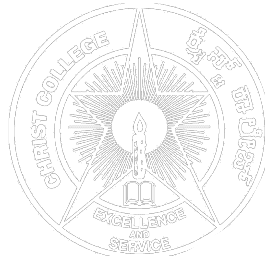


CHRIST UNIVERSITY

Hosur Road, Bangalore 560 029



POST GRADUATE DEPARTMENT OF BUSINESS ADMINISTRATION

SYLLABUS FOR MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA) (TRIMESTER SCHEME)

MASTERS IN BUSINESS ADMINISTRATION

CURRICULUM

YEAR- I

Trimester - I

Course	Title	Hrs	Marks	Credit
MBA131	Information Technology for Management	3	100	2
MBA132	Organizational Behaviour - I (Micro Perspective)	3	100	2
MBA133	Mathematics and Business Statistics	3	100	2
MBA134	Financial Accounting For Managers	3	100	2
MBA135	Managerial Economics I	3	100	2
MBA136	Principles of Management	3	100	2
MBA137	Management Communication and Case Studies	3	100	2
MBA171	Project: Organizational Structure Study & Book Review		2 credits	
MBA172	Seminars			
MBA173	OBT			
MBA174	Corporate Interface			
MBA175	Current Affairs			
	TOTAL			

Trimester - II

Course	Title	Hrs	Marks	Credit
MBA231	Organizational Behaviour - II (Macro Perspective)	3	100	2
MBA232	Research Methodology	3	100	2
MBA233	Management Accounting	3	100	2
MBA234	Corporate Database Management	3	100	2
MBA235	Managerial Economics II	3	100	2
MBA236	Marketing I	3	100	2
MBA237	Fundamentals of Services Management	3	100	2
MBA238	Business Law	3	100	2
MBA271	Project: Social Concern		2 credits	
MBA272	Seminars			
MBA273	Management Games			
MBA274	Corporate Interface			
MBA275	Current Affairs			
	TOTAL			

Trimester - III

Course	Title	Hrs	Marks	Credit
MBA331	Human Resource Management & Industrial Relations	3	100	2
MBA332	Management Information Systems	3	100	2

MBA333	Financial Management	3	100	2
MBA334	Operations Research	3	100	2
MBA335	Production and Operations Management	3	100	2
MBA336	Marketing -II	3	100	2
MBA372	Seminars	2 credits		
MBA373	Management Games			
MBA374	Corporate Interface			
MBA375	Current Affairs			
	TOTAL	18	700	14

YEAR - II

Trimester - IV

Course	Title	Hrs	Marks	Credit
MBA431	Strategic Management	3	100	2
MBA432	Total Quality Management	3	100	2
MBA433	Enterprise Resource Planning	3	100	2
	Functional Electives			
	Elective I	3	100	2
MBA 461	M - 1			
MBA 462	F - 1			
MBA 463	H - 1			
	Elective II	3	100	2
MBA 464	M - 2			
MBA 465	F - 2			
MBA 466	H - 2			
	Elective III	3	100	2
MBA 467	M - 3			
MBA 468	F - 3			
MBA 469	H - 3			
	Elective IV	3	100	2
MBA 470	M - 4			
MBA 471	F - 4			
MBA 472	H - 4			
	Elective V	3	100	2
MBA 473	M - 5			
MBA 474	F - 5			
MBA 475	H - 5			
MBA 476	Project: Summer Internship (2 months)		100	2
MBA 477	Seminars			
MBA 478	Corporate Interface			
MBA 479	Current Affairs			2 credits
	TOTAL	24	900	20

Trimester - V

Course	Title	Hrs	Marks	Credit
MBA 531	Entrepreneurship	3	100	2
MBA 532	Business Ethics	3	100	2
MBA 533	E - Commerce	3	100	2
	Functional Electives			
	Elective VI	3	100	2
MBA 561	M - 6			
MBA 562	F - 6			
MBA 563	H - 6			
	Elective VII	3	100	2
MBA 564	M - 7			
MBA 565	F - 7			
MBA 566	H - 7			
	Elective VII	3	100	2
MBA 567	M - 8			
MBA 568	F - 8			
MBA 569	H - 8			
	Elective IX	3	100	2
MBA 570	M - 9			
MBA 571	F - 9			
MBA 572	H - 9			
	Elective X	3	100	2
MBA 573	M - 10			
MBA 574	F - 10			
MBA 575	H - 10			
MBA 576	M - 11			
MBA 577	Dissertation I		100	2
	SECTORAL SPECIALISATION(Any one of the following)			2
MBA 578	F - A			
MBA 579	M - A			
MBA 580	Seminars			
MBA 581	Corporate Interface			
MBA 582	Current Affairs			
	TOTAL	18	900	20

Trimester - VI

Course	Title	Hrs	Marks	Credit
MBA631	International Business	3	100	2
	Functional Electives			
	Elective XI	3	100	2
MBA661	M - 11			

MBA662	F - 11			
MBA663	H - 11			
	Elective XII	3	100	2
MBA664	M - 12			
MBA665	F - 12			
MBA666	H - 12			
MBA670	Dissertation II		100	2
MBA671	Seminars	2 credits		
MBA672	Corporate Interface			
MBA673	Current Affairs			
	TOTAL	12	400	12
	GRAND TOTAL	117	4600	100

ELECTIVES

Marketing

Trimester – IV	Trimester – V	Trimester – VI
1. Consumer Behaviour	1A. Customer Relationship Management 1B. Innovation Management	1. Service Management, Strategies & Projects
2. Business to Business	2. Integrated Marketing Communication	2. Brand Management
3. Strategic Marketing Management	3. Marketing Research	
4. Rural Marketing	4. Sales and Distribution Management	
5. International Marketing	5. Supply Chain Management	

Sectoral Specialization

1. Retailing

Finance

Trimester – IV	Trimester – V	Trimester – VI
1. Security Analysis & Portfolio Management	1. Mergers, Acquisitions & Restructuring	1. Financial Risk Management
2. Management of Financial Services	2. Taxation II	2. Commodity Market
3. Management of Banks and Financial Institutions	3. International Financial Management	
4. Project Appraisal and Finance	4. Wealth Management	
5. Taxation I	5. Strategic Financial Management	

Sectoral Specialization

1. Insurance

Human Resource

Trimester – IV	Trimester – V	Trimester – VI
1. HR Planning Recruitment & Selection	1. Organizational Change & Development	1. Human Relations skills
2. Performance Management & Appraisal Systems	2. Labour Law II	2. Employee Counseling
3. Training and Development	3. Compensation Management	
4. Labour Law I	4. Strategic Human Resource Management	
5. International Human Resource Management	5. Latest trends in Human Resource Management	

CURRICULUM

YEAR - I

Trimester - I

Objectives

- To understand the importance of IT as a key enabler in providing solutions to modern business problems
- To study the impact of IT on organizations, society and individuals
- To realize the importance of Information as the key resource for organization productivity and effectiveness
- adapt and upgrade continuously to present and trends in IT

Pedagogy

The course is facilitated by class lectures, case studies, student presentation and classroom discussions. Group presentations on emerging technologies and a practical analysis on advantages that IT provides to organizations are submitted by students for evaluation.

Module 1**Introduction to Information Technology**

Reference book: Information Technology for Management. Making connections for Strategic Advantage by Turban, Mclean, Wetherbe – *John Wiley & Sons Inc*

Information Technology & its role in modern business.

Trends in Information Technology.

Information Technology as an enabler.

Pressures exerted by IT on business and how business responds to it

Transition from Old Economy to Digital Economy

Application of IT in various functional departments

IT, people view, empowering people through information, managing change – the Indian paradigm.

Module2**Information as Key Business Resource**

Reference book: Principles of Information system- Ralph Stair- *Cengage publications*

Dimensions of Information, Information flow in Organizations, Information processing, Management Information Systems, Inter-organizational Information systems, Information architecture, the Knowledge Worker

Module 3**Role of Hardware in IT**

Reference book: Information Technology for Management. Making connections for Strategic Advantage by Turban, Mclean, Wetherbe – *John Wiley & Sons Inc*

Basic elements of computer hardware. Developments in I/O devices. Microprocessors. Primary and Secondary storage, Enterprise storage, Computer Generations and Computer hierarchy

Module 4

Role of Software in IT

Reference book: Information Technology for Management. Making connections for Strategic Advantage by Turban, Mclean, Wetherbe – *John Wiley & Sons Inc*

Application and System software (operating systems). Alien software. Overview of programming languages

Module 5

Role of Telecommunication and Networking in IT

Reference book: Management Information systems- Effy Oz- *Thomson*

Components of telecommunication systems. Telecom scenario in India. Types of networks and topology. Wireless technology. GSM, CDMA.

Module 6

Information Technology Applications

Information highway, Groupware, Multimedia, Voice recognition and Touch screens, Convergence, Virtual reality, Artificial Intelligence, Growth of internet, Internet2. Internet governing bodies. Impact of internet connectivity and pricing in India (rural and urban). Intranets, extranets

Module 7

Impact of IT on Organizations, Individuals and Society

Ethical Issues, Information privacy, Information Technology & its impact on Organizations, IT & its impact on individuals, Health & safety, Social impact of IT, IT & employment., Overview of cyber laws.

Reference Books

1. Information Technology for Management. Making connections for Strategic Advantage by Turban, Mclean, Wetherbe – *John Wiley & Sons Inc*
2. Management Information Systems, by O'Brien – *Tata McGraw Hill*
3. Principles of Information system- Ralph Stair- *Cengage publications*
4. Management Information systems- Effy Oz- *Thomson*
5. Using Information Technology by William sawyer – *Tata McGraw Hill*
6. Management of Information Technology by Caroll Frenzel, John C Frenzel – *Thomson*

Objectives

- To enhance the students' understanding of one's own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.
- To develop students' skills for influencing and managing groups thus enhancing personal & interpersonal skills.

Pedagogy

The course is designed in a manner so that students are provided opportunities to express one's behaviour and experience others' behaviour. The experiential learning method is adopted.

- A learning diary to be maintained to stimulate introspection about one's behaviour.
- Case studies, group discussions, exercises, games, role-plays & psychological instruments will be adopted.
- Term paper, small group interaction, group tasks and presentations will be made compulsory.

Module 1**Introduction to Organizational Behaviour**

Historical Development, Behavioural Sciences and Organizational Behaviour, Meaning, Importance, Basic concepts, organizational Behaviour (OB) in global context, Managing worker diversity.

Module 2**Individual Behaviour**

Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers.

Perception

Nature, Importance and Definition of Perception, Factors Involved in perception, The Perceptual Process, Perceptual Selectivity and Organisation, Applications in Organisations.

Module 3**Learning**

Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations.

Attitudes, Values and Job Satisfaction

Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

Module 4**Motivation**

Meaning, Theories of motivation, Motivation applied in organizations, Job Design, Performance Appraisal, Goal Setting.

Module 5

Groups

Meaning classification and nature of groups, Stages of Group Development, Resources Structure and Processes, Tasks and Effect of groups on performance and satisfaction.

Teams

Meaning of teams, types of teams, characteristics of teams, team development, team decision making.

Module 6

Communication

Increasing Personal and Interpersonal effectiveness through understanding and practicing Transactional Analysis and Johari Window Model.

Module 7

Leadership

Historical Data and Studies, Meaning, Importance and Nature of Leadership, Types and Styles of leadership, Leadership Theories- Trait Theories, Behavioural Theories and Contingency Theories, Leadership in modern organizations.

Reference Books

1. Robbins, S.P, Organizational Behaviour, Concepts, Controversies, & Applications, *Prentice – Hall of India, 1999.*
2. Fred Luthans, Organizational Behaviour, *McGraw –Hill international edition, 1998*
3. K. Aswathappa, Organizational Behaviour, *Himalaya Publishing House, 2002.*
4. Helriegel D., Slocum J.N, Woodman R.W, Organizational Behaviour, *South – Western, Thomson Learning, 2000.*
5. Rao, VSP, Narayana, P.S Organisation Theory & Behaviour, *Konark Publishers Pvt. Ltd. 1996.*
6. Davis, K & Newstorm, Human Behaviour at work, Organizational Behaviour, *McGraw Hill, 1981.*
7. Hodgetts R.M, Organisational Behaviour, *MacMillan, 1991.*
8. Greenberg J. & Baron R.A. Behaviour in Organisations, *Prentice-Hall of India. 1999.*

Objectives

This course provides

- An overview of the various techniques available for quantitative analysis of business situations and their applications for decision making
- Competence in interpretation, summarization and presentation of results

Pedagogy

The course is facilitated by class lectures, case studies, student presentations and classroom discussions.

Module 1**Application of Quantitative Methods in Managerial Decision Making****Data Processing**

Classification – Summarization – Tabulation of data – Presentation (Tabular and Graphic) – Frequency Distribution

Measures of Central Tendency

Arithmetic Mean, Weighted Mean, Geometric Mean, Median, Mode, Partition Values – Quartiles, Deciles and Percentiles

Measures of Dispersion

Range, Quartile Deviation, Standard Deviation, Variance and Co-efficient of Variation

Module 2**Probability**

Rules – Concepts - Conditions of statistical dependence and independence, Bayes' Theorem and its applications

Probability Distributions – Random Variable, Expected Value, Binomial, Poisson, Normal and Exponential Distributions

Module 3**Sampling design**

Nature, types, Probability sampling, Non probability sampling

Estimation

Point and Interval estimates – Confidence Intervals – determining sample size

Module 4**Index numbers**

Definition – application - interpretation

Sequential Decision Making

Decision making under certainty, uncertainty, EPPI, EVPI – Bayesian Approach – Decision Trees

Module 5**Business Forecasting**

Time series analysis, components – Methods – Straight line method – Semi averages method – Least square method – Moving averages

Correlation and Regression

Correlation – interpretation and applications. Regression – meaning and uses – normal equations – model building. Correlation versus Regression.

Module 6

Testing Of Hypothesis

Concepts – types of errors – null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples

χ^2 Test of goodness of fit – Test of independence – ANOVA – one way and two way classification.

Module 7

Mathematics

Progressions – Arithmetic, Geometric – application. Differential Calculus – maxima, minima. Matrices – addition, multiplication, inverse.

Reference Books

1. Statistics for Management – Richard I. Levin and David S. Rubin, *Prentice Hall of India*
2. Quantitative Techniques for Managerial Decision making – U. K. Srivastava, G. V. Shenoy & S. C. Sharma, *Wiley Eastern Ltd*
3. Business Statistics – David R. Anderson, Dennis J. Sweeney & Thomas A. Williams, *Thomson Learning*
4. Multivariate Analysis – Joseph F. Hair, Rolph E. Anderson, William C. Black & Donald L. Tatham, *Prentice Hall of India*
5. Mathematics for Management – Raghava Chari, Prentice Hall of India
6. CA Foundation Course in Mathematics – P. N. Arora & S. Arora, *S. Chand & Company*

FINANCIAL ACCOUNTING FOR MANAGERS

MBA 134

2 Credits

Objectives

- The course is designed to familiarize the students with financial statements and the principles underlying them & provide an understanding of the basic elements, concepts and system of cost accounting and the use of costing information in managerial decision-making.
- It aims at providing an understanding of the role and relevance of accounting function in an organization and also the basic concepts, techniques and methodologies relevant to accounting function.

Pedagogy

The course is a combination of Classroom Lectures, Problem Solving, Case Studies, Assignments and Exercises

Module 1

Introduction to Accounting

Module 2

Financial Accounting – concepts, conventions, principles, GAAP.

Module 3

Double-entry book-keeping, Systems, Journals, Ledgers, Posting, Debits, Credits, Trial Balance, Adjusting entries, Closing, Final Accounts for non-corporates (Manufacturing Trading, P& L, B/S), Final Accounts for Corporate (P&L, B/S, P& L Appropriation)

Module 4

Day Books, Cash Book, Bank reconciliation

Module 5

Disclosure of information, Indian Accounting Standards, Legal requirements (Company's Act, SEBI, Income –Tax Act etc.) Revenue Recognition, Contracts - Fixed Assets & Depreciation Accounting, Intangible Assets - Inventory Valuation (basic)

Module 6

Introduction to Cost & Management Accounting

Categories, Allocation, Apportionment & Absorption, Apportionment of service cost centres, Pre-determined overhead rates.

Module 7

Cost Concepts and Classifications

Costs, Cost centers, Cost unit, Methods of Costing, Techniques of Costing, Classification of costs - Fixed, Variable

Module 8

Overheads

Output/Unit Costing, Cost Sheet, Job Costing, Contract Costing

Module 9

Process Costing

Process Accounting, WIP (Equivalent Production), Normal & Abnormal Losses, Internal process profits. Joint & By-product costing

Reference Books

1. Lyrich : Accounting for Management, *Tata Mc.Graw Hill, New Delhi, 2001.*
2. Bhattacharya S. K.: Accounting for Management, *Vikas Publishing House New Delhi, 5th Edition, 2001.*
3. Pandey, I.M : Financial Management: *Vikas Publishing House, 6th Edition, 2001*

Objectives

- The focus of the course is on certain decisions that managers make and on key concepts that are necessary for understanding the behaviour and structure of firms.
- It is also necessary to develop the economic foundations necessary for understanding the behaviour and structure of the kind of corporations that are encountered in a rapidly changing economic and social environment.

Module 1**Meaning and nature of Managerial Economics**

Chief Characteristics of Managerial Economics, scope of Managerial Economics, Role and responsibilities of a Managerial Economist, Basic concepts and precepts.

Module 2**Theory of Consumer Behaviour**

Consumer's sovereignty. Approaches to the study of Consumer's Behaviour. Cardinal and ordinal utility analysis. The Law of Diminishing Marginal utility. The law of equi-marginal utility- Consumer's equilibrium. Price, Income and substitution effect. The Revealed preference Theory. The consumer's surplus

Module 3**Demand Analysis**

Meaning of demand, Law of demand, Individual and market demand curves, Demand distinctions, Demand forecasting techniques. Elasticity of Demand- Meaning, price, Income, cross and advertisement elasticity of demand, Measurement, degrees and significance of price, elasticity of demand., factors affecting price elasticity of demand.

Module 4**Cost Analysis**

Cost concepts, Traditional theory of cost, modern theory of cost, survivor technique derivation of cost functions from the production function. Shapes of cost curves in the short run and long run analysis.

Module 5**Supply and Production Decisions**

Law of supply, determinants of supply elasticity of supply- production function, Law of variable proportions, Equilibrium of the firm. Least cost combination-Choice of optimal expansion path. Law's of Returns to scale. Economies of scale and economies of scope. Technology and production function.

Module 6

Market Structure

Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly-Non Collusive and Collusive. Pricing practices and strategies and concepts of revenue including Break-even analysis.

Reference Books

1. Watson and Getz- price theory and its uses.
2. Atmanand- Managerial Economics.
3. Managerial Economics – Peterson and Lewis
4. Koutsoynnais A. – Modern Micro Economics
5. John B. Taylor - Principles of Micro Economics

Objectives

- To give a general introduction to management studies and a brief outline on history and development of management thought
- To provide an understanding about the various functions of management
- To provide an indepth knowledge on Management Functions through analysis of Case Studies.
- It aims to prepare students for an exciting challenging and rewarding managerial career through case studies on 'Global Perspective'.

Pedagogy.

1. Lectures on relevant topics.
2. Case discussions on topics on (One in each with global perspective),
 - a. Learning organization,
 - b. Planning,
 - c. Organization structure,
 - d. Leading
 - e. Control
 - f. Stress Management
3. Practical exercise on Planning and action plan preparations.

Modules:-**Module 1.****Nature and purpose of Management.**

Meaning; Scope; Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession; Universality of Management.

Evolution of Management Thought.

Ancient roots of management theory; Classical schools of management thought; Behavioural School, Quantitative School; Systems Approach, Contingency Approach; Contemporary Management thinkers & their contribution. Ancient Indian Management systems & practices. Comparative study of global management systems & practices.

Reference Books

1. James A.F. Stoner & R. Edward Freeman, Management, *Prentice-Hall of India Private Limited, New Delhi.*
2. Joseph L Massie, Essentials of Management, *Prentice-Hall India, New York*

Module 2.**Planning.**

Types of plans; Steps in Planning Process; Strategies, Policies and Planning premises (Planning approaches); Decision making, Forecasting & MBO.

Reference Books

1. *Heinz Wehrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*
2. S.A. Sherlekar, Management, *Himalaya Publications, Mumbai.*

Module 3

Organizing

Organizational structure and design; types of organizational structures; authority, delegation, decentralization and reengineering

Reference Books

1. *Heinz Wehrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*
2. L.M. Prasad, Principles and Practices of Management, *Sultan Chand & Sons, New Delhi.*

Module 4

Staffing

Human resource planning, Recruitment, selection, training & development, performance appraisal, managing change ,compensation and employee welfare.

Reference Books

1. *Heinz Wehrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*

Module 5

Leading and Controlling

Leadership concept , leadership theories, motivation & communication.

1. *Heinz Wehrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*
2. James A.F. Stoner & R. Edward Freeman, Management, *Prentice-Hall of India Private Limited, New Delhi.*

Module 6

Controlling

Nature of organizational control ; control process; Methods and techniques of control; Designing control systems.

Reference Books

1. *Heinz Wehrich, Mark V Cannice and Harold Koontz, Management, McGrawHill, New York.*
2. James A.F. Stoner & R. Edward Freeman, Management, *Prentice-Hall of India Private Limited, New Delhi.*

Module 7

Social Responsibility, Ethics and Stress Management

Concept of social responsibility; corporate governance , Managing ethical behaviour, Tools of Ethics and Management of Stress.

Reference Books

1. S.A. Sherlekar, Management, *Himalaya Publications, Mumbai.*
2. L.M. Prasad, Principles and Practices of Management, *Sultan Chand & Sons, New Delhi.*

Objectives

- To make the students understand the nuances of the communication process in today's dynamic corporate world
- To sharpen the analytical, written and spoken communication skills of the students
- To teach them basic skills of making presentations and case analyses that are useful them not just in their academic pursuits, but throughout their careers

Pedagogy

The course is expected to use a combination of approaches such as: lecture and case discussions. Participatory approach from students will facilitate learning from the course. Students are expected to make effective presentations, draft letter, memos, and participate in case discussions.

Module 1**Introduction to Managerial Communication**

Importance of communication, Process of communication, Barriers to communication - Overcoming barriers to communication, Essentials of Good Communication

Module 2**Communicating At Work**

Communication Networks, Formal Communication Networks - Downward communication, Upward communication, Horizontal communication, Informal communication Networks - Based on – Friendships, Shared Personal or Career interest and proximity between workers.

Communication, Culture and Work

Cultural Diversity and Communication - The Nature of Culture, Cultural Differences in international Business, Social Customs, Styles of Dress, Time, Gender Roles.

Verbal and Nonverbal Messages - Verbal Messages - Clarity and Ambiguity, Inflammatory language, Male & Female language use. Nonverbal Communication - Types of Non-verbal communication, Characteristics of Nonverbal communication

Communicating with Technology

Electronic communication Technologies- Telephone, Facsimile and computers - Issues relating to communicating with Electronic Technologies- Such as Information overload, Anonymity, Lack of Interpersonal contact and organizational values.

Module 3**Written Communication**

Principles of Letter Writing - Structure and layout of letters, Sales letters - Claim and Adjustment Letters, Credit and Collection Letters - Circular Letters, Memorandum, Notices, Agenda and Minutes, Drafting Memos, Method of writing- Notices, Agenda and Minutes of the Meetings, Report Writing - Types of Reports - Importance of Reports - Structure of Reports

Module 4
Case Studies

Module 5
Making Effective Presentations

(Practical sessions by students) - Oral Presentation - Body language, Voice Modulation, Audience awareness, Eye contact, Stance, Presentation Plan - Visual Aids

Reference Books

1. Raymond V. Lesikar, Marie E. Flatley, Basic Business Communication
2. Ronald B. Adler, Jeanne Marquardt Elmhorst, Communicating at work, The *McGraw-Hill Companies, Inc, Fifth Edition 1996*
3. Helen Rothschild Ewald and Rebecca E. Burnett, Business Communication, *International Edition, Prentice- Hall International, Inc, NJ, 1997*
4. Dalmar Fisher, Communication in Organisation, *Jaico Publishing House, Second Edition 1999.*
5. Paul R. Timm, Managerial Communication, *Prentice- Hall Inc, Second Edition, 1986.*
6. Urmila Rai & S. M Rai, Business Communication, *Himalaya Publishing House, Second Edition-2001.*
7. Business Communication by P.D Chaturvedi Mukesh Chaturvedi, *Pearson Education, Delhi.*

CURRICULUM

YEAR - I

Trimester - II

Objectives

- To increase students understanding about the foundation of organizations.
- To make aware to students how organizational processes influence people working in organizations.
- To enhance the ability of students to initiate and deal with major organizational changes.

Pedagogy:

The course will be facilitated using a combination, such as lectures, case analyses, exercises, individual & group projects. The students are required to study in detail one of the organization process of an organization and submit a write up.

Module 1**Introduction to Organisation**

Evolution of Organization theory, Organizational effectiveness, dimensions of Organization structure.

Dimensions of Organization structure: Strategy, Organisation Size, Technology, Environment, Power-control.

Module 2**Choosing the right structural form**

The simple structure, The machine Bureaucracy, The professional bureaucracy, the divisional structure, the adhocracy, the matrix.

Contemporary issues in organization theory: Managing the environment, internal & external strategies- Applications.

Module 3**Power & Politics**

Meaning, nature & bases of power, power relationships, organizational politics, outcomes of power.

Module 4**Managing organizational culture**

Meaning, dimensions & types of culture, creating, sustaining & transmitting culture, keeping cultures alive & how employees learn culture.

Module 5**Managing Organizational Conflict**

Meaning & views to conflict, sources of conflict, Resolution techniques, stimulation techniques.

Stress

Meaning, factors responsible for stress, coping strategies.

Module 6**Managing Organizational Change**

Meaning & types of change, Managing organizational change, resistance to change, overcoming resistance to change,

Module 7

Organizational Development

Meaning, & values of Organizational development, Organizational development approaches and techniques.

Reference Books

1. Jones, G.R, Organizational Theory, Design, and Change: Text & Cases, *Pearson Education, 2004*
2. Robbins S.P, Organizational theory, structure, designs & applications, *Prentice-Hall,1990.*
3. Daft, R. L, Organization Theory and Design, *Thomson South-Western, 2004*
4. Hall R.H., Organizational Structures, Processes & outcomes, *Pearson Education Asia, 2001.*

Objectives

- This course covers all elements of the business research process including data analysis and interpretation using computer packages and reporting results
- It provides a competent Knowledge base in Scientific thinking and scientific method as a model for research, Competence in interpretation, summarization and presentation of results and ethical issues and behaviour in applied business research

Pedagogy

The course has a combination of Lectures, Student Presentations, Case Studies and a live research study that associates theory with practice

Module 1**Business Research**

Concepts – Research skills – Types of research – Manager-Researcher relationship – Limitations of research.

Ethics in Research

Ethical treatment of respondents and subjects

Research Process and Design

Research process - designing study – sampling design – resource allocation and budgets – scheduling of projects

Research Proposal

Purpose – proposal development, types, structuring the proposal – evaluation

Module 2**Measurement**

Nature – data types – sources of measurement differences – characteristics of sound measurement – validity and reliability

Scaling Design

Definition – classification – response methods – rating and ranking scales – Scale Construction – arbitrary scale – consensus scale – item analysis – cumulative scales.

Sources of Data

Primary versus Secondary data – library research – literature review – use of internet

Data Collection Design

Interviewing – personal & telephone – self administered surveys – mail surveys – outsourcing

Module 3**Instrument Design**

Developing Instrument Design – Questionnaire Construction – questionnaire structure – content, wording, sequence, response strategy – Instrument refining

Experimentation

Nature – evaluation – conducting an experiment – Randomised designs - Completely Randomised Design (CRD), Randomised Block Design (RBD), Latin Square Design (LSD), Factorial Design – only applications

Module 4

Data Preparation

Editing, Coding, Data entry, tabulation, Cross-tabulation

Multivariate Analysis – Basic Concepts - Multiple Regression and Factor Analysis – application and interpretation.

Module 5

Multivariate Analysis - Discriminant Analysis – Cluster Analysis – application and interpretation.

Module 6

Report Presentation

Short and long report – Research report components – Report Writing – Presentation – oral and written

Reference Books

1. Business Research Methods – Donald R. Cooper and Pamela S. Schindler *Tata McGraw-Hill*
2. Quantitative Techniques for Managerial Decision making – Shenoy GV, Srivastave UK & Sharma SC, *New Age Publishers*
3. Marketing Research – Rajendra Nargundkar, *Tata McGraw-Hill*
4. Foundations of Behavioural Research – Fred N. Kerlinger
5. Marketing Research – David A. Aaker, V.Kumar & George S. Day
6. Research Methods – Donald H. McBurney
7. Marketing Research – Harper W. Boyd, Ralph Westfall & Stanley F. Stasch
8. Multivariate Analysis – Joseph F. Hair, Rolph E. Anderson, William C. Black & Donald L. Tatham

Objectives

- The course is designed to provide tools for managerial decision-making
- It aims at providing an understanding of the role and relevance of accounting function in an organization and also the basic concepts, techniques and methodologies relevant to accounting function.

Pedagogy

The course is a combination of Classroom Lectures, Problem Solving, Case Studies, Assignments and Exercises

Module 1

Analysis of Financial Statements, Trend analysis, Comparative & Common size statements, Ratio analysis.

Module 2

Financial statement, Interpretation and Ratio Analysis, Types of ratios and its importance. Bases for allocation Funds Flow Analysis, Cash flow Analysis.

Module 3**Budgets & Budgetary Control**

Concepts of Budgets, Advantages, Functional Budgets, Master Budget, Cash Budget, Flexible Budgets, ZBB, Responsibility Accounting, Performance Budgeting.

Module 4**CVP and Break - Even Analysis**

Marginal Costing Marginal Costing, Differential Costing, Special costs for Management decision making, various management decisions such as make/buy decisions, Plant closure decisions, Pricing.

Module 5**Special Topics**

Cost reduction & Cost control, Management Reporting, Strategic Cost Management, Activity Based Costing, Target Costing, Life Cycle Costing.

Reference Books

1. Lyrich : Accounting for Management, *Tata Mc.Graw Hill, New Delhi, 2001*
2. Sharuk and Govinda Rajan: Strategic Cost Management, *Free Press*
3. Khan and Jain: Cost and Management Accounting: *Prentice Hall, 4th Edition, 2001.*
4. Maheswari S.N: Cost and Management Accounting, *Sultan Chand and Co., New Delhi, 6th Edition 2001.*
5. Jain and Narang: Cost Accounting: S. Chand and Co., New Delhi, 7th Editon, 2001

CORPORATE DATABASE MANAGEMENT

MBA 234

2 Credits

Objectives

- To differentiate knowledge, information and data, vital for organization asset management.
- To identify the areas of application of information and providing this facilitation through repository of organizational information.
- To provide control and security of information and provide communication for organizational productivity.

Pedagogy:

The course is facilitated by,

- 1) **Class lectures** concerned to relevant module topics
- 2) **Case studies** on E-R,E-ER and Object Oriented data modeling
- 3) **Student presentation and classroom discussions** on design on at least **six** data modeling cases, based above techniques.

Students will develop a skill to design a database solution for various functionalities like Marketing, Finance and HR in organizations and comment on the advantages it can provide for organizational productivity.

Module 1

Database Concepts

Data Vs Information, definition, traditional processing systems, database approach, advantages of database approach, components of database environment, risks of database approach, evolution of DBS.

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Database concepts, Korth & Sudarsan – *Tata McGraw Hill*

Module 2

Database Applications

Personal computer database, workgroup databases, department databases, enterprise data, inter-organizational database, database for virtual organization etc.

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Introduction to Database Systems, Albert Silberschatz/Henry

Module 3

Database Management

Information analysis and architecture, information engineering, logical design Vs physical design, E-R Modeling, data flow analysis, Implementation and maintenance and DBA.

Module 3

Database Management (contd...)

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Database concepts, Korth & Sudarsan – *Tata McGraw Hill*

Module 4

Data Warehousing and Data Mining

Concepts in data warehousing, architecture, data transformation, OLAP, data mining, tools, techniques, application and data visualization

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Database concepts, Korth & Sudarsan – *Tata McGraw Hill*

Module 5

Data Communication

Communication media, wireless communication and mobile computing, communication hardware, network architecture, data processing, centralized Vs distributed processing, enterprise networking, communication process and application.

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Database concepts, Korth & Sudarsan – *Tata McGraw Hill*
3. Network Communications Technology- Thomson Learning-Elahi

Module 6

Control and Security of Information

Security threats, system vulnerability and hazards, computer crimes, data security and access control, communication and application control, disaster recovery planning, risk management, information privacy.

Reference Books

1. Modern Database Management System, Jeffrey A. Hoffer, Mary B.Prescott and Fred R. McFadden..
2. Database concepts, Korth & Sudarsan – *Tata McGraw Hill*

Module 7

Knowledge Management

Knowledge, characteristics of KM, conceptual framework, knowledge conversion, knowledge transformation, KM technology, building knowledge, managing knowledge.

Reference Books

1. Knowledge management, Natarajan - *Tata McGraw Hill*

Objectives

- To expose students to an overview of an exchange based economy and draw out the relationship between crucial macroeconomic variables like the level of income, employment, prices investment, money supply
- To ensure that the students understand the implications of government policy measures in this context.
- To provide the students with a fundamental knowledge of the Indian economy on the basis of which business decisions can be made
- To familiarize the participant with the macro economic environment in India, which influence business decision-making

Pedagogy

The course is facilitated by class lectures, case studies, student presentation and classroom discussions

Module 1**An Introduction to Macro Economics**

Measuring Domestic output, National Income, and the price level.

Module 2**Macro Economic Instability, Unemployment and Inflation**

Building the aggregate expenditures model.

Module 3**Aggregate Expenditures, the Multiplier, Net exports and government**

Aggregate Demand and Aggregate supply.

Module 4**Fiscal policy**

Monetary policy

Module 5**Economic growth**

Budget Deficits and the Public Debt

Module 6**The Economies of Developing Countries**

Indian Economy: Characteristics, Agriculture, Industry and the service sector- Changing scenario- Trade and Trade policies- Monetary and fiscal policies in India- Planning in India.- Public sector in India- Structural adjustments since 1991- Implications for business, Future scenario- Union Budget

Reference Books

1. Dornbuseh and Fisher- MacroEconomics.
2. A Guide to Keynes- A.H. Hansen
3. Elizabeth Bogan, Joseph Kiernan- Macro Economics – Theories and Applications
4. Bhavichand and Fisher – Lectures on Macro Economics

5. Indian Economy – Agarwal and Singh
6. Indian Economy – Sundaram and Dutt
7. Indian Economics- I.C. Dhingra
8. Indian Economics- S.K. Ray

Objectives:

- This course aims to develop basic conceptual knowledge of marketing in decision making.
- To make students aware that decision making for marketing managers requires understanding the buyers, the internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions.
- To familiarise concepts of developing a product, manage product lifecycles, pricing & channel decisions.

Pedagogy:

This course requires the use of a judicious mix lecture sessions, case studies, assignments, presentations as well as in-class exercises and simulations.

Module 1: Marketing Management: Definition, Scope, Core Marketing Concepts, Company Oriented towards the market place, marketing process.

Module 2: Marketing Environment (Macro): Demographic, Economic, Natural, Technological, Political-Legal and Social-Cultural.

Module 3 : Consumer Buying & Organisational Buying Behavior

Module 4 : Segmentation, Targeting, Positioning

Module 5: Product: Product, Product mix, Product line decisions, brand decision, Packaging and Labeling, New product Development process, product life cycle Stage.

Module 6: Price: setting the price, adopting the price.

Module 7: Channels – Channel Design decision, Channel-management decisions, Channel Dynamics. Retailing

Module : 8

Contemporary marketing - Integrating the course

Reference Books:

1. Marketing Management by Philip Kotler
2. Marketing Management – Planning, Implementation and Control The Indian Context by V.S. Ramaswamy and S. Namakumari
3. Marketing in India- Cases and Readings by S. Neelamegham
4. Marketing Management by S.A.Sherlekar
5. Czinkota MR and Kolabe – Marketing Management – Thomson/South Western,
6. Paul Pefer and James H. Donnelly: Marketing Management, McGraw Hill, New Delhi

Internet sites

www.marketingprofs.com

www.marketingmag.com

Objectives

To emphasize the importance of the service industry which is going through a period of revolutionary change

Pedagogy

Class room sessions will be a combination of lectures, conceptual discussions on chosen current situations, and cases: Presentations and discussions.

Module 1**Understanding Services**

Distinctive aspects of services marketing - Developing Frameworks for Analyzing Services, The customer experience.

Module 2**Strategic issues in Services Marketing**

Positioning a service in the market place, Targeting customers and Building customer relationships. Managing Demand.

Module 3**Tools for Service Marketers**

Creating and delivering Services, Adding value to core products with supplementary services. Developing pricing strategies. Promoting services.

Module 4**Challenges for Senior Management**

Enhancing value by improving Quality and Productivity, Customer – Service function
Implementing Marketing effort. Globalizing Services Marketing.

Reference Books

1. Service Marketing: Christopher H. Lovelock
2. Services Marketing: Hellen Woodruffe
3. Service Marketing: Roland T. Rust

Objectives

- Business laws in the Market economy in the light of constitutional guidelines and judicial approach.
- To integrate international law relating to Business laws in India and the impact of W.T.O on Indian business.

Pedagogy

The course is facilitated by class lectures, case studies, student presentation and classroom discussions

Module 1**Mercantile or Business Law**

Meaning and Nature of Law

Module 2**Law of Contract**

Law of Contract; Consent and Free Consent; Consideration; Capacity to Contract; Performance of the Contract.

Module 3**Contract of Guarantee and Indemnity**

Contract of Guarantee and Indemnity; Rights and Discharge of sureties; Contract of Indemnity

Contract of Bailment

Contract of Bailment: Duties and Rights of Bailee; Contract of Bailment: Duties and Rights of Bailor and Termination of Bailment

Contract of Agency

Contract of Agency-Kinds of Agency and Agents: Duties and Rights of an Agent: Principal's duties to the Agent and Termination of an Agency.

Module 4**Sale of Goods Act**

Law of Sale of Goods-Essentials of a Contract of Sale and Classification of Goods; Conditions and Warranties; Unpaid Seller and Remedies for Breach of a Contract.

Module 5**Negotiable Instruments Act**

Law of Negotiable Instruments: Meaning and Essential Elements of Negotiable Instrument; Bill of Exchange and Promissory Note; Holder and Holder in due course; Discharging of Negotiable Instrument and Liability of Parties; Dishonour of Negotiable Instrument.

Module 6**Company Law**

Elements of Company Law: Company and its Incorporation: Company management and winding up.

Module 7

Corporate Governance Concepts

Corporate Governance; Desirable Codes for Corporate Governance: Effective Corporate-Governance: International Experiences

Reference Books

1. P.M. Bakshi: The Constitution of India.
2. K.C.Gopalakrishnan: Legal Economics – International Dimensions of Economics and law, Eastern Book Company, Lucknow
3. P.M. Bakshi : The Environment Protection Act 1986, 1992
4. K.K.Nayak : Consumer Protection law in India- AN Eco Legal Treatise on Consumer, 1991
5. P.M. Bakshi : Environmental Law – procedural - P.M. Bakshi 1993, Intellectual property India Trends, 1992.
6. P.M. Bakshi: The Air (Prevention and Control of Pollution Act 1981)
7. P.M. Bakshi: The Water Prevention and control of Pollution Act 1974.
8. S.S. Ujjanwar: Law of Contract, 2000. Eastern Law House Calcutta.
9. Ray August: International Business Law – Second edition – Prentice hall – New Jersey.
10. Miller and Jeutz: Business law To-day, West Publishing Company, St.Paul MN, U.S.A. 1988
11. N.H. Jabwala: The law of contract, 1996, C, Jamunadas & Co. Bombay.
12. N.H. Jabwala: The Sales of Goods Act,, C, Jamunadas & Co. Bombay.

CURRICULUM

YEAR - I

Trimester – III

HUMAN RESOURCE MANAGEMENT

MBA 331

2 Credits

Objectives

- To enhance the students awareness of Human resource and how it is the core competency of any organization to achieve a competitive advantage in a turbulent environment.
- To aid students in their understanding of the complexities involved in HRM and augment skills to effectively manage human resource.

Pedagogy

The course will be facilitated adopting methods such as structured discussions, role-plays, cases, processed feedback, structured experiences, lectures, Management games and presentations. Individual assignments and group tasks will also be part of this course.

Module 1

Human Resource Management

Concept: Meaning, Objectives, Scope, Functions, models of HRM, Corporate strategies & HRM.

Human Resource Management in changing environment

Human Resource Management in India and present day scenario. Strategic HRM, skills and competencies of HR professionals.

Module 2

Human Resource Planning, Job Analysis and Design

Definition, Objectives scope and importance, Methods of forecasting, Job analysis – objectives, process and methods, job description, job specification, job evaluation and job design.

Module 3

Recruitment, Selection, Socialization and Retention

Meaning and objectives, sources and constraints of recruitment, Selection process, Methods of selection, reliability and validity of test, meaning and importance of socialization, methods of socialization. And retention of employees.

Module 4

Human Resource Development

Meaning, Objectives and scope of Human Resource Development in India. Methods for training workers & managers, problems & challenges of training and development in India, Evaluation of training effectiveness. Career development

Module 5

Performance Management & Appraisals

Meaning, Objectives, scope & purpose, Appraisal process, methods for evaluating performance, problems & challenges in appraisal, feedback & coaching, career planning & succession planning.

Module 6

Wage & Salary Administration

Definition and objectives, theory of wages, methods for computing value & worth of jobs, components of worker compensation, components of executive compensation. Problems & challenges in promoting equity in compensation & reward systems.

Module 7

Industrial Relations- Basic Concepts

Meaning and importance of industrial relations, Trade Unions, Collective Bargaining and Workers' Participation in Management.

Reference Books

1. P. Jyothi and D.N. Venkatesh, Human Resource Management, *Oxford University Press, 2006.*
2. Decenzo D.A, Robbins S.P, Human Resource Management, *John Wiley & Sons 1999*
3. Fisher, C.D, Schoenfeldt, L.F, Shaw J.B, Human Resource Management, *Houghton Mifflin Company, 1997.*
4. Mathis R.L, Jackson J.H. Human Resource Management, *South Western – Thomson Learning 2000.*
5. VSP Rao, Managing People, *Amexcel Publishers private Ltd., 2000*
6. Arun Monappa, Personnel Management & Industrial Relations.
7. C.S. Venkataratnam, & B.N Srivastava – Personnel / Human Resource Management
8. M.N Rudrabasavaraj , Dynamic Personnel Administration, *Himalaya Publishing House, 2000.*
9. Industrial Relations, Trade unions and Labour Legislation, P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar.

Objectives

- The course offers a fundamental framework for information systems application in organization.
- It identifies the various information systems solution for vertical and horizontal workflow of business operations.
- It provides an opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization

Pedagogy:

The course is facilitated by,

- 4) **Class lectures** concerned to relevant module topics
- 5) **Case studies** on Functional and Cross Functional Information Systems.
- 6) **Student presentation** and **classroom discussions** on design an MIS solution for various managerial functions like,
 - a. Operations
 - b. Marketing
 - c. Financial Accounting
 - d. Human Resources.

Module 1:- Introduction to Information Systems

Concept of Systems, Information Systems, CBIS, Management framework for information Systems, Evolution of Information Systems, Information Technology Infrastructure, Information Systems & Business.

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*
3. *Management Information Systems (Managerial Perspective)*, D.P.Goyal-Macmillan
- 4.

Module 2:- Classification of Information Systems

Office Automation systems, Transaction & Analytical processing systems, Managerial Information Systems, group support systems, Decision support systems, Expert systems

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*

Module 3:- Information Systems & Business applications

Operational Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing. Tactical Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing. Strategic Information systems: Human Resources/ Financial Accounting/ Operational/ Marketing.

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*
3. *Management Information Systems (Managerial Perspective)*, D.P.Goyal-*Macmillan*

Module 4:- Enterprise-wide Information Systems

ERP systems, Logistics & Supply chain systems, Customer Relationship systems, Knowledge management systems, Database systems, Data warehousing & Data mining systems, E-Business, Strategic management Systems, Extended ERP systems

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*
3. Management Information Systems, Post Anderson – *Tata McGraw Hill*
4. *Management Information Systems (Managerial Perspective)*, D.P.Goyal-*Macmillan*

Module 5:- Information Systems Analysis & Design

Planning of Information Systems, Systems development Life Cycle, Information requirement analysis, Justifying Information systems, Systems Analysis, Systems design, Information systems implementation & maintenance

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*
3. Management Information Systems, Post Anderson – *Tata McGraw Hill*

Module 6:- Management of Information Systems

Organizing data processing, Effective organization of Information processing, roles & responsibilities of Information Systems professionals, User-developed applications, Management of End-user computing

Reference Books

1. Management Information Systems, Kenneth C.Laudon and Jane P.Laudon-Prentice-Hall India.
2. Management Information Systems, O'Brein – *Tata McGraw Hill*
3. Management Information Systems, Post Anderson – *Tata McGraw Hill*
4. *Information Systems for Management*, Lucas – *Tata McGraw Hill*
5. *Information Technology for Management*, Turban, Mclean – *Wiley*
6. Management Information Systems, Schultheis – *Tata McGraw Hill*

Objectives

- To provide an understanding of the financial policies and issues of an organization. The major emphasis of the course will be on financing, investment and distribution decisions.
- It also aims at familiarizing the firm with the valuation of firm and developing skills for interpretation of business information and application of financial theory incorporate investment decision, with special emphasis on working capital management.

Pedagogy

Solving problems and learning; Applications through Case Studies, Presentations

Module 1

Activities of Financial Management, Risk & Return trade-off, Indian Financial System - Markets, institutions & instruments -Regulatory framework. Basic Techniques of Financial Management -Time value of Money

Module 2**Sources of Finance**

Long Term Sources (Shares, Bonds, Term Loans), Working Capital sources - Miscellaneous topics

Module 3**Working Capital Management**

Operating Cycle, A/R Management, Cash Management, Determinants of Working Capital

Module 4**Investment Decisions**

Capital Budgeting - Basics, Cash Flows Various techniques (NPV, IRR, ARR), Risk & Sensitivity analysis, Decision Tree, Cost of Capital

Module 5**Capital Structure**

Leverages, Capital Structure Theories (NI, NOI, M&M), Planning the Capital Structure EBIT-EPS, ROI-ROE analysis- Trading on equity, capital gearing & leverage are included.

Module 6**Dividend Decisions**

Dividend Theories (Walter, Gordon, M& M), Dividend policies in practice
Dividends, Bonus shares

Module 7

Special Topics

Leasing, International Finance – Leasing – only theory, International finance – fundamentals like forex market, types of rates & participants and risk management in forex

Reference Books

1. Brealey and Myers: Principles of Corporate Finance, *McGraw Hill, New York, 1991.*
2. Prasanna Chandra: Financial Management- Theory and Practice: *Tata – Mc.Graw Hill, 5th edition, 2001.*
3. Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management 9th edition, *Hart Court Asia Pvt. Ltd., 2001.*
4. Pandey I.M: Financial Management: *Vikas Publishing House, New Delhi, 1999.*
5. Banerjee A.S.K: Financial Management, *S. Chand & Co., New Delhi, 2nd edition, 1999.*
6. Van Horne J.C.: Financial Management and Policy, *Prentice Hall of India, New Delhi, 11th Edition, 2002.*
7. Vij Madhu: Multinational Financial Management, *Excel Books, New Delhi, 110028, 2001*

Objectives

- The real challenge faced by managers is making decisions in uncertainty – their prime objective being resource optimisation
- To provide a conceptual understanding of the role operations research plays in the decision making process
- To create a scientific approach to problem solving, formulation and choice of optimal solutions under competitive environments

Pedagogy

Classroom Discussions, Problem Solving and learning; Applications through Case Studies, Presentations

Module 1**Introduction to Operations Research**

Evolution – Importance – Scope & Impact on Business – Models – by function; by structure; by environment – limitations of OR techniques

Linear Programming

Introduction to LP – Formulation, Graphical Method – Multiple optimal solution, Duality Theory – Formulation of large LPP – Interpretation

Module 2**Transportation Problems**

Nature & Scope – Optimal Solution – North West Corner rule – Matrix minima method – VOGEL's Approximation Method (VAM) – Test for optimality – Modified Distribution Method (MODI) - Unbalanced Transportation problems

Assignment Problems

Hungarian Method – Unbalanced assignment – Maximisation in assignment - Travelling Salesman problem – Flight Assignment

Module 3**Game Theory**

Introduction – Definition – Payoff – Types of games – 2 person zero sum game – Theory of games – Maximin, Minimax principle; Saddle point theorem – Only application

Module 4**Sequencing**

Processing 'n' jobs through 2 and 3 machines

Simulation

Introduction – Random Number generation – Monte Carlo Technique – Application

Module 5**Replacement**

Replacement of items that deteriorate with time – value of money does not change – value of money changes with time. Replacement of equipment that fails completely.

Queueing Theory

Features of the Waiting Line system – Kendall's Notation – Queueing models – Single Channel / Infinite capacity

Module 6

Network Models

Introduction – Components – Events, Activities, Precedence, Errors, Dummies – Network Construction – Fulkerson's Rule – Time Analysis – Program Evaluation Review Technique (PERT) – Critical Path Method (CPM) – Float and Slack Times – Time Cost Optimisation Algorithm – Crashing

Reference Books

1. Operations Research – S. Kalavathy, *Vikas Publishing House*
2. Introduction to Operations Research – Frederick S. Hillier & Gerald J. Lieberman, *Tata McGraw Hill*
3. Problems in Operations Research – Prem Kumar Gupta & D. S. Hira, *S. Chand & Company*
4. Resource Management – N. G. Nair, *Vikas Publishing House*
5. An Introduction to Management Science, Quantitative Approaches to Decision making – David R. Anderson, Dennis J. Sweeney & Thomas A. Williams, *Thomson Learning*
6. Quantitative Techniques for Managerial Decision making – U. K. Srivastava, G. V. Shenoy & S. C. Sharma, *Wiley Eastern Ltd*

Objectives

- To familiarize the students with the concepts of production and operations management systems.
- To appraise customer expectations of quality and relationships and to update technology to meet global competition and
- To understand functions of inter relation departments and decisions involved therein.

Pedagogy

The course is facilitated by class lectures, case studies, student presentation and classroom discussions.

MODULE 1. Managing Operations in the Global environment

Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.

Operations Strategy and Competitiveness: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.

MODULE 2. Demand Forecasting

Quantitative and Qualitative Forecasting Models, Selecting, Monitoring and Controlling a Forecasting Model.

MODULE 3. SYSTEM DESIGN**Planning the Strategic use of Resources**

Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Process Analysis- Examples, Process Throughput Time Reduction Deciding among processing alternative and relevant cases and plant visits

Product Design and Process Selection-Manufacturing: The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Global Product Design and Manufacturing, Measuring Product Development Performance

Product Design and Process Selection-Services: The Nature of Services, An Operational Classification of Service, Applying Behavioral Science to Service Encounters, Designing Service Organizations, Structuring the Service Encounter, Service-System Design Matrix, Service Blueprinting and Staffing.

Facility Location: Plant location methods- (Factor rating, Transportation method, Centroid method) Locating service facilities

Facility Layout: Basic Production Layout Formats, Process Layout, Product Layout,

Group Technology (Cellular) Layout, Fixed-Position Layout, Retail Service Layout, Office Layout. Automated production Systems, Automation, Software for Automation, Issues and deciding among alternatives-

Strategic Capacity Management: Capacity Management in Operations, Capacity Planning Concepts, Capacity Planning, Planning Service Capacity

MODULE 4. Managing Operations in the Supply Chain

Supply Chain Strategy: Supply Chain Strategy, Measuring Supply Chain Performance, Supply Chain Design Strategy, Outsourcing, Design for Logistics, Global Sourcing, Mass Customization. Purchasing, Logistics and Warehousing, Benchmarking and E-Business and Supply Chain Management. JIT and Lean Manufacturing

MODULE 5. Inventory Management and Scheduling

Aggregate Sales and Operations Planning: Overview of Sales and Operations Planning Activities, The Aggregate Operations Plan, Aggregate Planning Techniques, Yield Management Master Production Scheduling, Types of Production Planning and Control

Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, Fixed -Order Quantity Models, Fixed-Time Period Models, Miscellaneous Systems and Issues Opposing views. ABC, EOQ, VMI Computers in Inventory Planning Resource Planning

Material Requirements Planning: Where MRP Can Be Used, Master Production Schedule, Material Requirements Planning System Structure, MRP Examples and ERP

Operations Scheduling: Manufacturing Execution Systems, The Nature and Importance of Work Centers, Priority Rules and Techniques, Shop-Floor Control, Personnel Scheduling in Services.

Waiting Line Management: Economics of Waiting Line Problem, The Queuing System, waiting line methods.

Just-in-time and Lean Systems: JIT Logic, The Toyota Production System, JIT Implementation Requirements, JIT in Services

MODULE 6. Management of Quality

Operations Quality Management: Nature of Quality, Traditional Quality Management, Modern Quality Management,

Total Quality Management: Total Quality Management, Quality Specification and Quality Costs, Six-Sigma Quality, The Shingo System: Fail-Safe, ISO 9000

Maintaining Effective and Efficient Operations: Quality Control-Statistical Concepts,

Control Charts, Acceptance Sampling and Computers in quality control and Quality Control in Services. Work Measurement, Learning Curves, Employee Productivity and Methods Analysis, Maintenance Management-Preventive maintenance programs, Machine Reliability, Repair Programs, TPM, Trends in Maintenance and Maintenance in Services

Quality Management in Services , TQM Awards,

MODULE 7. Project Management

Introduction, Structuring Projects, Work Breakdown Structure, Network-Planning Models, Time Cost Models, Managing Resources

Detailed Curriculum

Topic/Text Book Chapter	Chase	Gaither & Frazier	Stevens on	Adam & Ebert	Buffa & Sarin	Heizer & Render	krajewski
Introduction	1	1	1	1	1	1	1
Strategy and Competitiveness	2	2	2	2	22,23	2	2
Demand Forecasting	13	3	3	3	4	4	13
Process Analysis	5	4	7	4		7	3,4
Product design and process selection --Manufacturing	4,6	4,5	4,6	4	2,15	5	4
Product design and process selection --Service	7	4	4,6	4	3,15	5	4
Facility Location	11 Technical Note	5	8	6	18	8	10
Facility Layout	6 Technical Note	5	6	7	20	9	10
Strategic Capacity	11	8	5	5	17	7	6

Management							
Supply Chain Strategy	10	11	16			11	9
Aggregate Sales and Operations Planning	14	13	12	10	8	13	14
Inventory Management	15	14	11	12,13	5	12	15
MRP/ERP	16	15	13	14	6	14	16
Operations Scheduling	17	9,16	15	11	10	15	17
Waiting Line Management	7 Technical Note		18		16	Supplement D	Supplement Chapter 6
JIT & Lean Systems	12	12	14	15	14	16	11
Operations Quality Management	8	7	9	16	12	6	5
TQM	8	7	10	15	14	6	5
Quality Control	Technical Note 8	17	10	17	13	6	5
Maintenance Management	9	19	Supplement Chapter 14	15	12	17	
Project Management	3	10	17	9	11	3	8
Productivity, Job Design, Work Measurement, Learning Curves	Technical Note 4, 5 Chapter 5	18	7	8	19	1,10,Supplement E	1

Cases and Exercise.

RECOMMENDED TEXT BOOKS

1. Richard B Chase, Nicholas J Aquilano, and F Roberts Jacobs. **Operations**

Management for Competitive Advantage Tata McGraw Hill, New Delhi.
11th Edition.

2. Lee J Krajweski and Larry P Ritzman. **Operations Management**, Processes and Value Chains, Pearson Education.Delhi.2002. **7th Edition**
3. Gaither, N & Frazier, G: **Production & Operations Management**, Thomson Learning 2002. **9th Edition**
4. Stevenson WJ : **Production and Operations Management**, Irwin, Mc.Graw Hill, **9th Edition**
5. Jay Heizer, Barry Render, **Operations Management** Pearson Education **8th Edition**
6. Elwood S. Buffa and Rakesh K. Sarin. **Modern Production/Operations Management**, John Wiley & Sons, **8th Edition**
7. Adam & Ebert, Prentice Hall

Objectives:

This course objective is to sharpen the analytical skills and to bring in application perspective of the concepts that have been earlier learnt. The focus is more towards marketing arithmetic touching upon ROI, practical pricing methods etc. Also equal weightage to be given to familiarize on marketing strategy, planning & competition

Pedagogy:

This course requires the use of a judicious mix lecture sessions, case studies, assignments, presentations as well as in-class exercises and simulations.

Module 1: Marketing Strategy Planning

What are marketing strategic plan, Selecting a market oriented strategy, Creative strategic plan, Implementing & controlling market plans?

Module2 : Dealing with competition

Identifying competitors, Analysing competitors, Designing competitor intelligence systems, Designing competitive strategies

Module 3: Advertising, Sales Promotion, Public relations, Publicity, Personal selling, Direct Marketing

Introduction to Advertising, Sales Promotion, Public relations, Publicity, Personal selling. Objectives, Role, Strategies, Budget decisions, Messages decisions & Media decisions

Module 4: Managing marketing effort

Marketing organization, Marketing implementation, Evaluation & control

Module5 :Marketing Arithmetic

Understand components of an operating statement, how to compute stock turn rate, How to compute mark ups & mark downs, ROI, understand law of diminishing returns,

Module 6:Computer aided problems

Revenue cost and profit relationship, competitor analysis, demographic analysis, branding decision analysis, total distribution cost analysis, sales compensation analysis Sales promotion analysis, marketing cost analysis, creativity

Module 7: Case Studies

Competition, Product decisions, Pricing, Channel decision, integrated marketing communication

Reference Books

1. Marketing management - Jerome McCarthy

CURRICULUM

YEAR - II

Trimester - IV

Objectives

The course gives participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations.

Module 1**Introduction and Overview of Strategic Management**

Nature and Scope - Elements in Strategic Management Process - Understanding strategy development process in organization and the learning organization - Role of managers at various levels - Vision, mission, values, ethics and social responsibilities - Strategic groups including the five forces model and its limitations - Benefits of strategic approach to managing - Crafting a strategy

Module 2**External & Internal Environment**

National & global scenario - SWOT analysis - Competitive advantages and generic building blocks - Durability of competitive advantages

Module 3**Value Chain Concept and Analysis**

Superior efficiency, quality innovation and customer responsiveness - Competitive strategy at function level, business level & investment level-Strategy in fragmented industries, matured industries in global context

Module 4**Integration, Diversification, Mergers and Acquisitions**

Upstream and downstream integration - Related and unrelated diversification - Business alliances, acquisitions and joint ventures in Indian and international context - Pursuing competitive advantage by competing globally - Competing in emerging foreign markets - Strategies for local companies in emerging markets

Module 5**Strategic Change Management**

Turn around Management and management of strategic change including SBUs
Restructuring politics, power and conflict - Core competence as a tool

Module 6**Strategies**

Training strategy to fit specific company and industry situations - Strategies for competing in emerging industries of the future - Strategies for competing in turbulent markets - Strategies for maturing, declining, fragmented weak and crisis ridden industries

Module 7

Implementation & Control

Corporate culture and leadership - Designing organization structure
Strategic control systems - Matching structure and control

Module 8

Current issues of strategic management

Global issues of 21st century - Strategic Audit - Issues in Non-profit Organizations
Managing Technology & Strategy - a Perspective

Reference Books

1. Arthur A Thomson and A J Stickland, Strategic Management, *Tata McGraw Hill*
2. John A. Pearce and Richard B. Robinson, Strategic Management - Strategy Formulation and Implementation, *AITBS Publishers and Distributors*
- 3 Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory, Integrated Approach, *All India Publishers & Distributors*
4. David Hunger and Tomas L Wheeler, Strategic Management, *Addison Wesley*
5. Gerry Johnson and Kevan Scholes, Exploring Corporate Strategy - Texts and Cases, *PHI*
6. Lawrence and Glueck, Strategic Management & Business Policy, *McGraw Hill*
7. R. Srinivasan, Strategic Management - The Indian Context, *PHI*

TOTAL QUALITY MANAGEMENT

MBA 432

2 credits

Objectives

- To assist in developing concepts, knowledge and skills for an integrated approach to Quality Management
- To expose to the latest tools and techniques in effective decision-making.
- To familiarize with the current practices in the field of TQM.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

An Overview - Quality Definition - Quality, Price, Value Relationship - Hardware and Software Aspects of Quality

Module 2

Quality Philosophies - Deming “14 Points” - Juran : Trilogry” - Crosby “Zero Defect” - Ishikawa “Next One in the Operation is the Customer”

Module 3

Cost of Quality - Discretionary Cost: - Prevention – Appraisal - Consequential Cost: Internal Failure - External Failure

Module 4

Total Quality Management – Concept - Comparison with Traditional Quality - Implementation of TQM - Malcolm Bald Ridge Award - TQM in Education

Module 5

Management tools for quality

Module 6

Technical tools for quality - Techniques for general use, for on-line quality control, for off-line quality control

Module 7

Kaizen - Concept of Waste Elimination - Various Forms And Causes of Waste - Kaizen Approach - Benefits

Module 8

Quality Systems - ISO 9000

Module 9

Benchmarking

Module 10

Business Process Re-engineering

Reference Books

1. N. Logothetis – Managing for Total Quality – from Deming to Taguchi and SPC
2. Debashis Sarkar – The Managers Handbook for Total Quality Management
3. S.M. Sundera Raju – Total Quality Management: A Primer

ENTERPRISE RESOURCE PLANNING

MBA 433

2 credits

Objectives

The course offers a fundamental framework for Enterprise Resource Planning (ERP) in an organization and making the students,

- It identifies the various information systems solution for vertical and horizontal workflow of business operations.
- It provides an opportunity for managers to plan, analyze and design information system solutions for various functionalities of the organization
- To orient towards understanding the business processes which can be integrated in a seamless chain through various Business Suits.

Pedagogy:

The course is facilitated by,

- 7) **Class lectures** concerned to relevant module topics
- 8) **Case studies** on Functional and Cross Functional Information Systems.
- 9) **Student presentation** and **classroom discussions** on use of an ERP solution for Various managerial problems of an organization in,
 - e. Operations
 - f. Marketing
 - g. Financial Accounting
 - h. Human Resources.

Module topics:-

Module 1:- Concept and Benefits of ERP

Definition of ERP, ERP potential in Business transformation, Demand of ERP, Evolution, Modules ERP Modules, Benefits of ERP

Reference Book:

01. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (MacMillan)
02. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

Module 2:- Building Business cases for ERP

Roles of ERP, Need for ERP, Gap analysis, Competitive Environment analysis, Strategic needs analysis, Feasibility analysis, ERP Project life Cycle, Cost elements

Reference Book:

01. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (Macmillan)
02. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

Module 3:- Comparative analysis of ERP Software.

The ERP market, Introduction to SAP, Modules of SAP, SSA Global, BAAN, IFS, The ERP product life cycle, The magic quadrant, Functional and technical features comparison.

Reference Book:

01. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (Macmillan)
02. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

Module 4: ERP enabled Business Process re-engineering - Is Re – Engineering Necessary?, Business process re-engineering, Implementing BPR -BPR characteristics and steps, ERP and BPR, ERP modeling in BPR, Work flow management, Business case, Five stage AS-IS/TO- BE Analysis

Reference Book:

1. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (Macmillan)
2. ERP – Ellen Monk and Bret Wagner, Thomson
3. ERP – Alexis Leon, *Leon Publishers*
4. Reengineering the corporation-Hammer, Michael and Champy, James

Module 5:- ERP implementation Project Management

IT infrastructure Planning and methodology, ERP implementation lifecycle, ERP with respect to small and medium enterprises (Indian Perspective), Issues in ERP Project management

Reference Book:

01. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (Macmillan)
02. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

Module 6:- Managing ERP-ES Enabled Change

Introduction, Planning for integration, Change management Strategies, transformation of IT Function

Reference Book:

01. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli (Macmillan)
02. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

Module 7:- ERP-ES enabled best Business Practices.

Best business cases of at-least one in each of,

- a) Metal Industry
- b) Assembly line Industry
- c) Service Sector/Industry ERP enabled practices and actual benefits accrued.

Reference Book:

1. Enterprise Resource Planning –Mahadev Jaiswal and Ganesh Vanapalli(Macmillan)
2. ERP – Ellen Monk and Bret Wagner, Thomson
03. ERP – Alexis Leon, *Leon Publishers*

M 1 - CONSUMER BEHAVIOUR	
MBA 461	2 Credits

Objectives

- To examine the nature of Consumer behaviour
- To analyse the application of Consumer Behaviour with regard to formulation of - marketing strategy
- To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
- To analyse the decision making process of the consumer.

Pedagogy

This course requires the use of a judicious mix lecture sessions, case studies, assignments and class presentations

Module 1

What is Consumer Behaviour - Role of Consumer Behaviour in Marketing -Development of Consumer Behaviour field, Consumer behavioural models - Howard-Sheth model of Buying Behaviour

Module 2

Consumer as an Individual- Consumer Needs and Motivation. Meaning of Motivation; Needs and Goals ; Dynamic Nature of Motivation; Types & Systems of Needs- Maslow's Hierarchy of needs- McClelland's Theory of Need Achievement-Vroom's Expectancy theory-Freud's Psychoanalytical theory

Personality & Consumer Behaviour

Meaning and nature of Personality ; Freudian & Trait theories of Personality; Self Concept - Self Images; Lifestyle and AIO inventories; Brand Personality

Consumer perception

Meaning and dynamics of Perception – Absolute and Differential threshold; Selective Perception; Consumer Imagery-Brand Image; Perception of Quality; Perception of risk; Perceptual Organisation; Categorization, Inference.

Learning & Cognitive Process

Meaning of Learning; Behavioural Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty

Consumer Attitudes

Nature and function, Attitude formation; Structural Models of Attitude-Tricomponent and Multi-Attribute model-TORA, Attitude Change-Multiattribute and ELM and Cognitive Dissonance

Module 3

Consumer in their social and cultural setting

Group dynamics & Reference groups, Meaning of reference groups; Influence of reference groups on consumer behaviour; Types of reference groups, Implications for Marketing

The Family

Concept and functions of family; Importance of family in Indian context, Family decision making; Role conflict and its resolution; Family Life Cycle, Consumer socialization, Role of children.

Social Class and Consumer Behaviour

Meaning and measurement of Social Class; Lifestyle profiles of social classes; Implications of social class on Consumer behaviour.

Culture and Consumer Behaviour

Meaning and characteristics of culture; Measurement of culture, Values-Terminal and Instrumental values; Rokeach - Indian core values; Impact of value on consumer behaviour; ACV Laddering,

Module 4***Consumer decision making process***

Personal influence & Opinion leadership Process - Meaning, dynamics and measurement of opinion leadership – A profile of the Opinion leader; Interpersonal flow of communication; Opinion leadership and firm's promotional strategy - Diffusion of Innovations; Types of Innovations; The Diffusion process-consumer and industrial; The adoption process; Product characteristics and consumer resistance; Diffusion enhancement strategies; A profile of the consumer innovator.

Consumer Decision making

A model of consumer decision making; Problem recognition and Information Search; Evaluations-Compensatory and non-compensatory; Conjunctive; Disjunctive and Lexicographic choice rules; Purchase-Store choice; Post purchase Process – Dissonance; Satisfaction/dissatisfaction; Attribution theory; Dis-satisfaction responses; Disposal behaviour.

Module 5***Other dimensions of Consumer Behaviour***

Relationship Marketing - Meaning of relationship marketing, Implications, Consumerism and Public Policy Meaning, Rights of Consumers; Institutions and their role; Ethical, Safety and environmental issues; Consumer protection acts, Consumer Behaviour and E-business, On line buyer behaviour; Consumer decision making process on the Net. Consumer Research with special reference to syndicated research

Module 6***Role of Research in consumer Behaviour***

Motivational research, Attitude measurement; Satisfaction measures.

Reference Books

1. Schiffman, L. G., and Kanuk, L. L., Consumer Behavior, *Prentice-Hall, 7th Ed., 1999 & Pearson Education (Low Price Edition 2003)*.
2. Henry Assael, Consumer Behaviour & Marketing Action – *Thomson Learning – 6th Edition 2001*
3. Engel James F., Blackwell, Roger D., & Miniard, Paul W., Consumer Behaviour – *Thomson Learning 2001*
4. Solomon, M.R., Consumer Behaviour, *Prentice-Hall, 4th Ed., 1998*
5. Hawkins, D. I., and Best, R. J., Consumer Behavior: Implications for Marketing Strategy, *Irwin ,8th Edition, 2002*.
6. Loudon and Della Bitta Consumer Behaviour-Concepts and Applications, *4th Edition Tata McGrawHill,2002*.

F1 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**MBA 462****2 credits****Objectives**

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with a conceptual and analytical framework of different financial instruments, their risk and returns and strategies in managing funds.
- To familiarize students with portfolio management techniques that challenge a financial manager.

Pedagogy

Analysis of various companies valuation, excel spreadsheet based exercises on portfolio construction, case studies and presentations.

Module 1**Introduction to Securities and Investment**

Concept – investment v/s speculation – arbitrage - gambling – investment objective – investment process - investment constraints - investment strategy - selection of securities - buying, selling, and holding decisions and strategies – Market indices - credit rating and agencies - credit rating and their functions, working and operations

Module 2**Risk and Return**

Expected return – historical return - Systematic and unsystematic Risk – beta coefficient – CAPM – SML and CML – factor model and arbitrage pricing theory

Module 3**Security Analysis**

Fundamental analysis – economic analysis – economic forecasting – indicators - Industry analysis – classification schemes – Industry life cycle - Company analysis – measuring earnings – forecasting earnings – Technical analysis – charting – different tools for technical analysis – efficient market Hypothesis

Module 4**Financial Instruments**

Corporate bonds – government bonds – special bonds – Bond returns and systematic risk - unsystematic risk – Bond Management strategy - Preference shares – valuation analysis – Equity Shares – Dividend policy – equity valuation and analysis – Money market instruments

Module 5**Derivatives**

Financial derivative markets – global perspectives – Indian context – Options - types – pricing - valuation and analysis –Option models – futures – kinds of futures - hedging – speculation – SWAPS – Warrants and convertibles

Module 6**Portfolio analysis and Management**

Risk and return – Markowitz model – risk return optimization – Sharpe portfolio optimization – Portfolio investment process –investment timing and evaluation – portfolio revision - Mutual funds - Managed portfolio and performance

Reference Books

1. Fischer and Jordan, Security Analysis and Portfolio Management, *Prentice Hall*.
2. V.K.Bhalla, Investment Management, *S. Chand & Co*.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, *Tata McGraw – Hill*.
4. V.A. Avadhani, Security Analysis and Portfolio Management, *Himalaya Publishing House*

H 1 - HUMAN RESOURCE PLANNING, RECRUITMENT AND SELECTION**MBA 463****2 Credits****Objectives**

- To explore and understand the issues involved in manpower planning and selection methods in the industry
- To understand and develop the techniques required for selection & retention of employees.
- To identify and match organizational needs and individual potential for better HRM practices.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Manpower Planning: Objectives (micro and macro levels), Benefits, advantages, limitations, problems - HR planning, linkage of HR planning with other HR functions, influencing factors in manpower planning - Manpower planning: tools, methods and techniques: Job analysis, Skills analysis/ skill inventory, Performance appraisal, Manpower inventory - Use and applicability of statistical and mathematical models in manpower planning - Census analysis - Markov analysis

Module 2

Selection Criterion in Industry - Role of Scientific Selection in Personnel Management, Manpower Planning and Organizational Structuring: Challenges of Selection in today's world - Value of good employees - Selection Policy and Strategy - Source of Recruitment Steps of Systematic Selection - Job Description - Job Specification - Selection Tests – Intelligence Aptitude, Personality - Psychometric Testing – Sampling, Validity, Reliability - Statistical inference - 16 PF and other Personality Tests - Exercise on Psychometric Testing - Group Selection Methods – Assessment Centres

Module 3

Testing in the industry for selecting promotion and placement. Historical development of testing selection devices and applicability, Reliability and validity.

Module 4

Interview as a selection Devices: Skills, tools and techniques of the selection interview.

Module 5

Probation & Induction

Module 6

Internal mobility: Promotion, Transfer, Demotion and Separation.

Module 7

Career planning & Succession planning- Employee Turnover: Methods to study turnovers & methods to retain employees.

Reference Books

1. Robert Half-Finding, Hiring and Keeping the best employees
2. Sally Harper (Editor): Personnel Management Handbook
3. M.L. Blum & J.C. Naylor: Industrial Psychology: Its theoretical & social foundations
4. Jack J. Bainter & Glenn W. Johnson- Identifying, Placing and Evaluating employees
5. R.S. Dwivedi – Manpower Management
6. Paul Prigors & Charles A. Myers – Personnel Administration
7. Edward B. Filipo – Personnel Management
8. Monappa and Saiyuddin - Personnel Management
9. M.N. Rudrabasavaraj- Dynamic Personnel Management
10. James W. Walker – Human Resource Planning
11. David J. Cherrington – The Management of Human Resources 4th Edition
12. A. Dale Timple (Editor) : The Art & Science of Business Management ; Managing People, Vol. 5

M 2 - BUSINESS TO BUSINESS**MBA 464****2 credits****Objectives**

The course is designed to enhance the ability of the students to understand the nature of B-2-B marketing, the process involved in practice, development of Strategies and their implementation.

Pedagogy

Class room sessions will be a combination of lectures, conceptual discussions on chosen current situations / articles in the area as well analysis of cases- *Presentations and discussions*. Experience sharing with practitioners and Industrial visits.

Module 1

Introduction to Business-to-Business Marketing, Business and Consumer marketing-A contrast, The value chain, Trends and changes in Business marketing.

Case: The Segway Company

Module 2

Classifying Customers, Organizations, and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets.

Case: Saturn vs Daimler Chrysler

Module 3

Organizational Buying and Buying behavior: The nature of buying, organizational buying process- A process flow model.

Case: Dell Computer.

Module 4

Customer relation ship Management Strategies for Business Markets. Buyer seller connector, Managing Buyer seller relationships, Gaining a customer relationship advantages.

Case: Siebel Systems

Module 5

Segmenting, Targeting and Positioning. Value based segmentation. A model for segmenting the organizational Market.

Case: The Javelin Executive Jet

Module 6

Organizational Demand analysis, Determining Market and Sales potential, Sales Forecasting methods.

Case: IBM Global services

Module 8

Marketing mix - Managing Innovation and New product development process. Pricing in Business-to-Business Marketing. Pricing basis, Managing price as part of Marketing Strategy, Managing pricing tactics, Pricing implementation-Case of negotiated pricing.

Module 9

Marketing mix for Business service Firms - Segmentation, Service packages, Service Promotion and Distribution.

Case: FedEx

Module 10

Business Marketing Strategies.

Case: Sealed Air Corporation

Reference Books

1. **Business-to-Business Marketing**, Analysis and Practice in a Dynamic Environment, Vitale and Giglierano: *Thomson Press*
2. **Industrial Marketing**, Analysis, planning and Control, Robert R Reeder, Edward G Brierty, Betty H Reeder, *PHI publication*

F2 – MANAGEMENT OF FINANCIAL SERVICES**MBA 465****2 credits**

OBJECTIVESto make students aware of our financial systems / structures..
Concepts of Financial services and usage of the same in the Profession...

PEDAGOGY...

Lectures...Study of financial papers regularly and discussion in the class...Case studies...
Assignments...

MODULE..1....

Structure of Indian Financial system...Need for such system....Role of the system in
economic development ...History ..growth.. present situation...

MODULE ..2..

Components of Indian financial system...Introduction to Components .Investment and fund
raising concepts.
Economic survey...Union Budget...RBI monetary policy...Foreign trade policy.
Discussion on relevance of the policies.

MODULE..3..

Structure of Reserve bank of India...Role and responsibilities of R BI ...
RBI as a regulatory authority...
Money market....structure....Products/ services....Guidelines ..Primary and secondary
market
Call and notice money market.
Commercial bills market.
Government securities
T.Bills
Repos and reverse repos
Commercial paper.
Certificate of deposits.
(Important terminologies)

MODULE...4..

Capital Market ...past and present...Structure.
SEBI guidelines.
Merchant banking... Role and activities.
Issue management ...Pricing ...
Fixed price issue....Book building ..Rights issue....Bonus issue.

Debt instruments issue., SUBSTANTIAL ACQUISITIONS OF SECURITIES, Buy back of shares.

Role of Depositories, Custodians, Credit rating agency, Stock exchanges

ADR, GDR, IDR...brief introduction.

Secondary market operations in Capital market. Derivatives trading...Role of broking houses.

(Important terminologies)

MODULE 5...

Introduction to various Institutions providing services in the financial system...

NABARD, EXIM BANK, SIDBI, NHB, NBFC,

Products / services....

Leasing, hire purchase, Factoring, Forfeiting Credit rating, Mutual funds, Venture capital, Private equity, Depositories, Securitisation, Portfolio management services Concept of wealth management,

(any recent developments in the system....)

Reference Books

1. Management Of Financial Services-V.K.Bhalla, First Edition , *Anmol Publications Pvt. Ltd., New Delhi*
2. Financial Management- R.M. Srivastava, *Himalaya Publishing*

H 2 - PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEMS	
MBA 466	2 credits

Objective of the course: Participants will examine the development of Performance Management in organizations. The class will utilize lectures, group discussion, and several other analytical approaches to identify and influence effective and ineffective behaviors (to better manage employee populations on an ongoing basis). This course will expose them to the concepts of Performance Management and enhance their ability to assist organizations to deliver effective Performance Management programs. **1. Introduction of Performance**

Management System: Defining Performance Management System - Performance Planning, Performance Coaching and Performance Appraisal, Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning.

2. Performance Planning: Linking individual and team goals to organizational goals
Goal Setting Procedure

3. Performance Appraisal: Definition and Objectives of Performance Appraisal
Process of Performance Appraisal - Self Assessment and its importance
Methods of Performance Appraisal - Traditional and Modern

- Straight Ranking Method
- Paired Comparison Method
- Critical Incident Method

Behaviorally Anchored Rating Scale

Management by Objectives - Process and Importance

Why Performance Appraisal fails

- Halo Effect
- Cultural issues in Performance Appraisal
- Managing Expectations
- Role of communication in process

How to minimize the effect of causes for failure of Performance Appraisal

4. Performance Coaching: Performance Appraisal as a Training Need Assessment
Counseling for better performance, Feedback Mechanisms in organizations - Training the superiors to give constructive feedback

5. Current Trends in Performance Management Systems: Emphasis on Continuous Feedback

360 Degree - A Debate

Assessment Centers

Use of Technology

Challenges ahead in Performance Management Systems

Potential Appraisal

Assessment Center

System of Pay for Performance

Adhering to Business Plan

References:

Pulakos, E. D. (2004). Performance Management: A roadmap for developing, implementing and evaluating performance management systems. SHRM Foundation (<http://www.shrm.org/foundation/1104pulakos.asp>)

Bacal, Robert (1999). Performance Management. (Ba) McGraw-Hill. New York. ISBN 0-07-071866-0

Latham & Wexley (1994). Increasing productivity through performance appraisal. (LW) Addison-Wesley Publishing Company, New York. ISBN= 0-201-51400-1

Smith, JD" S, and Mazin, R: 2004, *The HR answer book*, AMACON & Becker, B. E.,

Huselid, M. A., & Ulrich, D. 2001, *The HR scorecard*, Harvard Business School Press

M3 – STRATEGIC MARKETING MANAGEMENT**MBA 467****2 credits****Objectives:**

To enhance the ability of the students to analyze the resources, capabilities and core competencies. Create and maintain competitive advantages. Formulating the Strategies, Implementing and Monitoring strategic performance.

Pedagogy:

Class room sessions will be a combination of lectures, conceptual discussions on chosen current situations / articles in the area with focus on analysis of the cases Presentations and discussions will also be conducted .

Module 1: Introduction and Overview.

Business Strategy: Concept and Trends in its Management

Strategic Management: An Overview

Business Strategies and their Marketing Implications.

Case: Maruti

Module 2: Opportunity Analysis

Strategic Environments and Identifying Attractive Markets

Industry Analysis and Competitive Advantage

Measuring Market Opportunities

Targeting Attractive Market Segments

Differentiation and Positioning.

Case: Kodak

Module 3: Formulating Marketing Strategies

Strategic Dilemmas

Marketing Strategies for New Market entries

Strategies for Growth Markets

Strategies for Mature and Declining Markets

Marketing Strategy for the New Economy

Global Strategy.

Case: MRF

Module 4: Implementation and Control

Organizing and Planning for Effective Implementation

Strategic Analysis and Audit

Case: Samsung

Reference Books:

1. Marketing Warfare by Al Ries and Jack Trout
2. Marketing Strategy by Walker, Boyd, Mullins and Larreche

F 3 - MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS**MBA 468****2 Credits****OBJECTIVES.....**

Students to understand the practical functioning of the Commercial banks ... as a banker and as a prospective customer....

PEDAGOGY..

Lecture...Case studies...Assignments...

MODULE....1

Introduction.....Indian financial system.
 Evolution of Banking services...DFI...CHANGE OVER..Types of banks.
 Role of Financial institutions...NABARD...SIDBI...EXIM BANK..NBFC..ECGC...
 DICIGC....CGSTI....CO OPERATIVE BANKS..RRB'S
 Business budget ..Planning ...
 Ancillary services (Fee based activities

MODULE...2

Reserve bank Of India as regulatory authority of Banking operations..
 Discussion on departments relevant to banking operations.

CURRENCY MANAGEMENTFEX DEPT...MONETARY POLICY DEPT....DBOD
 Role of RBI in economic development of the country.
 General banking...KYC norms....
 Concept of CRR and SLR. And its relevance .
Treasury management in banks

MODULE...3

Credit...Lending...

Norms...RBI guidelines...
 Concept of Appraisal in banks.
 Various products
 Fund based activities....

Term loan
 Deferred payment Guarantee
 Foreign currency loans .

Working capital...Preshipment finance, EPC
Post shipment finance , Bills discounting , Receivables financing
Importance documentation ...follow up and inspection...
Concept of stock statements...understanding...Concept of DP. Irregularity..
Understanding CMA data and analysis..

(under this Module a proposal will be worked out in the class by the students with figures)

Non fund based facilities....letter of credit and bank guarantee

Banking Ratios...

MODULE..4.

Definition of NPA...Management of NPA's

Reforms in banking...Narasimham committee recommendations ..

PRUDENTIAL NORMS....

I R A C NORMS

Provisioning

Write off

Capital adequacy

BASLE...1

BASLE..2

Risk management in banks..

CAMEL.

MODULE...5

SARFEASI ACT.....ARC...CIBIL...

STATUTES TO BE KNOWN BY A BANKER

Understanding the Bank Balance sheet.

MODULE....6

M & A activities in banking industry..

OMBUDSMAN..

Financial inclusion,,Micro finance ..

SWIFT, RTGS, NIFT.

Discussion on the latest development in the banking Industry..

Reference Books

1. Credit appraisal, risk analysis and decision making ...by D.D.mukherjee...Snow white publication.
2. RBI instructions for banks and banking operations.
3. RBI website

H3 – TRAINING AND DEVELOPMENT**MBA 469****2 credits****Objectives**

- To sensitize the students with the concepts, principles and issues connected with training and development.
- To enable the students to design a feasible, meaningful and relevant training and development programme.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Assessment of training needs-triggers for training; organizational support for the needs assessment process; organizational analysis, requirements analysis; task and knowledge, skill and ability analysis; personal analysis; needs assessment methods and techniques.

Module 2

Learning environment - what is to be learnt; building effective instruction; incorporating learning principles; trainee issues; motivational theories; conditions of transfers of learning.

Module 3

Training delivery - traditional instructional approaches; classroom instruction; self-directed learning programmes; simulated work settings; effective instruction; emerging training technologies.

Module 4

Training interventions and learning experiences - building employee capabilities; employee orientation, newcomer socialization, on-the-job training, apprenticeships, embedded training performance support systems, enterprise training. Building team effectiveness: cross training, inter positional training, team and self- management, action learning. Developing leaders: business simulations, behavioral role modeling and applied learning, assessment events, experience – centered learning.

Module 5

Evaluation and audit - training evaluation and validation, barriers to evaluation, criteria for evaluation, evaluation process, internal and external validity, method of evaluation.

Module 6

Learning system – training and the learning organization : characteristics of a learning organization, models for a learning organization, challenges to become a learning organization. Training and societal concerns: Increasing workforce readiness, ensuring fairness and enhancing opportunity at work, retraining workers for changing markets.

Reference Books

- 1 Blanchard, P. N, & Thacker, J. W, Effective Training: Systems, Strategies, and Practices, II Edition, *Pearson Education, 2004*
- 2 Irwin L Goldstain and J. Kevin Ford, Training in Organization, *Thomson Learning.*
- 3 A.H Anderson, Training in Practice, *Infinity Books.*
- 4 Jack J Phillips, Handbook of Training Evaluation, *Jaico.*
- 5 E.H McGrawth, Training for Life and Leadership in Industry, *Prentice Hall of India.*
- 6 S.Truelove, Training for Development, *Infinity Books.*

M 4 - RURAL MARKETING**MBA 470****2 credits****Objectives**

- To help the students understand and appreciate the differences and similarities between urban and rural Indian markets
- To make them understand and develop marketing strategies that are unique to rural India

Pedagogy

The course is expected to use a combination of approaches such as- lectures, case discussions, marketing games & simulations. Participatory approach from students will facilitate active learning through class presentations and exercises .

Module 1

Marketing Management perspective in relation to Rural Market.

Module 2**Rural Economy**

Rural urban disparities, Diagnosis of failure, Policy inventions, Rural reforms and towards cyber India.

Cases: Vision for Agriculture of HLL

URL shows the way

Module 3**Rural Marketing**

The new discipline, concept and scope, nature of rural market, taxonomy of rural market, attractiveness of rural market, Value added rural marketing.

Cases: Smarter than one images

Rural channels in broadcasting

Module 4**Consumer behavior**

Models of consumer behavior, Buyer's characteristics, Buying decision process, Buying behavior patterns, Buying evaluation procedure, Brand loyalty, Innovation adoption.

Cases: Exploring new products

Ruf and Tuf jeans

Module 5**Marketing Information System**

Concepts, significance, internal reporting system, Market research system, Decision support system, MR-the rural way, New research tools, Urban Vs rural market research, Rural research business.

Cases: Rural market survey

The mirage in rural market.

Module 6

Selecting and Attracting Markets

Segmentation, Degree of segmentation, Bases of segmentation, targeting and positioning

Cases: Relevance of Demographics

Britannia in Dilemma

Module 7

Product strategy, Pricing Strategy, Promotion Strategy and Distribution strategy.

Cases: The secret of success, Energetic Variants, Searching for levers, Pricing invisibles, Ignorant mothers and DIARRHOEA, Need For rural identity, Cattle feed distribution -

Anand pattern.

Reference Books

1. The Rural Marketing Book - Pradeep Kashyap & Siddhartha Raut
2. Rural Marketing - Text and Cases, GSK Krishnamacharyulu

F 4 – PROJECT APPRAISAL AND FINANCE**MBA 471****2 credits****Objectives**

- To Provide students with an analytical and conceptual framework to evaluate capital investment proposals.
- To familiarize students with the various management techniques in implementing the project to its completion.

Pedagogy

Use of lecture method supplemented by case studies, lectures, PowerPoint slides , case studies , problems and presentations.

Module 1

Overview - Capital Investments - Phases of Capital Budgeting - Levels of Decision Making - Facets of Project Analysis - Feasibility Study Capital allocation – strategic planning and capital budgeting - Generation of Ideas - Porter Model - Scouting for Project Ideas - Preliminary Screening - Project Rating Index - Sources of Positive Net Present Value

Module 2

Analysis - Situational Analysis - Collection of Secondary Information - Market Survey - Demand Forecasting - Market Planning – technical Analysis - Manufacturing Process/Technology - Product Mix - Plant Capacity - Location and Site - Machineries and Equipment - Structures and Civil Works - Environmental Aspects - Project charts and Layouts - Schedule of Project Implementation - Need for Considering Alternatives – financial estimates and projections

Module 3

Project selection – survey of Time Value of Money – survey of investment criteria – project cash flows - Cash Flow Estimations - survey of Cost of Capital & Capital Budgeting Techniques - Risk Analysis of Single Investments - Advanced Techniques - Risk Analysis: Firm Risk and Market Risk - Portfolio Related Risk Measures - Portfolio Theory and Capital Budgeting – CAPM and Capital Budgeting - Choice Between Mutually Exclusive Projects of Unequal Life - Inflation and Capital Budgeting - Social Cost Benefit Analysis (Basics) Judgmental, Behavioral, Strategic and Organizational Considerations

Module 4

Financing of Projects - Capital Structure – different forms of Financing - Raising Venture Capital - Raising Capital in International Markets - financing infrastructure projects – venture capital - Vc Investors - The VC Investment Appraisal Process and Management - The Indian VC Industry - Regulation of VC Industry in India - Current concerns of the Indian VC Industry.

Module 5

Project implementation and Management - Project Planning - Project Control and Implementation - Network Techniques for Project Management - Development of Project Network - Time Estimation - Determination of the Critical Path - Scheduling when Resources are Limited – PERT Model - CPM Model - Network Cost System - Project Review and Administrative Aspects - Control of In-Progress Projects - Post-completion Audits.

Reference Books

1. Dr.Prasanna Chandra; Projects Planning, Analysis, Financing, Implementation And Review, *Tata McGraw Hill*
2. Narendra Singh; Project Management
3. Jach R.Meredith Samuel.J, Project Management
4. Vasanth Desai, Project Management, *Himalaya Publishing House*

H 4 – LABOUR LAW I (ADMINISTRATIVE LAWS)**MBA 472****2 Credits****Objectives**

To make the students aware of

- The employers obligations under the statutes
- The employee/workers rights under the Acts
- Consequences of non compliance of the statutes
- The powers of the government/authorities under the Act

Pedagogy

- Lecture method with the help of power point
- Giving reported cases to students for analysis and presentation
- Role play by students

MODULE –1**FACTORIES ACT 1948**

(Employers obligations on working hours, welfare, leave & safety)

MODULE –2**KARNATAKA SHOPS & ESTABLISHMENT ACT AND PLANTATIONS ACT 1951**

(Employers obligations on working hours, welfare & leave)

MODULE –3**CONTRACT LABOUR (R&A) ACT 1970**

(Employers obligations on engagement of contract labour and outsourced employees)

MODULE –4**WAGE LEGISLATIONS**

(Employers obligations under
Payment of Wages Act 1936,
Payment of Bonus Act 1965,
Minimum Wages Act 1948,
State Festival Holidays Act)

MODULE –5**ENVIRONMENT PROTECTION ACT 1986**

(Obligations of Employers and Role of the Government Agencies)

MODULE –6**MISCELLANEOUS LABOUR ACTS**

(Employers obligations under
Apprentices Act 1961 &
Employment Exchanges Act 1959)

MODULE –7

Maintenance of Registers & Submissions of Returns

Reference Books

1. Industrial Relations & Labour Legislations, Prof. M.R Sreenivasan, *Magrham Publications*
2. Industrial Relations, C.S. Venkata Ratnam, *Oxford Publications*
3. Industrial Law, Vol I & II, P.L. Malik, *Eastern Book Company*
4. Labour Law Notes, Prof. H.A.C. Poppen

M 5 - INTERNATIONAL MARKETING**MBA 473****2 credits****Objectives**

- To Familiarize the students with the concepts and principles of international marketing
- To enable students apply the concepts and principles in given situations.
- To provide an understanding of international marketing from Indian perspective and enhance their ability in analyzing the same

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

International marketing defined; challenges and benefits of international marketing; domestic marketing v/s international marketing; Reasons for going global-driving restraining and underlying forces of International Marketing; development of domestic to transnational corporations; major participants in international marketing.

An overview of international trade; theories of international trade; balance of trade, balance of payments and foreign exchange; protection and trade restrictions; economic integration as a means of promoting international trade and its economic and marketing implications.

Module 2**Global marketing environment**

Social, cultural, legal, economic, political, financial, technological and other environmental factors of global environment.

Information technology and changing nature of competition; Impact of electronic communication, areas of operation and modalities of internet; world trade operations through computers.

International agencies involved in international trade – IMF, EU, EFTA, LAFTA, NAFTA, ASEAN, SAARC, WTO & URUGUAY ROUND, UNCTAD.

Module 3**Analyzing global market opportunities and developing global marketing strategies**

Developing global vision through marketing research; breadth and scope of international marketing research; the research process; problems encountered; international marketing information system and marketing intelligence.

Emerging markets; marketing and economic development; marketing in a developing country; developing countries as emerging markets; global marketing plans.

Screening international marketing opportunities; techniques of market selection decisions; grouping international markets; growth of formal market groups.

International buyers; purchase decision process; analysing the international buyers.

Reasons for internationalization; determining geographic concentration; country selection; market entry modes decisions; geographic expansion strategies; global strategies.

Competitive strategies for global marketing.

Global segmentation; targeting and positioning strategies; strategies for creating competitive advantage-global strategic partnerships.

Module 4

Global Marketing Mix

International product decisions

Product extension and adoption; new product development; product standardization v/s product adoption; global branding strategies; global marketing of industrial products and services.

International Pricing Decisions

Pricing strategies & Policies; price escalation; leasing in international markets; counter-trade as a pricing tool; global pricing; transfer pricing.

International promotion decisions

Global advertising; creative challenges; global media decisions; advertising agency; sales promotion; personal selling and sales management.

International distribution decisions:- Channel structure; distribution patterns; choice of channels and channel members; logistics management-supply & demand.

Module 5

Global e-marketing and managing global marketing effort

The death of distance; Targeting the individual customer- beyond segmentation, Living in the age of technological discontinuities; New technologies change the rules of competition; components of the electronic value chain.

Negotiating with international customers, partners and regulators.

Leadership, Organizing and monitoring the global marketing effort leadership, patterns of international organizational development, structuring for global brands, global marketing audit. The future of Global Marketing.

Module 6

International Marketing - Indian perspective

Indian foreign trade in the era of globalisation; determination of exports and imports; major exports; export product country matrix; major imports; direction of trade; balance of payment of India; problems & prospects of India's foreign trade sector.

Foreign trade policy; economic policy liberalizations; Exim policy – an evaluation of policy; Regulation & promotion of foreign trade and latest policy guidelines.

Organizational setup for export promotion; product assistance; marketing assistance; import facilities for exporters; EOU'S AND EPZ'S; export houses and trading houses – an evaluation, export pricing and export finance.

Export procedure and documentation

Preliminaries; inquiry and offer; confirmation of offer; export license; finance, production / procurement of goods, shipping space, packing and marking, quality control and pre-shipment inspection, excise clearance, customs formalities, exchange control formalities, insurance, shipping the goods, negotiation of documents, standardized and aligned pre-shipment documents, documents related to goods and shipment

Reference Books

1. Philip R. Cateora, John L. Graham - International Marketing
2. Warren J. Keegan, Global Marketing Management, *Prentice Hall of India Pvt. Ltd., New Delhi. (for Modules I To V)*
3. Francis Cherunilam, International Marketing, *Himalaya Publishing House, Mumbai (for module VI)- chapters 17,18,19, & 20.*

F5 - TAXATION I**MBA 474****2 credits****Objectives**

- To give the students knowledge of the principles of direct tax laws and the relevant rules and principles emerging from leading cases
- To teach the students to apply the knowledge of the provisions of laws to various situations in corporate practice .

Pedagogy

Use of lecture method supplemented by case studies, lectures, PowerPoint slides , case studies, problems and presentations.

Module 1**Basic Concepts**

Sources of income tax law, rates of tax, important definitions & other basic concepts
Residence And Scope Of Total Income-
Residence, total income & its scope, meaning of income received or deemed to be received, meaning of income accruing or arising, income deemed to accrue or arise in India, Incomes Not Included In Total Income-

Module 2**Income From Salaries**

Meaning and definition of salary, basis of charge, place of accrual of salary, advance salary, arrears of salary, allowances, perquisites, pension, leave salary, deduction from salary, computation of income from salary

Income From House Property - Basis of charge , deemed ownership, annual value, net annual value, deductions, unrealized rent, arrears of rent received

Module 3**Income From Business Or Profession**

Meaning of business, profit etc, speculation business, allowable deduction & not -allowable deduction, computation of income from business,

Module 4**Income From Capital Gain**

Capital asset- long term, short term, meaning of transfer, mode of computation of capital gain, computation of income from capital gain

Income From Other Sources - Incomes chargeable under this head, deductions-allowable & not allowable.

Module 5**Income Of Other Persons Included In Assessee's Total Income**

Module 6

Computation of gross total Income, deductions from gross total income

Module 7

Tax Authorities, assessment procedures, Appeals & Revisions

Reference Books

1. Vinod Singhania, Direct Tax
2. T. N. Manoharan, Direct Tax

H 5 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**MBA 475****2 credits****Objectives**

The Objectives of this course is to familiarize the students with the various concepts and issues relating to management of human resources in international businesses.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Nature of International Human Resource Management(IHRM) – approaches to HRM – differences between domestic HRM and IHRM.

Module 2

Human resource planning in IHRM – recruitment and selection – issues in staff selection – selection of expatriates.

Training and development – expatriate training – developing international staff and multinational teams.

Module 3

Performance management – factors associated with individual performance and appraisal – Criteria used for performance appraisal of international employees – appraisal of host country nationals.

Compensation – objectives of international compensation – approaches of international compensation.

Module 4

Expat failure – causes for failure. Repatriation – repatriation process.

Module 5

Labour relations – Key issues in international relations – strategic choices before firms – strategic choices before unions – union tactics.

Module 6

Managing people in an international context – Japan – Europe – US.

Reference Books

1. Peter J. Dowling, et al, International Human Resource Management, *South Western – Thomas Learning*.
2. Charles W.L. Hill, International Business, *McGraw – Hill*.
3. Ian Beardwell and Lon Holden, Human Resource Management, *Macmillan*.
Cynthia, D. Fisher, etal, Human Resource Management, *Houghton Mifflin Co*.

CURRICULUM

YEAR - II

Trimester - V

ENTREPRENEURSHIP**MBA 531****2 credits****Objectives**

- To Make Students understand the different dimensions of entrepreneurship .
- To inculcate the spirit of entrepreneurship in students and make them real entrepreneurs.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Nature and importance of entrepreneurs, entrepreneurial decision making process, role of entrepreneurship in economic development.

Entrepreneurship- feelings, background and characteristics, motivation, role models and support systems.

Intrepreneurship - corporate verses intrepreneurial culture, climate for intrepreneurship, establishment of intrepreneurship in organisations.

Module 2

Entrepreneurial process - Identify and evaluate opportunities, developing business plan, determine the resources required, project appraisal and feasibility plan.

Module 3

Creating and starting the venture- legal requirements , marketing strategies, financial plans and staffing the venture.

Module 4

Managing growth and ending the venture. Preparing for the new venture launch, early management decisions. - Managing early growth of the new venture. New venture expansion strategies and issues. - Going public – attractions to going public, ending the venture – reorganization , turnarounds, liquidation.

Module 5

Challenges faced by entrepreneurs - individuals - from family - from groups - from community - from society

Module 6

International entrepreneurship- internal versus domestic entrepreneurship
entrepreneurial entry into international business, barriers to enter international trade, entrepreneurial partnering.

Module 7:

SSI's in India – nature, role and growth , facilities available, problems, provisions for nursing sick units.

Reference Books

1. Robert D. Hisrich and Michael P. Peters , Dean A Shepherd - Entrepreneurship, *Mcgraw – Hill*
2. Entrepreneurship – ‘A contemporary approach’ Donald Roratko & Richard Hodgetts
3. David Holt ‘New venture Creation’, *Prentice Hall India.*
4. Richard L. Hargrems , ‘Starting a Business’ *Heineman Publishers*
5. David Butter , ‘Business Planning’
6. Zahas Block , ‘Corporate venturing’ *Macmillan , HB School Press.*
7. Vasant Desai , ‘Dynamics of Entrepreneurial Development and Management- *Himalaya Publishers*

BUSINESS ETHICS**MBA 532****2 credits****Objectives**

- To sensitize to the nature of ethical issues and ethical dilemmas in corporate world
- To develop a capacity for ethical reasoning and to apply them in organizational contexts.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Nature of business ethics and values. Sources of ethics-religion, philosophical systems, cultural experience, legal system – importance of ethics. Factors influencing business ethics – leadership, strategy and performance, environment, corporate culture, individual characteristics.

Module 2

Theories of business ethics – categorical imperative of Immanuel Kant, conventional ethics of Albert Z. Carr, the doctrine of the mean of Aristotle, the ends-means ethics of Machiavelli, might – equals- right approach of Marx, utilitarian ethics of Stuart Mill

Art of War of Sun Tzu, one – minute monologist of Robert Soloman. Indianism and Indian management foundations for value based management, illustrative ethical lessons from Ancient texts for managerial ethics

Module 3

Ethical decision making – difficulties in decision making – dilemmas
Power and politics in organisations – suggestions for ethical decision making

Module 4

Managing ethics – codes of ethics, ethics committees, ethics hotlines, ethics training programmes, laws enforcing ethical conduct.

Module 5

Ethics in HRM-Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, restructuring and layoffs, wages empowerment empowerment of the weakest and unique- sexual harassment

Ethics in marketing – Process relative ethics(use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory.)

Ethics in finance and accounting- investment decisions, disclosure norms, insider trading norms – disclosures in financial statements.

Ethics in production and operations management – worker safety, product safety, quality environment, closing facilities, workers rights – quality of materials – treatment of workers

Module 6

Ethics in global business – ethical principles governing global business (Model Business principles by US department of Commerce, The Caux Principles, International codes), ethics relation to adapting host countries culture and norms, issues relating negotiators and gift giving, providing access to less developed countries, avoiding sanctions, protection of intellectual properties.

National differences in business ethics, pressures for ethical convergence , ethical principles governing global business.

Reference Books

- 1.Laura P. Hartman, Perspectives in Business Ethics, *McGraw-Hill International*
- 2.George A Steiner and John F. Steiner, Business, Government and Society, *McGraw-Hill International*.
- 3.Kautilya's Arthasastra by *Penguin*
- 4.S.K. Chakraborty Ethics in Management:Vedantic Perspective *Oxford Univ. Press*.
- 5.M.K. Gandhi, My Experiments with Truth, *Navjeevan Publishing House, Ahmedabad*.
- 6.Subhash Sharma, Management in New Age: Western Windows – Eastern Doors, *New Age International Publishing, New Delhi*.
- 7.Mechivelli, The Little Prince
- 8.John .P Kotter, Power

E - COMMERCE**MBA 533****2 credits****Objectives**

This paper will create in the student an understanding of conducting the marketing processes of a business via the internet.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Introduction to E- Commerce, advantages and limitations to E-Commerce, Value chains and managerial implications of E- Commerce

Module 2

The internet and the worldwide web, the Internet Protocol Suite, Internet architecture, Internet service providers
(Enabling technologies of the worldwide web)

Module 3

Inter organizational Commerce and EDI, EDI implementation, VANs, mobile Commerce

Module 4

Electronic payment systems and the issues involved, Security issues and encryption

Module 5

E-CRM, E-SCM, E-Strategy

Module 6

Consumer oriented Electronic Commerce, Advertising and Marketing on the Internet, Consumer Search and Resource Discovery

Module 7

Web based b2b E-Commerce, Intranets and extranets, launching E-business, Value configuration and the Internet

Module 8

Legal and ethical issues, legal infrastructure for E-Commerce in India
(The Information Technology Act, 2000)
E-Security

Reference Books

1.E-Commerce , Schnieder.

Ravi B. Kalakota And Andrew B. Whinston – “Frontiers Of Electronic Commerce”. *Addison Wesley, Pearson Education, Asia*

2.“Practical Cryptography”, Bruce Schneir and Neils Ferguson, *Wiley- Dreamtech India Private Ltd.*

3.“E-Commerce-A managerial perspective”, P.T. Joseph, *Prentice Hall, India*

4.“Electronic Commerce”, Framework, Technologies and applications, *Tata McGraw Hill.*

5.“Electronic Commerce”, From vision to fulfillment, Elias M. Awad, *PHI.*

6. Jeffrey F. Rayport and Bernard J. Jawoski- introduction to E-Commerce.

M 6 A - CUSTOMER RELATIONSHIP MANAGEMENT**MBA 561****1 Credit****Objectives:**

This course intends to develop understanding and application of the concept and principles of Customer Relationship Management (**CRM**) in a today's services sector context. This course has been developed to enable those who study it to enhance their skills and knowledge in dealing effectively with a portfolio of services customers in either a retail or business setting. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer whilst being at least potentially profitable to the services supplier.

Pedagogy:

This course requires the use of a judicious mix lecture sessions, case studies, assignments, presentations as well as in-class exercises and simulations.

Module 1 Concepts and Context of CRM

- 1.1 What is **CRM**: Definition and Concepts.
- 1.2 The importance of effective **CRM** strategies as an integral part of effective services marketing strategies for retail and business customers.
- 1.3 **CRM** as part of a customer service quality strategy.
- 1.4 The business environment of **CRM**: legal, ethical, economic, competitive and social.
- 1.5 **CRM** in other business sectors e.g. retailing (home shopping, loyalty card)

Module 2 Understanding Customers

- 2.1 Creating a customer profile
- 2.2. Understanding segmentation tools : Recency, Frequency, Monetary. Life Time Value
- 2.3 Retail and business customer profiling.
- 2.4 Relationship life cycles.

Module 3 Information Gathering Collation, Analysis and Evaluation

- 3.1 Using internal information sources:
 - ◆ Using customer data
 - ◆ Data warehousing and data mining
- 3.2 Identifying cost effective external information sources:
 - ◆ Published data
 - ◆ Using the Internet
 - ◆ Market research
- 3.3 Analysis and evaluation of information:
 - Identifying business opportunities.
- 3.4 Preparing proposals for customers.
- 3.5 Evaluating portfolio profitability and setting priorities.

Module 4 Managing Customer Relationships

- 4.1 Understanding and managing customer expectations.
- 4.2 Developing customer confidence.
- 4.3 Building relationships by adding value to customers cost effectively.
- 4.4 Planning and making persuasive presentations.
- 4.5 Managing customer contact strategies:
- 4.6 Dealing with difficult situations:
 - ◆ Imparting bad news
 - ◆ Closing accounts
 - ◆ Exit strategies

Module 5 Developing CRM strategy

- 5.1 The role of **CRM** in business strategy.
- 5.2 Understanding service quality:
 - ◆ Technical quality: product knowledge
 - ◆ Functional quality
 - ◆ Determinants of service quality
- 5.3 Managing customer communications.
- 5.4 Planning and managing **CRM** projects.
- 5.5 Target setting.
- 5.6 Measuring performance **CRM**:
 - ◆ Setting standards
 - ◆ Customer satisfaction
 - ◆ Portfolio profitability

Reference Book:

- 1. Customer Relationship Management - Jill Dyche
- 2. Customer Relationship Management - Simon Knox, Stan Maklan, Joe Peppard.
Lynette Ryals

INTERNET SITE

www.crmguru.com
www.crmtutorial.com
www.crm2day.com

Blog

crmblogeer.com crmblog.org

M 6-B - INNOVATION MANAGEMENT**MBA 561****1 Credit****A: Course Objectives:**

To develop application of innovation concepts, process to real-life problems.

To emphasize the link between new ideas, economic justification and continued profits.

Focus on importance of planning innovation (strategy, R&D management) and implementation for successful exploitation of Innovation.

B: Course description:

Successful Innovation management is the key to competitive growth and profit rests on disciplined management of the innovative process. Course allows, students to uncover visionary new business opportunities by applying innovative thinking to the organizations business model, not restricted to its products or inventions.

Course to cover various phases from discovery team, to the exploration of new insights and the creation o a new strategic road map.

C: Pedagogy:

Classroom sessions will be a combination of lectures, conceptual discussions on chosen current situations / articles in the area as well analysis of cases. Thus , the case method will be used extensively in the course to facilitate learning. In addition, the course requires critical study of several seminal articles in the field of innovation, to help participants appreciate the core concepts.

Experience sharing with practitioners and developing business models with marketing matrix. Relevant case lets /cases shall be provided in advance to the class reps for photocopying and given to the participants.

Contd.....

D: Evaluation:

Class attendance: 5% , CIA-I 10%, Mid-term Exam 25 %,
CIA-II(Project) 10% and End term Exam 50 %

Chapters:**Part I What is Innovation?**

Introduction

Types of Innovation

Technological change

Part II: What does Innovation Involve?

Theories of Innovation

Sources of Innovation

The process of Innovation

Intellectual property.

Part III: How do you manage Innovation?

Technology strategy

Funding Innovation

Four S factors

Cash curves and Return on Innovation (ROI)

Organizing for Innovation.

Part IV: How do you foster Innovation?

Innovation Policy

Innovation Clusters

Part V: National Innovation Systems

The public nature of Innovation

Governance

Institutions

Books: Innovation Management by Allan Afuah Publisher Oxford
The new age of Innovation by CK Prahalad Tata-McGraw-Hill
Innovation Management by Shlomo and Dr Sheshadri Response Books
The power of Strategy Innovation Robert E.Jhonston, PHI

Websites:www.historyhouse.com,www.guardian.co.uk,www.cio.co.au,www.themeit.com,
www.singaporeair.com/saa/en_uk/content

F6 - MERGERS, ACQUISITIONS AND RESTRUCTURING**MBA 562****2 Credits****Objectives:**

This course aims to familiarize the students with all aspects relating to Mergers, Acquisitions and Restructuring and their importance in corporate strategies.

Pedagogy: Lectures, case study, problem solving and guest lecture from the Industry

Module 1

Recent M&A trends, definitions, Types of mergers, reasons for M&A, Merger financing, corporate restructuring, merger negotiations, structuring the deal, holding companies

Module 2

Growth, Synergy, Operating synergy, diversification, other economic motives, tax motives. Management Buyouts, Leveraged Buyouts, Capital structure of LBO, sources of LBO financing, reverse LBOs

Module 3

Divestitures, Spinoffs, Equity Carve-outs, Wealth effect of selloffs, Voluntary liquidations

Module 4

Valuation methods, benchmarks of value, valuation of target's equity, takeovers and control premiums, valuation of stock-for-stock exchanges, exchange ratio, fixed number of shares versus fixed value, desirable financial characteristics of targets

Module 5

Management entrenchment hypothesis versus stockholder interests hypothesis, preventive antitakeover measures, active antitakeover defenses, information content of takeover resistance.

Tender offers, open market purchases, creeping acquisitions, proxy fights

Module 6

Meanings, Regulations of SEBI- Thresholds for disclosures, Trigger Points for making open offer, General criteria as regards sale of shares of the Target company

References:

Patrick A Gaughan, Mergers Acquisitions and Corporate Restructurings, 4e, Wiley

Pratap Subramanian, Investment Banking , 1e, TMH

Prasanna Chandra, Financial Management, 7e, Chapter 34, TMH

I M Pandey, Financial Management, 9e, Chapter 32, Vikas

1.

H 6 - ORGANIZATIONAL CHANGE AND DEVELOPMENT**MBA 563****2 Credits****Objectives**

To familiarize the students with the concepts of organizational culture, change and development.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Nature of organizations – why organizations exist – organization designs and structures – organizations for the future. **The process of Organization Development:** Entering and contracting, Diagnosing Organisations, Diagnosing groups and jobs, collecting and analyzing Diagnostic information, Feeding back Diagnostic information, Designing Interventions.

Module 2

Nature of Change – levels of change – types of change – reasons for change – resistance to change – models of change – change process. OD techniques.

Module 3

Comprehensive OD Interventions – Search Conferences and future search conferences – Confrontation meetings, Strategic Management activities – real time strategic change – stream analysis – survey feed back, Grid organization development, Schein's cultural analysis, large scale change and high performance systems, trans-organizational development. Behavioural modeling, life and career planning, coaching and mentoring.

Module 4

Structural Interventions: socio-technical systems, self managed teams, work redesign, MBO and Appraisal, Quality Circles, Quality of work life programmes, work life balancing programmes, harassment free work place programmes, parallel learning structure, physical settings, total quality management, reengineering, high performance work systems, large scale transformations.

Module 5

Human process interventions. T - groups, meaning definition, purpose, process, outcomes and limitations. Third party and inter group interventions, meaning definition, purpose, process, outcomes and limitations. Team building interventions, meaning, definition, purpose, process, outcomes and limitations. Person focused interventions – encounter groups, role playing, instrumentation, self study, and reflection, awareness expansion, motivation arousal, training. Role focused interventions – role analysis, role efficacy lab, managing role stress and role negotiation.

Reference Books

1. Cummings, T. G, & Worley , C. G, Organization Development and Change, *South-Western College Publishing, 2004.*
2. W French and C.H. Bell, Organization Development, *Pearson Education, 2004*

M7 INTEGRATED MARKETING COMMUNICATION**MBA 564****2 Credits****Objectives:**

- To expose the students to the theoretical and practical aspects of advertising.
- To develop an understanding of the different elements of integrated marketing communication and their integration
- To develop the necessary skills among the students with regard to advertising.
- To develop sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies.

Pedagogy:

Case studies, analysis of Integrated Marketing Communications campaigns through the use of video and other IMC material, presentations and class exercises.

Module 1

The field of Advertising Management

The advertiser-Facilitating Institutions-Perspectives on Advertising.

Advertising Agencies

Functions, Types of Agencies, Agency-Client relationship-selection-Agency remuneration-Indian Ad Agencies

Module 2

Advertising Planning and Decision making

Marketing Strategy-The marketing plan-The advertising plan- Social, legal, global factors

Objective setting

Integrated Marketing Communications

Advertising and non-advertising elements of communication mix-meaning and organizing for IMC

Setting goals and objectives

Sales as an objective-Operational objectives-Advertising response variables-the DAGMAR approach

Determinants of Advertising Strategy

Advertising and Consumer Behavior

Segmentation and Target Market

Developing segmentation Strategy, Target market selection, Determining the positioning strategy, Brand positioning, Repositioning -Consumer decision marking process, Advertising Strategy research

Module 3

Message Strategy

Attention and comprehension :Attention – Recall – Interpretation - Comprehension

Understanding benefit based attitudes Attitude levels-Identifying important attributes or benefits- Segmentation using attitude structure

Associating feelings with the Brand Importance and intensity of feelings Transformational advertising, Rossiter Percy Grid, Attitude toward the advertisement.

Brand Equity, Image and Personality :Brand equity, Brand Image, Brand personality associations- Implementation of Personality strategy.

Group influence and Word of mouth Advertising

Nature and influence of reference groups-Information and Normative influences

Message Tactics- Creative Approaches

Rational and Emotional Approaches-Usage of an Endorser-Distraction Effects, Creative Concept research

The Art of Copywriting

The creative process – copywriting- Illustrating-Layout, Creative styles-Execution and Content

Audio-Visual creative execution

Developing concept for commercials, Formats for Radio and TV, Mechanics of production

Advertising Copy testing and Diagnosis--Copy testing strategy-Diagnostic Copy tests-

Selection of copy test

Media Strategy and Tactics:

Media Planning -

Advertising Budgeting Decision, Media Class decisions- Print, Electronic and others, Reach and Frequency, Media vehicles decision-Media option decisions, scheduling and timing decisions.

Indian Media Scene

Media options, Readership and Circulation Data.

Internet Advertising

Overview, Nature and concept of Internet Advertising, Web site-its establishment, Measuring results

Module 4*Events, Sponsorships, POP and Outdoor Advertising*

Objectives and Concepts, Planning and Budgeting, Implementation and Evaluation-benefits and drawbacks - Packaging and Labeling

Sales Promotion

Importance and Purpose, Major Sales promotional tools and techniques- Sales promotions directed at Consumers, Manufacturers' Promotions and Retailers' Promotions, Evaluation, Risks, Regulation

Direct Marketing

Role of Direct Marketing, Concepts of Direct marketing; Techniques of DM- Database marketing, Direct Mail, Telemarketing, Direct Response advertising, Infomercials

Public Relations, Corporate Advertising and Publicity

Objectives for Public relations, Strategies and Tools of Public relations, Scope, objectives and types of corporate advertising

Module 5

Effects of Advertising

Tracking Advertising Results-Approaches-Intermediate and direct measurers

Module 6

Regulation of Advertising

Need and nature of Regulation, Government and non government regulation, The socio, cultural and ethical aspects

Reference Books:

1. O'Guinn, Allen, Semenik, Advertising and Integrated Brand Promotion, Thomson Learning, 2005
2. Belch & Belch, *Advertising Management*, Tata McGrwHill,2002
3. Rajeev Batra, John G Myers, David A Aaker, *Advertising Management*, PHI, 2001
4. Rossister and Percy, *Advertising Communications & Promotion Management*, McGraw-Hill International, 1998
5. Manendra Mohan, *Advertising Management*, Tata McGraw- Hill, New Delhi – 17th Edition, 2002
6. Semenik, *Promotion and Integrated Marketing Promotion*, Thomson Learning.

F7 - TAXATION II**MBA 565****2 credits****Objectives**

- To give the students knowledge of the principles of direct tax laws and the relevant rules and principles emerging from leading cases
- To teach the students to apply the knowledge of the provisions of laws to various situations in corporate practice .

Pedagogy

Use of lecture method supplemented by case studies, lectures, PowerPoint slides , case studies, problems and presentations.

Module 1**Indirect Tax**

Features, merits and demerits, nature and types of excise duty, meaning of goods/ excisable goods, manufacturer, manufactured/ produced, procedure for registration.

Module 2**Central Excise Act: Brief background of excise law**

Classification of goods, principles of classification[HSN,TRADE PARLANCE THEORY],Valuation under central excise, basis of valuation, valuation based retail sale price, ad valorem duty, assessable value, valuation rules for AV, sale to related person, clearance of goods.

Payment of duty, PLA, CENVAT .CENVAT on inputs and capital goods, dealers invoice, central excise provisions applicable for SSI.

Module 3**Customs Act**

Brief background of customs law, nature of customs duty, meaning of goods, types of customs duty, valuation of custom duty, computation of assessable value, exclusion from assessable value, method of valuation

Export-import procedure, assessment of duty/ clearance, baggage, couriers, postal articles, exemption from customs duty, export provisions schemes EOU/SEZ, duty drawback

Module 4**Service Tax**

Basis of service tax, constitutional background, procedure for registration, services on which tax is payable

Module 5**Central Sales Tax Act 1956**

Historical background, objects of central sales tax act, definitions, sale or purchase in the course of interstate trade, sale / purchase taking place outside a state, sale/ purchase in the course of import or export, transfer of goods otherwise than by way of sale, registration of

dealers, determination of turnover, levy and collection of taxes and penalties, goods of special importance in inter-state trade or commerce

Module 6

KST(Karnataka Sales Tax Act) - Definitions (sale, goods, turnover etc.)

Reference Books

1. Datay V S, Indirect Tax, *Taxman Publications*
2. Central excise manual / Tariff book.
3. Customs manual / Tariff book

H 7 LABOUR LAW II (RELATIONAL LAW)**MBA 566****2 credits****Objectives**

To make the students aware of

- The employers obligations under the statutes
- The employee/workers rights under the Acts
- Consequences of non compliance of the statutes
- The powers of the government/authorities under the Act

Pedagogy

- Lecture method with the help of power point
- Giving reported cases to students for analysis and presentation
- Role play by students

MODULE –1**SOCIAL SECURITY LEGISLATIONS**

(Employers obligations under
EPF Act 1952, ESI Act 1948,
Workmen's Compensation Act 1923,
Maternity Benefit Act 1961,
Payment of Gratuity Act 1972

MODULE –2**INDUSTRIAL RELATIONS & DISPUTE RESOLUTION**

(Employers obligations under
I.D. Act 1947,
Employment Standing Orders Act 1946
Indian Trade Unions Act 1926

MODULE –3

DISCIPLINE,
Disciplinary Proceeding & Grievance Redressal

MODULE –4**SALIENT FEATURES**

The Recommendations Second National Commission on Labour & Proposed Changes in
Labour Laws

MODULE –5**ROLE OF SUPREME COURT & HIGH COURTS IN RESOLUTION OF INDUSTRIAL
DISPUTES**

(Scope of Writs & Appeals in
High Court & Supreme Court

Reference Books

1. Industrial Relations & Labour Legislations, Prof. M.R Sreenivasan, *Magrham Publications*
2. Industrial Relations, C.S. Venkata Ratnam, *Oxford Publications*
3. Industrial Law, Vol I & II, P.L. Malik, *Eastern Book Company*
4. Labour Law Notes, Prof. H.A.C. Poppen

M 8 - MARKETING RESEARCH**MBA 567****2 credits****Objectives**

- The basic aim of the course is to understand the basic concepts in Marketing Research
- It associates theory with practice through an analytical, case based approach to marketing research

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations.

Module 1

Nature and Scope of Marketing Research - History – Need – Classification – Process – Nature – Management and Management Research

Market Research Problem – Problem Definition – Ethics in Research

Module 2

Research Design – Objectives, Definition, Classification, Sources of Error, Research Proposal

Exploratory Research Design – Secondary Data, Primary Data – Qualitative Research – Focus Group Interviews, Depth Interviews, Projective Techniques

Descriptive Research Design – Survey Methods – Observation Methods

Causal Research Design – Experimentation

Module 3

Measurement and Scaling – Comparative and non Comparative Scaling – Scale Evaluation – Choosing a Scaling Technique

Instrument Design

Sampling Design – Probability and Non Probability Sampling techniques - uses

Module 4**Data Preparation**

Data Analysis – Frequency Distribution, Cross Tabulations, Hypothesis Testing – Parametric and Non Parametric Testing, Analysis of Variance and Covariance

Data Presentation

Module 5

Multi Variate Analysis - Correlation and Regression: Explaining Association - Discriminant Analysis for Classification and Prediction - Factor Analysis for Data Reduction - Cluster Analysis for Market Segmentation - Multi Dimensional Scaling for Brand Positioning - Conjoint Analysis for Product Design - Attribute Based Perceptual Mapping using Discriminant Analysis

Module 6

International Marketing Research – Framework, The Environment, Survey methods

Reference Books

1. Marketing Research, David A. Aaker, V. Kumar and George S. Day, *John Wiley and Sons Inc.*
2. Marketing Research, Alvin Burns and Ronald F. Bush, Prentice Hall Inc.
3. Marketing Research – An Applied Orientation – Naresh Malhotra, *Pearson Education*

F8 - INTERNATIONAL FINANCIAL MANAGEMENT**MBA 568****2 credits****Objectives**

- To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.
- To familiarize students with unique economic factors that challenge a financial manager in the international context.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Introduction to International Financial Management – the environment – the nature of international risk exposure – International Monetary system - determination of exchange rates — Balance of Payments- – Interest parity – international fisher effect

Module 2

Foreign exchange market – functions – Participants - currency derivatives – Forwards – Swaps – Currency futures and Options – Interest rate futures – speculation

Module 3

Foreign Exchange Risk Management – measuring and managing accounting exposure – transaction exposure – translation exposure – Hedging – measuring and managing economic exposure - managing operating exposure – managing interest rate exposure

Module 4

Managing multinational operations – multinational taxation- inter-company fund flow - Multinational Working Capital Management- Foreign Trade - Short-term Financing - Financing the global firm – global cost of capital and financial structure – Equity and debt financing through global markets.

Module 5

Foreign investments - decision – corporate strategy – International portfolio diversification - foreign direct investment - multinational capital budgeting – international project appraisal - political risk and country risk analysis.

Module 6

An overview of foreign trade and foreign exchange.-

Meaning-types-financing of foreign trade-banks and institutional finance- -export and import- financing and Documents- letter of credit-types-foreign exchange and foreign exchange markets-players and dealers in foreign exchange-volume and dynamics of foreign exchange

Management of foreign exchange instruments - money market and capital market – Exchange rate arrangement in India- foreign trade contracts: terms and documentation- managing of foreign exchange reserves-an outline of FEMA and foreign exchange management in India.

Reference Books

1. David K. Eieteman, et al, *Multinational Business Finance, Pearson Education.*
2. Alan C. Shapiro, *Multinational Financial Management, Prentice Hall*
3. Prakash G. Apte, *International Financial Management, Tata McGraw – Hill*
4. Madhu Vij, *International Financial Management, Excel Books.*
5. Jeff Madura, *International Financial Management, South – Western – Thomson Learning.*
6. Prakash G. Apte, *Global Business Finance, Tata McGraw – Hill.*
7. *International financial management- Eun/Resnick 2nd Edition Tata McGraw–HILL*
8. *International financial management – Sharan-2nd edition-Prentice –hall India.*
9. H.P. Bharadwaj - *Foreign exchange handbook-Wheeler publishing,1994*
10. Madhu Vij-*International financial management, Excel Books*

H8 – COMPENSATION MANAGEMENT**MBA 569****2 credits****Objectives**

- To educate the students on the theoretical foundations of reward and remuneration strategies in organizations.
- To explain to the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and
- To make students aware of the employers obligations under labour statutes governing wage and salary administration.

Pedagogy

- Lecture method with help of power point.
- Analyzing reported court cases on labour laws.
- Teach students to use labour law journals for making them update with laws.

Module 1Wage & Salary Administration

Concept of wages & salary, theories of Wages; Types of wages; Components of wages; Factors determining wages, Principles of wage administration, Wage fixation methods; Rewards, incentives & Fringe benefits, Types of incentive plans & their merits & demerits

Module 2

Wage Legislation's –Principles of Equal Pay for Equal work. Job evaluation – Definition - objectives- principles – methods, ranking, classification, Factor Comparison method and Point method of job evaluation

Module 3

Wage Structure – Wage fixation – flat rate, merit rate, wage surveys. Wage Payment – wage payment policies - wage payment systems – wage incentive plans, Blue Collar employees, White Collar employees.

Module 4

Executive compensation plan – basic payments, fringe benefits, retirement benefits, cafeteria fringe benefits - why executives are paid more?

Module 5

Challenges of compensation – performance based compensation, skill-based pay Vs. Job based pay, pay reviews, pay secrecy, comparable worth.

Reference Books

1. Fishers Schoen of Eldt, and Shaw: Human Resources and Management.
2. V.S.P.Rao, HRM Text & Cases.
3. N.G. Nair & Latha Nair: Personnel Management and Industrial Relations.
4. George Bohlander, etal, Managing Human Resources, *Thomson- South Western*.
5. Richard I.Henderson, Compensation Management in a knowledge-based world.
6. C.S.Venkata Ratnam, Industrial Relations.
7. Industrial law Volume I & II. P.L.Malik
8. Labour Law notes by Prof.H.A.C.Poppen
9. Labour law journals
10. Website: www.nipmkerala.org

M9 - SALES AND DISTRIBUTION MANAGEMENT**MBA 570****2 credits****Objectives:**

- To expose the students to the concepts, and principles of sales and distribution management.
- To develop the necessary skills among the students regarding the personal selling and physical distribution.

Pedagogy:

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

(A) SALES MANAGEMENT**Module 1**

Nature and importance of Sales Management, Dimensions of sales management
Lateral relationships of a Sales manager

Planning and organizing Sales Force

Estimating market potential and forecasting sales

Importance and Definitions, Sales forecasting Methods-Quantitative and Qualitative techniques

Organizing the sales force --Nature and Characteristics, Basic Types of organization, Specialization within Sales department

Various hierarchical levels is sales structure and their job responsibilities

Module 2Management of the Sales Force

Sales Force Staffing Process

The Planning Phase - The Recruiting Phase - The Selection Phase - Hiring and Assimilation Phase.

Training the Sales Force - Training Assessment, Designing and Implementing training programs - Evaluation of training programs

Directing the Sales Force

Time and Territory management --Objectives and Criteria for Territory formation, Sales Territories Design, Time Management, Routing and Scheduling

Sales Quotas and Compensation

Objectives of a Compensation Plan, Trends in Compensation Plan

Controlling and Evaluating the Sales Force

Analysis of sales, costs and profitability, Budgeting, Sales analysis-Marketing Cost Analysis-Increasing sales force productivity.

Module3

Personal Selling Process

The different approaches-Benefit selling, Relationship selling, The various stages of selling process-Prospecting, Pre-approach, Approach, Presentation, Trial Close, Handling Objections, Close, Follow-up, Selling Aids

Reference Books

1. Rosann L. Spiro, William J. Stanton and Gregory A. Rich, *Management of a Sales Force*, 11th Edition, McGraw –Hill Irwin, 2003
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, *Sales Management – Decisions, Strategies and Cases*, 5th Edition, Prentice Hall of India, 2001

(B) DISTRIBUTION MANAGEMENT:

Module 4

An overview of Distribution Management --Marketing Channels Analyzing marketing channel structure, Functions and Flows- Channel relationship

Channel Structure

Channel structure in Product Vs Service Organization

Study of channel in different industries

Channel Planning

Designing Channel systems --Organisational Patterns in Marketing Channels-- Vertical integration, Outsourcing --Electronic Channels

Module 5

Channel Management

Management of Marketing Channels--Managing intra channel conflict, Managing multiple channels

Marketing Channel Policies-- Market, customer coverage, pricing, product line policies

Channels Information systems

Elements of channels information systems

Assessing marketing channel Performance

Measurement and evaluation of channel members contribution

Module 6

Marketing Logistics

Logistics and competitive Strategy, Customer Service Dimension, Developing the logistics organization and Management. Marketing Logistics

Reference Books

1. Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I. El-Ansary, *Marketing Channels*, 6th Edition, Pearson Education, 2001

F9 – WEALTH MANAGEMENT**MBA 571****2 credits****Objectives**

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with a conceptual and analytical framework of different financial instruments, their risk and returns and strategies in managing funds.
- To familiarize students with portfolio management techniques that challenge a financial manager.

Pedagogy:

Class room lectures, Role play, Case study, Problem solving, Web exercises and Project work

I. Financial planning and wealth management**5 Hours**

Introduction to financial planning, Life cycle analysis, Financial planning process, Introduction to Investments, Investment management process, Planning for future – College funding, Systematic investments, Retirement planning and Estate planning, Structuring financial plans, Introduction to Wealth management - Basics – Role of banks – Importance of wealth advisory - Role of private banker – HNWI – Drivers of wealth – Global perspective – Indian perspective – Wealth management process – Wealth creation cycle – Critical issues, Introduction to Asset class, Computation of Risk and Return.

II. Relationship management**3 Hours**

Basics – Process – Client segmentation – Profile – Expose – Strategize – Execute – Monitor – Review – Strategic value formula – Effective communication and Negotiation

III. Financial products**7 Hours**

Common stock and preferred stock, Money market securities, Bonds - Treasury, Government, Mortgage backed securities, Corporate and municipal bonds, Convertible and Zero coupon Bonds, Insurance cum investment products, Mutual funds – ETF and REIT and Derivative products – Options and Futures.

Valuation of common stocks, Preferred stocks, Debt instruments and Derivatives

IV. Asset allocation and strategies**5 Hours**

Asset allocation decision, Equity portfolio strategies – Active vs Passive, Management strategies, Value vs growth investing, Asset allocation strategies, Derivative strategies – Using Index options, Stock options, Index Futures and stock futures in Hedging, speculation and Arbitrage, Bond portfolio management strategies – Passive – Buy and hold, Indexing – Active – interest rate anticipation, Valuation analysis, Credit analysis, Yield spread analysis and Bond swaps – Core plus management strategy – Immunization strategies.

V. Alternative investments**5 Hours**

Hedge funds – Private Equity funds – Venture capital funds – Real estate – Precious metals - Art

VI. Evaluation and Investment philosophies**5 Hours**

Composite equity portfolio performance measures – Treynor's ratio, Sharpe's ratio, Jensen's measure and Fama's measure, Components of investment performance – Selectivity, Diversification and risk, Asset class distribution analysis, Evaluation of bond portfolio performance.

Benjamin Graham, Warren Buffet and Peter Lynch – Investment Philosophy.

Reference Books

1. Wealth Management : An introduction by Manish Ashiya, ICFAI Press
2. Investment Analysis & Portfolio Management by Reilly
3. All about Hedge Funds by Robert A Jaeger *Tata McGraw – Hill*
4. All about Investing by Esme Faerber *Tata McGraw – Hill*
5. Introduction to financial planning by Indian Institute of Banking & Finance
Taxmann Publications P Ltd
6. Fx options and structured products by Uwe Wystup, John Wiley & Sons ltd
7. Private Equity by Harold Beirman fr, John Wiley & sons.

H9 - STRATEGIC HUMAN RESOURCE MANAGEMENT**MBA 572****2 credits****Objectives**

The key objective is to understand the strategic importance of HRM. The syllabus is designed in such a way that the student can relate HRM issues to the strategy level

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Importance of Human Resources at organizations. Human Resources in relationship to top management goals, Company strategy, and organization culture.

Module 2

Strategy Formulation. Theoretical Foundations, International Strategy, Human Resource Contributions to strategy.

Module 3

Human Resource Planning

The Strategic Role, Management Issues. Selecting forecasting Techniques, Forecasting supply of Human Resources, Forecasting Demand for Human Resources.

Module 4

Strategy Implementation: Workforce Utilization and Employment Practices.

Efficient utilization of Human Resources, Dealing with employee strategies, selection of employees, Dealing with employee surplus, Special implementation challenges.

Module 5

Strategy Implementation: Reward & Development systems. Strategically oriented performance measurement systems, Compensation systems, Employee Development.

Module 6

The Performance Impact of Human Resource Practices - Individual High-Performance Practices, Limitations of Individual practices, Evolution of practices.

Module 7

Human Resource Evaluation - Overview of Evaluation, Approaches to Evaluation, Evaluating strategic contributions of Traditional Areas, Emerging Areas.

Reference Books

1. Strategic Human Resource Management by Charles.R.Greer-*Pearson Education*
2. Strategic Human Resource Management by Fred.K.Faulkes-*Prentice –Hall*

M 10 - SUPPLY CHAIN MANAGEMENT**MBA 573****2 credits****Objectives**

To give the students a clean understanding of the concepts of supply chain management and related logistics management in the fast changing business environment. The inputs also show how SCM can improve the enterprise effectiveness with the objective of improving its profitability and better synergy with customers and suppliers.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1**Introduction To SCM**

Understanding the Supply Chain - The changing business landscapes driving forces
- Supply chain concepts and characteristics - Discussions of logistics interface with micro economy such as marketing, production and other functional areas and macro economy such as global economic policies

Module 2**Planning Demand and Supply**

Demand forecasting - Role of aggregate planning - Planning strategies; MRP, ERP - Managing predictable variability

Module 3**Procurement and Inventory Decision Making**

Inbound logistics along the supply chain - Materials Management: Procurement and importance of item and service purchased - Significance of Inventories in broader perspective - Inventories in the organization- rationale for inventory - Classifying inventory - Approaches to managing inventory under conditions of certainty and uncertainty - Inventory at multiple locations and determining optimal level of inventory - Problems in inventory management

Module 4**Warehousing Decisions**

Role nature and importance of warehouse - Warehouse operations and design
- Materials handling and storage

Module 5**Transportation system and management**

Role of transportation in supply chain - Factors affecting transport decisions and selection decision - Basic modes of transportation - Classification of carriers - Management strategy for carriers shipments - Network design

Module 6**Supply Chain and Logistics Information System**

Use of information in a supply chain - Information system building process and role of E-business in a supply chain - Positioning information in logistics - Obstacles to coordination in a supply chain

Module 7

Current Issues Performance measurement and reporting; monitoring, controlling and directing - Challenges for future; cycle reduction strategies, Inventory reduction strategies and E-Commerce strategies - World class Supply Chain Management

Reference Books

1. Burt , Dobler and Starling, World Class Supply Management, - *Tata McGraw Hill*
2. Coyle Bondi and Langely The management of Business Logistics a supply chain perspective - *Thomson South Western*
3. Boversox and Closs, Logistical Management - *Tata McGraw Hill*
4. David J. Bloomberg, Stephen Lemay, Joe B. Hanna Logistics emay, Joe B. Hanna – *P H I*
5. Sunil Chopra ,Supply Chain Management, Strategy, Planning & Operation, Chopra *Pearson*
6. Jermy Shapiro ,Modeling and Supply Chain, – *Duxbury Publication*

F 10 - STRATEGIC FINANCIAL MANAGEMENT**MBA 574****2 credits****Objectives**

The objective of this course is to introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.

Pedagogy

Case studies, analysis of value metrics of companies, presentations and study of various consulting firms in the area of shareholders value.

Module 1

Introduction to Strategic Financial Management (SFM)

SFM, Interface of Financial Policy and Strategic Policy, the relevance, importance and the constituents.

Module 2

Strategic aspects of Investment Policies, Strategic Aspects of Financing & Dividend Policies, Strategic Cost Management , Stock refunding.

Module 3

Adjusted book value approach, stock & approach, Direct comparison approach, discounted Cash Flow (DCF) approach DCF 2 stage & 3 stage models, Inflation and asset valuation, valuation of Intangible and knowledge assets.

Value Based Management & Value Metrics

Shareholder value creation, Traditional approaches, New approaches Value drivers, Marabon approach, Alcar approach, Mckinse approach, EVA approach, BCG approach, Executive compensation and value creation, stock options & Indexed stock options.

Module 4

Traditional measures of EPS, RDI, EBIT, ROCE etc. New metrics of : Market to Book Ration (MBR), Total shareholder Return (TSR), Total Business Return (TBR), EBITDA. Market Value Added (MVA), Economic Project, Economic Value Added (EVA), Return on Net Assets (RONA), Future Growth Value (FGV), Cash Value Added (CVA), Cash Flow Return on Investment (CFROI) and the Balanced Score Cord (BSC).

Module 5**Mergers & Acquisitions & Restructuring.**

Mergers, forms of Mergers, Reasons for Mergers, Process of Mergers, Legal procedures Tax aspects, Accounting aspects, Evaluation of Mergers using DCF techniques, Stock Vs cash payments, Basis for Exchange & shares, Take-overs, Purchase & Division/ plant, regulation of mergers and takeovers. Anti-takeovers Defenses, Joint ventures,

Management of Acquisitions and take-overs, Leveraged Brogats (LBOs), Portfolio restructuring, Demergers, financial Restructuring organizational Restructuring Disinvestment of PSV's

Module 6

Ethical aspects of strategic financial management, ethics and finance manager, ethical and economical combinations, ethical brand equity and long term results, assessment of ethical financial performance.

Ethical dilemmas, ethical ratios for owners and top management, ethical ratios for the managers and supervisors, ethical ratio's for the workers and other junior employees, accounting disclosures for ethical financial management.

Reference Books

1. G.P.Jakhotia, Strategic Financial Management, *Vikas Publishing House*.
2. Fred Weston and E.F Brigham, Managerial Finance, *Dryden Press*
3. Allen, An Introduction to Strategic Financial Management, *Kogam Page*
4. Coplaned T, Etal, Valuation Measuring and Managers – The Values of Companies, *John Wiley*
5. Mathew P.K. Corporate Restructuring an Indian, Perspective, *Macmillan*.
6. Sudarsanam P.S. The Essence of Mergers and Acquisitions, *Prentice Hall of India*.

H 10 - LATEST TRENDS IN HUMAN RESOURCE MANAGEMENT**MBA 575****2 credits****Objectives**

This course helps the students understand the latest HR practices and trends in the industry. The course discusses issues relating to emerging HR trends and practices.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations

Module 1

Learning Organization, Meaning, Characteristics, Single-loop learning V/S Double loop learning. Creating a learning organization.

Module 2

Knowledge management Meaning, challenges and recent trends. E – Learning : Challenges and issues

Module 3

Psychological Contract. Meaning, Importance, Types and managing the psychological contract.

Module 4

Skill Inventories, Competency mapping, Recent trends in training and development & performance appraisal.

Module 5

Human Resource Accounting and Audit: Meaning, process and importance.

Module 6

Human Resource Information system: Meaning & process.

Module7

Managing work force diversity – Challenges and issues

Reference Books

Summaries based on latest trends in industry will be developed by the institute on a yearly basis.

F A - INSURANCE**MBA 577****2 credits****Objectives**

To sensitize the students to various aspects of risk management through the vehicle of insurance. To study the structure of insurance products and its space in the area of financial planning.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

General risk like risk arising out of fire, marine, commercial, earthquake, strike and riot and life risk and management of such risks.- Historical development of R.M, ORM Model of R.M

Module 2

Risk - Definition – basic categories – types of pure risk – handling risk – insurable risk – types of insurance - Risk Management - Objectives – steps –

Module 3

Overview of Insurance - Place in financial system – concept & role – purpose & need – social security – role in economic development – regulations - Fundamental Principles - life - Indemnity – insurable interest – subrogation – utmost good faith – contracts - Contract conditions – insurable interest – assignment – limitations – subrogation – contribution – proximate cause

Module 4

Life Insurance Products –Term – endowment – money back – unit linked – whole life – annuities - Options – riders – guarantees – group – pension – rural – social

Module 5

General insurance products – Fire – marine- Motor – personal accident

Module 6

Documents & Premiums - Proposal – policy – renewals – claims – endorsements – premium calculations - benefits - Underwriting - Rating risk – premium fixing

Module 7

Processes - Structure – prospecting – sales – proposal – queries – underwriting – policy renewals – claims - benefits - Sales & Marketing - Channels – advertising – strategies – competition

Module 8

Financial Planning - Needs analysis – life cycle planning – asset allocation – risk covers – taxation

Module 9

Regulations - Insurance acts – code of conduct – agents – agency law – commission structure - Advisors - Role – function – requirements – sales – key success factors

Reference Books

1. Life Insurance – IC 33 – Insurance Institute of India
2. General Insurance – IC 34 - Insurance Institute of India – select chapters
3. Websites: Insurance companies in India, and financial services

M A - RETAILING**MBA 578****2 credits****Objectives:**

The aim of this course is to give students of retailing an understanding of the various aspects of retail management – Characteristics, business environment, competition, complexity of the modern consumer.

Retail organization, strategy formulation, retail business support, logistics and technology. Formats, franchising system, location strategy, customer service, communication, merchandising and relationship marketing.

Pedagogy:

Lecture sessions along with interaction, presentation and discussions by students.

Module 1: The world of Retailing:

Introduction to world of Retailing
Types of Retailers
Multi channel Retailing
Customer Buying Behavior

Module 2 : Retailing Strategy:

Retail Market Strategy
Financial Strategy
Retail Locations
Site Selections
Human Resource Management
Information System and Supply chain Management

Module 3: Merchandise Management

Planning Merchandise Assortments
Buying Systems, Buying Merchandise
Pricing and Retail communication mix

Module 4: Stores Management

Managing the Store
Store Layout, Design and visual merchandising
Customer Service.

Module 5:

Cases and various Retail trade related Acts such as Shops and Establishments Acts, Essential commodities Act, Consumer protection Act etc.

Reference Books:

1. Retail Management-A Strategic approach by Barry Berman, Joel R Evans.
2. Retailing Management by Michel Levy.
3. Retail Management by Chetan Bajaj, Rajnish Tuli and Nidhi V Srivastava

CURRICULUM

YEAR - II

Trimester - VI

INTERNATIONAL BUSINESS**MBA 631****2 credits****Objectives**

This course is designed to familiarize the students with concepts, principles, and strategies of running cross-border business.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Nature of international business, drivers of cross-border business, routes of global business and active players in multinational business.

Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factors endowment theory, product life cycle theory, Porter's national competitive advantage.

International business environment – political, economic, technological and cultural factors, cross-cultural management, levels of culture, models to aid international managers

Module 2

International strategic management –process of strategic management. Organizing international business – international designs, factors influencing choice of a design, issues in organization design

Module 3

Managing business functions internationally:- Marketing – benefits of international markets, major activities in international marketing

Operations management – operations management and competitive advantage, strategic issues in operations management.

Technology transters – issues arising out of technology transters.

International financial management – major activities, financing foreign trade, international accounting.

International human resource management, managing international HR activities

Module 4

International strategic alliances, nature, benefits, pitfalls, scope, how to make alliances work - Integration between countries, levels of integration, impact, major trading blocks. - WTO – implications for India

Module 5

Social responsibility and ethical issues in international business – national differences in ethics and social responsibility, codes of conduct for MNC's, decision flow chart for an MNC.

Reference Books

1. Charles W.L. Hill, Arun K Jain, International Business, *McGraw-Hill*
2. John D. Denials and Lee H Daniels & Radebaugh, International Business, *Pearson Education*
3. Andrew Harrison, et al, International Business, *Oxford*.
4. John B. Cullen, Multinational Management, South – *Western college publishing*.
5. Hodgetts and Fred Luthans, International Management, *Tata McGraw – Hill*.
6. *K.Aswathappa* - International Business, *Tata McGraw-Hill*

M 11 - SERVICES MANAGEMENT- STRATEGIES AND PROJECTS**MBA 661****2 credits****Objectives:**

The aim of this course is to impart knowledge needed to implement quality service and service strategies for competitive advantages across service industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages.

Pedagogy :

Class room sessions will be a combination of lectures, conceptual discussions / articles in the related area and analysis of cases :*Presentations and discussions.*

Evaluation:

Class attendance	: 5 %
Mid term class internals	: 10 %
Mid term exam	: 25 %
Group projects	: 10 %
End term Exam	: 50 %

Course Book:

Services Marketing By :Valarie A. Zeithml and Mary Jo Bitner
Tata- McGraw- Hill Edition

Services Marketing By Hellen Woodruffe

Services Management for Competitive Advantage
By James A Fitzsimmons
McGraw-Hill Edition

Course Contents:**Part I - Focus on the customer**

Consumer behavior in Services
Customers expectation of Services
Customer Perception of Services

Part II - Listening to customers requirements

Understanding customers expectations and Perception through
Marketing Research
Building Customers relationship.
Service Recovery

Part III - Aligning Strategy, Service Design, and Standards

Service development and Design
Customer-defined service standards
Physical evidence and the service scape

Part IV - Delivering and Performing Service

Employee roles in service delivery
Customer's role in Service delivery
Delivery service through Intermediaries.
Managing Demand and Supply

Part V - Managing Service Promises

Integrated Services Marketing Communications
Pricing of Services

Part VI – The Big Picture

Strategic issues in services marketing
Global Strategy in Services Marketing
The Integrated Gaps Model of Service Quality
Discussions of Group Projects

F11 - FINANCIAL RISK MANAGEMENT**MBA 662****2 credits****Objectives**

To provide the students an understanding of the emerging areas of Risk Management and to equip the students with the tools and techniques needed to manage financial risk efficiently.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations .

Module 1

Concepts like systematic, non-systematic risks, total risk. Levels of uncertainty, risk to return

Module 2

Risk exposures and their identification. Business risk-types of risk- measurement of risk, risk optimization- other business risks. Financial assets their characteristics, scope of FRM.

Module 3

Financial risks, Options, futures and derivative securities. Assessment of financial asset risks, interest rate & debt securities, value at risk. CAR, operational risks in banks, basel II committee recommendations

Module 4

Basic arbitrage ideas, introductions to arbitrage pricing theory, the binomial option pricing models, the Black-scholes analysis, American options and other instruments with early exercise features. Use of financial ratios in RM

Module 5

Equity options, stochastic volatility, Martingale measures, introduction to interest rate sensitive securities, recent development and trends.

Instrument of trade credit (letter of credit) and other non-insurance risk financing transforms. Solvency, margins, mismatch of liabilities and assets (ALM), regarding norms for investments IFRS

H11 - HUMAN RELATIONS SKILLS**MBA663****2 credits****Course Objectives:**

1. To provide students with opportunities to explore skills to be an effective human Resource executive.
2. To allow participants hands – on experience in the skills and increase their self efficacy in tasks and duties relating to Human Resource Management.

Pedagogy:

The skills will be action oriented adopting an experiential learning approach and includes social learning, role plays, behaviour modification and live demonstration and projects. Learning material for the course will be drawn from different sources including books, journals, magazines and newspapers.

Skill 1: Self Awareness – Personal & Interpersonal skills	3 sessions
Skill 2: Assertiveness Skills	3 sessions
Skill 3: Feedback & Performance Appraisal skills	3 sessions
Skill 4: Conflict resolution skills	3 sessions
Skill 5: Managing diversity Skills	3 sessions
Skill 6: Employee counseling skills	3 sessions
Skill 8: Team building skills	3 sessions
Skill 9: Coaching skills	3 sessions
Skill 10: Leadership skills	3 sessions
Skill 11: Body language and business etiquette skills	3 sessions

Basic Text: Training in Interpersonal Skills, Robbins, S. P, & Hunsaker, P.L, PHI, 2008.

M 12- BRAND MANAGEMENT**MBA 664****2 credits****Objectives:**

The basic aim of this course is to:

- Understand Brand Management concepts
- Understand the Brand management process

Pedagogy:

This course requires the use of a judicious mix lecture sessions, case studies, assignments and class presentations .

Module 1: Brand definition and Success

Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition , General success and Brand success

Module 2: Brand equity

Cost based methods Price based methods Customer based brand equity
Brand asset management strategy

Module 3 : Brand Identity

Brand Identity, The Identity structure, Developing Brand Identity system
Clarifying & elaborating Brand identity system

A strategic process for Building Integrated brands, Brand Vision, Brand Objectives
Choosing brand Elements, Designing & Implementing Branding Strategies
Leveraging Secondary brand knowledge

Module 5 : Brand extension & Brand Portfolio strategy

Types of brand extension, Need for brand extension Pros & Cons of brand extension
Category of related extensions & unrelated extensions
Brand Portfolio Strategy. Creating relevance, differentiation, leverage & clarity

Module 6**Brand Personality**

Importance of Brand Personality Emotion centered definitions Brand image
Brand Image and country of origin, celebrity, user status,

Brand Repositioning

Positioning and repositioning Relevance to consumers Search for a viable position
Making the brand serious, contemporary Brand as a differentiator

Reference Books:

1. Brand Management - By Y.L. R. Moorthy
2. Brand Asset Management - By Scott M. David
3. Building Strong Brands - David A. Aaker

Internet Sites

www.brandingasia.com

www.brandchannel.com

Blogs

Thebrandingblog.com

F12 - COMMODITY MARKET**MBA 665****2 credits****Objectives**

The objective of the course on commodity markets is to provide a comprehensive knowledge to the students about the functioning of global and domestic commodity markets with a practical approach to imparting the knowledge, and also kindle sufficient interest in them to consider this area for their career growth.

Module 1

1. Introduction to Commodity Futures Markets
 - a. Meaning of Commodity
 - b. Types of commodities
 - i. Agricultural
 - ii. Metals – Base & Precious metals
 - iii. Energy
 - iv. Others
 - c. Structure and evolution of Agri markets in India
 - d. Commodity Markets : a perspective
 - e. Cash markets, Forwards and Futures
 - f. Brief history of development of Commodity Markets
 - i. Global scenario
 - ii. Indian scenario
 - iii. Relevance and potential of commodity markets in India
 - iv. Regulatory framework of commodity derivatives markets
FCRA, FMC
Kabra Committee report
 - g. Benefits of Trading in Commodities
 - i. Benefits to investors, producers, consumers and manufacturers
 - ii. Benefits to economy
 - h. Commodity stock exchanges
 - i. Indian National / Regional Commodity Stock exchanges
 - ii. Global Commodity Stock exchanges

Module 2

2. Role of ware houses and collateral managers in Commodities Markets
 - a. Warehousing, warehouse-receipts etc
 - b. Role and functions of collateral managers
 - c. Role of assayers and Quality of underlying assets
 - d. Role of Registrar and Transfer agents

Module 3

3. Clearing and Settlement
 - a. Role of clearing exchanges and its functions
 - i. Professional Clearing Member
 - ii. Trading and Clearing Member

- iii. Trading Member
- b. Role of clearing members
- c. Contracts specifications in commodity futures
- d. Calendar and settlement schedule
- e. Margining
 - i. Initial margin
 - ii. Daily Mark to Market
 - iii. Delivery Margin
 - iv. Special / additional margin
 - v. Open Interest Limits
- f. Types of Orders
- g. Final settlement
 - i. Cash settlement
 - ii. Physical settlement
 - 1. quality issues- premium / discount on contract price
 - 2. delivery conditions etc

Module 4

- 4. Fundamental and Technical Analysis in Commodity Markets
 - a. Fundamental Analysis
 - i. Global and domestic demand supply dynamics, Closing stock positions, Cropping and growth patterns, price trends and factors that influence prices
 - b. Technical Analysis
 - i. Trading strategies in Commodities using technical analysis

Module 5

- 5. Using Commodity Derivatives
 - i. Pricing of commodity derivatives
 - 1. Backwardation / Contango markets
 - ii. Hedging
 - Rolling the hedge
 - Tailing the hedge
 - Optimal hedge ratio
 - Hedging effectiveness
 - Cross hedge
 - Basis risk
 - iii. Arbitraging
 - Cash and Carry arbitrage
 - Reverse cash and carry arbitrage
 - Convenience yield
 - Implied returns
 - Full carry, Net carry
 - iv. Speculating

Module 6

- 6. Taxation issues governing commodity markets
 - Speculative Transactions, Set off rules, Transaction costs, Sales tax issues

Recommended Books:

Commodity Derivatives by Indian Institute of Banking and Finance MacMillan

Futures Markets – Made easy with Q & A TMH

Commodity Markets by Jim Rogers

NCFM Study material for ‘Commodities Markets’ exam

Web Sites:

NCDEX.COM, MCX.COM, CBOT.COM, LME.CO.UK, NYMEX.COM

H 12 EMPLOYEE COUNSELING**MBA 666****2 credits****Objectives**

- To familiarize the students with issues in employee counseling.
- To make them understand the role of the counselor.
- To study the role of HR executives in the area of employee counseling.

Pedagogy

This course will be taught through lecture sessions, case studies, assignments, role plays and class presentations

Module 1

Introduction to Employee Counseling, Importance, objectives, benefits and challenges of employee counseling, role of counselors.

Module 2

Individual Counseling, Theories of Counseling, Building a personal theory, Goals of Counseling, The Counseling process, short-term Counseling, special Counseling populations

Module 3

Group Techniques for Counselors , Group Counseling, Group leadership, Group process, Group guidance activities, Values and Counseling.

Module 4

Human Assessment for Counseling, Standardized test scores, presenting test scores, selecting a test, types of standardized tests, developing a testing program self reporting.

Module 5

Counseling for career Planning and Decision making, The changing nature of the world of work, theories of career development and decision-making, Implications of career theories for counselors. Career counseling and development of human potential.

Module 6

Counseling program, Development and Management, Developing the accountable program, Evaluating the counseling program

Module 7

Ethical and Legal Guidelines, the nature of ethics. Ethical issues, the counselor and law, legal concerns of counselors.

Reference Books

1. Introduction to counseling & Guidance, Gibson & Mitchell, *Pearson Education*
 2. Counseling theory & Practice: Joseph Francis Peryz
- Developmental Counseling: Donald H Blocher