growth. Managing SEZs- Environmental and social concerns in SEZs.

**Management of Realty Sector**

Planning and management of Real Estate Projects and Mega townships. Decongesting metropolitan cities and urban areas.

## **Critical Issues in Infrastructure Management**

Time and cost over runs due to various delays; Cost, impact and benefit estimates of infrastructure projects; Rehabilitation and compensation issues.

### **Learning Resources**

1. Hudson, Haas and Uddin, (1997). *Infrastructure Management*. McGraw Hill.
2. Hugo Priemus, Bent Flyvbjerg and Bert Van Wee (Eds), (2008). *Decision-making on Mega-projects: Cost-benefit Analysis, Planning and Innovation* (Transport Economics, Management and Policy Series), Edward Elgar Publishing Ltd.

**P 307(d).4 ADVANCED RESEARCH METHODOLOGY**

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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**Nature of Multivariate Data**

Basic concepts of multivariate analysis; Observations & data, Examples of Multivariate data. Measurement scales; Measurement errors; Preview of multivariate methods-the multivariate normal distribution. Structured approach to multivariate model building.

**Principal Component/ Factor Analysis**

Difference between Principal Factor Analysis (PFA) and Principal Component Analysis (PCA)- Application of PCA. Exploratory Factor Analysis: Factor Analysis Model- Procedure for a principal components analysis- Designing exploratory factor analysis; Confirmatory Factor Analysis-Applications of EFA in marketing, finance and HR.

**Discriminant Analysis**

Research design for discriminant analysis; assumptions; Working of two group discriminant analysis-applications of two-group discriminant analysis-Test for equality of covariance Matrices-Multiple discriminant Analysis.

**Cluster Analysis**

Deriving clusters and assessing overall fit. Potential applications; Hierarchic methods- Problems of cluster analysis-Measures of distance-PCA with cluster Analysis.

**Applied Methods in Business Management Research**

Analytic Hierarchical Processing models; Data Envelopment Analysis; Structural Equation Models with Latent Variables: Potential Applications- Design of structural equation models with latent variables-Applications; Model Diagnostics-Testing for interactions-Model validation.

## Learning Resources

1. Craig A. Mertler and Rachel A. Vannatta (2009). *Advanced and Multivariate Statistical Methods* 4th Ed. Pyrczak Publishing.
2. Barbara G. Tabachnick (2006). *Using Multivariate Statistics*. 5/e. Pearson.
3. Richard A Johnson and Dean W Wichern (1992). *Applied Multivariate Statistical Analysis*. Pearson/ Prentice Hall.
4. Hair, Joseph F., Jr., Rolph E. Anderson, Ronald L. Tatham, and William C. Black, (1998). *Multivariate Data Analysis*, 5/e. Upper Saddle River, New Jersey: Prentice-Hall.
5. Manly, Bryan F. J. (1998). *Multivariate Statistical Methods A Primer*, 2<sup>nd</sup> Ed. Boca Raton, Florida: Chapman & Hall/CRC
6. Sharma, Subhash. (1996). *Applied Multivariate Techniques*. New York: John Wiley & Sons,

## IV Semester MBA (Open elective)

### P 307(e).4 TOTAL QUALITY MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Dimensions of Quality; Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

#### **Principles of TQM**

Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

#### **Statistical Process Control (SPC)**

Pareto diagram, Process flow diagram, Cause and effect diagram, Control charts Control Charts for variables and attributes, control charts for detects, Process capability,

#### **Tools of TQM**

Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure mode effect analysis (FMEA) – Stages of FMEA., FMEA methodology. Poka Yoke

## **Quality Systems**

Quality systems in India-BIS, AGMARK, FPO, Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements .

## **Learning Resources**

1. Dale H. Besterfield, Carol Besterfield, (2008), *Total Quality Management*, Third Edition, Pearson education, New Delhi.
2. James R.Evans & William M.Lindsay, (2002), *The Management and Control of Quality*, 5th Edition, Thompson Learning, New Delhi.
3. Shridhar Bhat, K. (2008), *Total Quality Management-Text and Cases*, First Edition, Himalaya Publishing House, Mumbai.
4. Rajaraman S., and M. Sivakumar, (2008), *Total Quality Management*, First Edition, Biztantra, New Delhi.
5. Shailendra Nigam, (2008), *Total Quality Management*, First Edition, Tata excel Books, New Delhi.
6. Mandal S.K. (2008), *Total Quality Management*. Vikas Publishing House PVT Ltd, New Delhi.

## IV Semester MBA (Open elective)

### P 307(f).4 INDUSTRIAL MARKETING

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Nature of industrial marketing – Types of Industrial Customers – Classification of Industrial products & services- Marketing implications for different types of customers & products- Purchasing orientations & purchases of Industrial customers- Environment analysis in Industrial Marketing.

#### **Industrial Market Segmentation**

Segmentation Frame work- Procedure to be followed for segmentation- Benefits & Limitations of segmentation- Macro & Micro segmentation- New Firm level segmentation techniques- Target marketing- Selection & Strategies- Positioning.

#### **Industrial Product & Pricing Strategies**

Changes in product strategy- Industrial PLC & strategies- Strategies for existing products- NPD- High Tech marketing- Marketing of Industrial services. Special meaning of industrial price- Factors influencing pricing decisions- Pricing strategies & policies- Other price setting practices.

#### **Distribution of Industrial products & Services**

Distribution Management- Distinctive nature of Industrial distributive channels- Types of channel flows- Distribution strategy & cost benefit analysis- Types of intermediaries- Channel Design- Channel selection & supervision- Supply chain management- Logistics management.

## **Industrial Communication**

Developing the industrial communication programme- Importance of sales promotion, public relations and publicity. Role of personnel selling in industrial marketing. Customer satisfaction, Loyalty and retention.

### **Learning Resources**

1. Ghosh,P.K , (2006). *Industrial Marketing*, Oxford University Press.
2. Krishna K Havaladar, (2010), *Business Marketing: Text and Cases*, 3/e, Tata Mc-Graw Hill.
3. Robert Dwyer F, John Tanner F, (2008), *Business Marketing: Connecting Strategy, Relationships and Learning*,3/e, Tata Mc-Graw Hill.

## IV Semester MBA (Open Elective)

### P 307(g).4 KNOWLEDGE MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Basics of Knowledge Management (KM)**

Knowledge continuum (data, information, knowledge); KM's emergence and evolution; KM benefits; Guiding principles for managing knowledge; Leadership and KM; Epistemology, knowledge creation, knowledge sharing, tacit and explicit knowledge, decision making and DSS.

#### **Knowledge Management and Organization Culture**

Organizational learning: theory and interventions; Trust and mutuality factors in sharing knowledge; Overcoming the Cultural Barriers to Sharing Knowledge, Communities of Practice;

KM Systems and Models – Nonaka; Collective learning; Managing knowledge overload; Creating an Informal Learning Organization.

#### **Knowledge Workers: New Roles and Responsibilities**

Expectations and responsibilities from the employees for the Knowledge Economy; Emerging titles and roles- Knowledge Manager, CKO; Skills and competencies needed to become a knowledge manager.

#### **Identifying, Creating and Sharing Knowledge**

KM strategies and practices; Enabling knowledge- storytelling, benchmarking, knowledge mapping); Key Roles in the Success of “Communities of Practice”. High tech KM tools of the trade (Internet, e-mail, intranets, videoconferencing, groupware, best practices database, data-mining, enterprise information portals).

## **Knowledge Management Metrics**

Idea factories/incubators; Competitive Intelligence and Environmental Scanning; Techniques for measuring knowledge – quantitative and qualitative; Knowledge/Information audit; Costs and benefits of implementing KM programs. Critical success factors in KM implementation.

## **Learning Resources**

1. Davenport, T.H., and Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know*, NetLibrary Incorporated, Boulder, CO.
2. Frappaolo, C. (2006). *Knowledge Management*, John Wiley Sons, Hoboken, NJ.
3. Groff, T.R., and Jones, T.P. (2003). *Introduction to Knowledge Management*, Butterworth-Heinemann, San Diego, CA.
4. Holsapple, C.W. (Ed.) (2005). *Handbook on Knowledge Management 1: Knowledge Matters*, Springer, New York.
5. Holsapple, C.W. (Ed.) (2005). *Handbook on Knowledge Management 2: Knowledge Directions*, Springer, New York.
6. Archana Shukla and R Srinivasan (2002). *Designing Knowledge Management Architecture: How to Implement Successful Knowledge Management Programmes*, Response Books, New Delhi.

## IV Semester MBA (Open Elective)

### P 307(h).4 EVENT MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Introduction**

Defining an event- Types of events, size of events; Event as a marketing tool. Diverse marketing needs addressed by events –brand building, focusing the target market, Event planning.

#### **Event Infrastructure**

Staging an event – Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering. Equipment hiring (furniture, audio systems and other related items).

#### **Organizing Events**

Purpose of entertainment and speakers; entertainment choices; Entertainment planning Anchoring the event; Planning decoration according to the event themes. Fund raising. Job outsourcing. Security arrangements. Telecast / promotional rights.

#### **Managing Events**

Corporate Events; Trade Shows & Exhibitions; Planning and Scheduling the events. Celebrity events; Sports events; Concerts; Wedding Management: Guest lists; Photos and videos; Music arrangement; Party Management; Rural Events; Managing Events in Educational Institutions - Convocation, Farewell parties, Students Fests.

#### **Strategies for Effective Event Management**

Marketing; Control; Co-ordination; Execution; Crisis Management; Effectiveness Evaluation.

## **Learning Resources**

1. Getz Donald (2005). *Event Management & Event Tourism*.2/e. Cognizant Communication Corporation,
2. Sanjaya Singh Gaur and Sanjav V. Saggere (2003). *Event Marketing & Management* , Vikas Publishing.
3. Mathews J.M (2006). *Hospitality Marketing & Management*. Avishkar Publisher
4. Goldblatt, ( 2007). *Best Practices in Modern Event Management*. John Wiley & Sons

## IV Semester MBA (Open Elective)

### P 307(i).4 CRISIS AND DISASTER MANAGEMENT

**Credits 03**

**Instruction hours 40**

**L 03 + T 01**

**Total marks : 100**

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#### **Types and Effects of Disasters**

Types of disaster - natural and man-made : Cyclone, floods and land slides, fire and earthquakes ; Forest Fires, Oil Fires and Terrorism. Supply chain disasters. Issues and concern for different types of disasters.

#### **Disaster Mitigation and Preparedness**

Management issues related to disaster; Mitigation through capacity building, legislative responsibilities of disaster management; disaster mapping, assessment, pre-disaster risk and vulnerability reduction, post disaster recovery and rehabilitation; disaster related infrastructure development.

#### **Disaster and Crisis Management**

Risk Assessment and Disaster Response, Quantification Techniques; Vulnerability Analysis; Insurance and Risk Management, Role of Financial Institutions in Mitigation; Psychological and Social Dimensions in Disasters, Trauma and Stress.

#### **Agencies involved in Handling Crisis and Disastrous Situations**

Community Emergency Response Teams (CERTs); Use of volunteers; In-house disaster plans; Role of businesses in disaster planning. Non-government Organizations (NGOs): Different roles of NGOs. Role of Media in Disasters.

#### **Models of Disaster Management**

National and International Models of Disaster Management- shift from disaster management practices towards an integrated disaster risk reduction approach in the context of sustainable development.

## Learning Resources

1. Haddow, G., and Bullock, J. (2005). *Introduction to Emergency Management*. Butterworth-Heinemann. 2/e.
2. Brent W. Ritchie (2009). *Crisis and Disaster Management for Tourism*, Channel View Publications, Australia.
3. Noji, E. K. (Ed.). (1997). *The Public Health Consequences of Disasters*. New York: Oxford University Press.
4. Mukhopadhyay (2005). *Crisis and Disaster Management Turbulence and Aftermath*, New Age International (P) Ltd., New Delhi.

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