

Babu Banarasi Das University Lucknow

School of Management

Course Structure

Master of Business Administration Program (MBA)

Effective from Academic Batch 2015-16

COURSE STRUCTURE OF MASTER OF BUSINESS ADMINISTRATION PROGRAM

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I. INTRODUCTION

School of Management, BBD University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fuelled largely by the ever increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever increasing need for industry ready management professionals. Therefore there is a strong need for imparting business management education and training in the right way to make this dream a reality.

To cater the market needs, School of Management offer Program of Master of Business Administration (MBA- Full Time-2 years)

II. MASTER OF BUSINESS ADMINISTRATION (MBA- Full Time-2 years)

The M.B.A. Full Time is a 2 year program which course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations (1 – Major, 1 – Minor) out of the three offered: **Marketing, Finance & Human Resources**. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, note plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 120 sessions each of one-hour duration and specialization paper of 120 sessions each of one-hour duration. There is a system of major and minor specialization. The students will have to opt for two functional areas (One would be a major and the other a minor) for their specialization, having six papers (three in third semesters and three in the fourth semester) from major Specialization, four papers (two in third semester and two in fourth semester) from minor specialization.

Summer Training for 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. A Research project has to be submitted as part of the course.

A. ASSESSMENT AND EVALUATION

The course assessment and evaluation of courses will be as per BBD University guidelines.

B. SUMMER TRAINING PROJECT REPORT

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The School/University will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit three hard bound reports to the School/University, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by

the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Dean/Head School of Management Course and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

It is mandatory that the student will make presentation in the presence of teachers and students.

The student is expected to answer to the queries and questions raised in such a meeting.

C. RESEARCH PROJECT REPORT

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department of MBA under the supervision of a core faculty member of the department.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain program certifying the authenticity of the report shall be attached therewith.

The student will submit three hard bound copies of the report to the Dean/Head of the MBA program. The number of pages in the report will be 75 or more. The report should be hard bound and typed in A-4 size paper.

D. SPECIALIZATION AND CREDIT SYSTEM

Every student of the MBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the second year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources(Minor) or vice-versa
- Finance (Major) + Human Resources (Minor) or vice-versa

Credit system will be followed during the entire two years course curriculum. One credit will be equivalent to 30 learning hours.

a. SEMESTER WISE COURSE STRUCTURE

COURSE: M.B.A

Year I

Semester I

Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
			L	T	P	CIA	ESE	Total	
Core	MBA2 101	Business Law	4	0	0	40	60	100	4
Core	MBA2 102	Managerial Economics	4	0	0	40	60	100	4
Foundation	MBA2 103	Accounting & Financial Analysis	3	1	0	40	60	100	4
Foundation	MBA2 104	Organizational Behavior	4	0	0	40	60	100	4
Core	MBA2 105	Business Statistics	3	1	0	40	60	100	4
Foundation	MBA2 106	Marketing Management	4	0	0	40	60	100	4
Core	MBA2 107	Computer Applications in Management	3	1	0	40	60	100	4
Core	MBA2 108	Business Communication	4	0	0	40	60	100	4
Core	GP101	General Proficiency				100		100	1
Total								900	33

COURSE: M.B.A

Year I

Semester II

Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
			L	T	P	CIA	ESE	Total	
Core	MBA2 201	Management Information System	4	0	0	40	60	100	4
Core	MBA2 202	Business Environment	4	0	0	40	60	100	4
Core	MBA2 203	Research Methodology	3	1	0	40	60	100	4
Core	MBA2 204	Operations Research	4	0	0	40	60	100	4
Core	MBA2 205	Operations Management	4	0	0	40	60	100	4
Foundation	MBA2 206	Cost & Management Accounting	3	1	0	40	60	100	4
Foundation	MBA2 207	Financial Management	3	1	0	40	60	100	4
Foundation	MBA2 208	Managing Human Resource	4	0	0	40	60	100	4
Core	GP201	General Proficiency				100		100	1
Total								900	33

COURSE: M.B.A

Year II

Semester III

Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
			L	T	P	CIA	ESE	Total	
Core	MBA2301	Supply Chain Management	4	0	0	40	60	100	4
Core	MBA2302	Strategic Management	4	0	0	40	60	100	4
Core	MBA2303	International Business	4	0	0	40	60	100	4
Generic Elective		Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Generic Elective		Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Generic Elective		Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Generic Elective		Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Generic Elective		Minor Specialization Group- Elective 2	4	0	0	40	60	100	4

Core	MBA2304	Summer Training Project Report				100		100	8
Core	GP301	General Proficiency				100		100	1
Total								1000	41

Elective Papers for III Semester

Specialization Group: Human Resource	
Course Code	Course Title
MBAHR01	Industrial Relation & Labour Legislations
MBAHR02	Human Resource Planning
MBAHR03	Team Building, Leadership & Counseling
MBAHR07	Organization Planning & Design
MBAHR08	Retention Management & Employees Engagement

Specialization Group: Marketing	
Course Code	Course Title
MBAMK01	Rural Marketing
MBAMK02	Sales Management

MBAMK03	Marketing of Services
MBAMK07	Consumer Behavior
MBAMK08	International Marketing

Specialization Group: Finance	
Course Code	Course Title
MBAFM01	Management of Financial Institutions & Services
MBAFM02	Advanced Financial Management
MBAFM03	Capital Markets & Financial Instruments
MBAFM07	Project Appraisal & Financing
MBAFM08	International Financial & Forex Management

COURSE: M.B.A

Year II

Semester IV

Course Category	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
			L	T	P	CIA	ESE	Total	
Core	MBA2 401	Entrepreneurship Development	4	0	0	40	60	100	4
Core	MBA2 402	Corporate Governance, Values & Ethics	4	0	0	40	60	100	4
Core	MBA2 403	Research Project Report					100	100	4
Core	MBA2 404	Comprehensive Viva					100	100	4
Generic Elective		Major Specialization Group- Elective 1	4	0	0	40	60	100	4
Generic Elective		Major Specialization Group- Elective 2	4	0	0	40	60	100	4
Generic Elective		Major Specialization Group- Elective 3	4	0	0	40	60	100	4
Generic Elective		Minor Specialization Group- Elective 1	4	0	0	40	60	100	4
Generic		Minor	4	0	0	40	60	100	4

Elective		Specialization Group- Elective 2							
Core	GP401	General Proficiency				100		100	1
Total							1000	37	

Elective Papers for IV Semester

Specialization Group: Human Resource	
Course Code	Course Title
MBAHR04	Compensation & Benefits
MBAHR05	Strategic Human Resource Management
MBAHR06	Human Resource Development
MBAHR09	Recruitment & Selection
Specialization Group: Marketing	
Course Code	Course Title
MBAMK04	Product & Brand Management
MBAMK05	Retail Management
MBAMK06	Digital Marketing
MBAMK 09	Business Marketing
MBAMK 10	Integrated Marketing Communication

Specialization Group: Finance

Course Code	Course Title
MBAFM04	Derivatives
MBAFM05	Securities Analysis & Portfolio Management
MBAFM06	Corporate Restructuring & Business Valuation
MBAFM09	Corporate Risk Management & Insurance Management
MBAFM10	Behavioral Finance

COMPULSORY COURSES**Course Title: Business Law****Course Code: MBA2101****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Law as a strategic asset. ❖ The practical and legal knowledge of general business law issues. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understand the contract and its essentials. 2. Explain the dynamics of indemnity & guarantee, bailment & pledge. 3. Identify the basics of partnership and its formation. 4. Describe concept of conditions and warranty attached with the goods, unpaid seller and his rights. 5. Understand the kinds of negotiable instruments and their endorsements. 6. State the nature & definition of companies with their types. 7. Understand the powers of consumers and their protection rights. 8. Define the concept of digital signature, their regulation, offences & penalties. 	No. of Hours	No. of Credits
Module I : Indian Contract Act Definition of a Contract and its essentials, Formation of a valid Contract: Offer and Acceptance, Consideration, Capacity to Contract, Free consent & Legality of object. Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract. Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.		30	1
Module II : Partnership Act & Sales of Goods Act Partnership Act: Definition of Partnership and its essentials, Rights and Duties of Partners, Types of Partners, Minor as a partner,		30	1

<p>Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.</p> <p>Sales of Goods Act: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods & Remedies for Breach.</p>		
<p>Module III: Negotiable Instrument Act, 1881 & Companies Act, 2013</p> <p>Negotiable Instrument Act: Definition and characteristics of negotiable instrument, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.</p> <p>Companies Act: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors- Their powers and duties, Meetings, Winding up.</p>	30	1
<p>Module IV : Consumer Protection Act, 1986 & The Information Technology Act, 2000</p> <p>Consumer Protection Act: Aims and Objects of the Consumer protection Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.</p> <p>The Information Technology Act :Definition of the Information technology Act, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Gulshan J.J. Business Law Including Company Law, 13th Edition, New Age International Publisher. 2. Kuchhal M.C. Business Law , 4th Edition, Vikas Publication. 3. Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company. 		

4. Durga Das Basu, Constitution of India, Prentice Hall of India.

Course Title: Managerial Economics**Course Code: MBA2102****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The concept of economics, its application in the real business world, and the matrix of demand and supply. ❖ The knowledge of the economic theory with decision making techniques. ❖ The application of economic models to identify their relationships and formulate them into a managerial model to which decision making tools can be applied. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand and interpret the concept of managerial economics and the role of managerial economists in forecasting and business decision making. 2. Comprehend the concepts of demand, supply along with their elasticity's for effective managerial decision making. 3. Conceptualize and calculate the production function involved in predicting the short run and long run cost curves of the product. 4. Interpret the cost concept with reference to laws of returns. 5. Distinguish the different types of market with reference to price determination & strategies. 6. Understand application of managerial economics at macro (national) level and the concept of profit and its theories. 		
<p>Module I : Introduction to Economics</p> <p>Introduction to Economics, Nature and Scope of Managerial Economics, Significance in decision-making and fundamental concepts and Objectives of a firm.</p>		30	1

<p>Module II : Demand Analysis & Supply Analysis</p> <p>Demand Analysis: Law of Demand, Exceptions to the law of Demand and Determinants of Demand. Elasticity of Demand: Price, Income, Cross and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Measurement of Elasticity of Demand. Demand forecasting: meaning, Significance and methods.</p> <p>Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its uses for managerial decision making. Production concepts & analysis, Production function, Single variable-law of variable proportion, two variables- Law of returns to scale. Cost concept and analysis, Short-run and long-run cost curves and their managerial use.</p>	30	1
<p>Module III : Market Structure</p> <p>Market Equilibrium and Average Revenue Concept.</p> <p>Market structure: Perfect Competition & features, Determination of price under perfect competition. Monopoly & Features, Pricing under monopoly & Price Discrimination. Monopolistic market structure & Features, Pricing under monopolistic competition & product differentiation. Oligopoly & Features, Kinked demand curve, Cartels, Price leadership. Pricing Strategies, Price determination, Full cost pricing, Product line pricing, Price skimming, Penetration pricing.</p>	30	1
<p>Module IV : National Income</p> <p>National Income: Concepts and various methods of its measurement, Inflation, types and causes and Business Cycle. Profit concept and major theories of profits: Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Damodaran Suma , Managerial Economics (Oxford, 2006). 2. Dominick Salvatore, Managerial Economics (Oxford, 2007). 3. Hirschey Mark , Economics for Managers (Thomson, India Edition, 2007). 4. Petersen Craig H. etal., Managerial Economics (Pearson Education, 2006). 		

Course Title: Accounting & Financial Analysis**Course Code: MBA2103****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Assessment of the performance of a company by undertaking a careful analysis of its financial statements which are the main source of information about firms ❖ Issues surrounding corporate governance, key regulatory frameworks, and an understanding of their impact on financial statements 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understand the impact of accounting standards and regulatory frameworks. 2. Describe the reasons of bookkeeping and the purpose of maintaining the records. 3. Illustrate and demonstrate the preparation of Final Accounts. 4. Discuss trend Analysis of manufacturing, service & banking organizations 5. Reconcile and apply financial statements to evaluate a company's performance. 6. Distinguish between the flow of funds and cash with in and out of the organization. 	No. of Hours	No. of Credits
Module I : Introduction to Accounting & Financial Analysis Accounting concepts, Conventions and principles, Accounting Equation, International Accounting principles and standards, Comparison of Indian Accounting Standard (IAS), International Financial Reporting Standards (IFRS) and US GAAPs.		30	1
Module II : Book Keeping and Record Maintenance & Preparation of Final Accounts Introducing to Book Keeping and Record Maintenance: The concept of double entry and fundamental principles, Journal Ledger, Cash Book, Subsidiary Books, Bank Reconciliation Statement,		30	1

Rectification of Errors, and Journalizing of transactions. Preparation of final accounts: Trial Balance, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, Inventory and intangible assets like copyright, trademark, patents and goodwill.		
Module III : Interpretation and Analysis of Financial Statement Understanding and Interpreting Financial Statements. Ratio Analysis and interpretation: Solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common Size Statement, Comparative Balance Sheet, Trend Analysis of manufacturing, service & banking organizations.	30	1
Module IV : Funds Flow Statement & Cash Flow Statement Fund Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis. Cash Flow Statement: Various cash and non-cash transactions, Flow of cash, Preparation of Cash Flow Statement and its analysis.	30	1
Suggested Readings: <ol style="list-style-type: none"> 1. Narayanswami , Financial Accounting: A Managerial Perspective (PHI, 2nd Edition). 2. Mukherjee , Financial Accounting for Management, 1st Edition, TMH. 3. Ramchandran & Kakani, Financial Accounting for Management, 2nd Edition, TMH. 4. Ghosh T. P. , Accounting and Finance for Managers (Taxman, 1st Edition). 5. Maheshwari S.N. & Maheshwari S.K. , An Introduction to Accountancy , 9th Edition, Vikas Publication. 6. Ashish K. Bhattacharya, Essentials of Financial Accounting, PHI, New Delhi. 		

Course Title: Organizational Behavior**Course Code: MBA2104****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Behavior and performance of the people constituting an organization. ❖ Functioning of people and organizations, based on the latest social science research on work, workers, and organizations. ❖ Effective management of relationships with coworkers, managers, subordinates clients and customers. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the Theoretical Framework of OB and display positive attitude at work place. 2. Explain the factors that determine an individual's personality. 3. Interpret the process of perception while judging others & become motivated towards their roles and responsibilities. 4. Analyze & interpret others emotions intelligently in meeting the objectives of the organization as well as themselves. 5. Contrast team with group and work as team players thus realizing the importance of maintaining cordial relations among their colleagues at work place. 6. Analyze the strength of power and will learn how to avoid politics at work place. 7. Understand organizational conflict and remedies to overcome workplace stress. 8. Conceptualize organizational diversity in terms of culture and nature of its business. 	No. of Hours	No. of Credits
Module I : Introduction to OB, Values & Attitudes and Job Satisfaction Importance of interpersonal skills at workplace, Define OB,		30	1

<p>Challenges & opportunities for OB, Theoretical Framework for OB.</p> <p>Values and Attitudes: Define Values, Types of values, Dominant values, Values across cultures, Components of attitude, Types of attitudes, Relationship between attitude and behavior, Job satisfaction & measurement, Causes of job satisfaction.</p>		
<p>Module II : Personality, Perception, Attribution, Decision-Making and Learning</p> <p>Personality: Definition and measurement, Explain the factors that determine an individuals' personality, MBTI, Big Five, Holland's theory of personality and other personality traits relevant to OB.</p> <p>Perception, Attribution & Decision-Making: Define perception, Attribution theories, errors and biases in attribution, shortcuts in judging others, individual decision-making, decision-making models, biases & errors in decision-making, individual differences in DM, ethics in DM and creativity.</p> <p>Learning: Relevance of intellectual abilities, Bio graphical characteristics and learning in OB, Concept & theories of learning, Shaping Behavior.</p>	30	1
<p>Module III : Motivation, Emotions, Group Dynamics, Work Teams and Leadership</p> <p>Motivation: Elements of motivation, early theories of motivation, contemporary theories namely CET, goal setting, expectancy theory. Application of Motivation: Job Characteristics Model, Job Redesigning, Employee Involvement, Pay programs. Emotions: Define Emotions, Moods, sources of emotions and moods, emotional labour, emotional intelligence, emotions across culture.</p> <p>Group Dynamics & Work Teams: Define Groups, Types of groups, stages of group development, cohesiveness, group decision making, dysfunctional groups. Define Work Teams, benefits of work teams, difference-groups & teams, types of teams, team effectiveness, team and workforce diversity.</p> <p>Leadership: Define Leadership, Theories of Leadership namely Trait, Behavioral, Contingency, Path – Goal and LMX. Types of leaderships like Charismatic, Transformational and Transactional. Ethics & Trust, Effective Leaders.</p>	30	1

<p>Module IV : Power and Politics at Work, Conflict Management, Organizational System & Dynamics</p> <p>Power & Politics at Work: Define Power, Bases of power, Influencing Tactics, Political Behavior, Dysfunctional uses of power and Impression Management.</p> <p>Conflict Management: Define conflict, Views of conflict namely traditional, human relations and interactionist, resolution of conflict and Grievance handling.</p> <p>Org. Change and Stress Management: Forces stimulates and resists change, approaches of managing org change, ways of creating a culture for change, theories of change, Understanding Stress and Its Consequences, Causes of Stress and Managing Stress.</p> <p>Org. Structure and Org. Culture: Elements of an organization's structure, matrix organization, boundary-less organizations, mechanistic and organic structural models, Behavioral implications of different organizational designs. Define organizational culture, its common characteristics, functional and dysfunctional effects of organizational culture, how culture is transmitted to employees, ethical culture, positive organizational culture, characteristics of a spiritual culture.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Robbins Stephen P., Organizational Behavior, 12th Edition, Pearson Education. 2. Newstrom John W., Organizational Behavior: Human Behavior at Work, 12th Edition, Tata Mc Graw Hill. 3. Luthans Fred, Organizational Behavior, 10th Edition, Tata Mc Graw Hill. 4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. , Organizational Behavior, 4th Edition, Tata Mc Graw Hill. 		

Course Title: Business Statistics**Course Code: MBA2105****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The basic statistical techniques and their applications in managerial decision making. ❖ Various test statistics to test the validity of a claim or assertion about the true value of any population parameter. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the application of statistic in managerial decision making. 2. Analyze the complementary relationship of skewness with measures of central tendency and dispersion in describing a set of data. 3. Determine the validity and reliability of the covariance between two variables and simple linear regression for building models to business data. 4. Compute indexes to measure price changes and quantity changes over time explain and derive link relatives, know the limitation of index number construction. 5. Define the term random variable and probability distribution, Distinguish between discrete and continuous probability distribution. 6. Explain why hypothesis testing is important, know how to establish null and alternate hypothesis about a population parameter. 7. Demonstrate the various test statistics to test the validity of a claim or assertion about the true value of any population parameter. 8. Understand how 'analysis of variance (ANOVA) can be used to test for the equality of three or more population means. 	No. of Hours	No. of Credits
Module I : Role of Statistics		30	1

Applications of statistics in managerial decision making. Measures of Central Tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis		
<p>Module II : Correlation, Regression, Time series analysis and Index Number</p> <p>Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.</p> <p>Regression: Meaning, Regression equations and their application in Management.</p> <p>Time series analysis: Concept, Application of regression equation, Components of time series - Trend, Seasonality. Moving Averages, Applications in business decisions.</p> <p>Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Indices - Price, Quantity and Volume - Fixed base and Chain base methods.</p>	30	1
<p>Module III : Probability and Probability Distribution</p> <p>Probability: Random Variable, Expected Value of random variable, Concept of probability and its uses in business decision-making, Addition and multiplication theorems, Bayes' Theorem and its applications.</p> <p>Probability Distributions: Concept and application of Binomial and Normal distributions.</p>	30	1
<p>Module IV : Hypothesis Formulation and Testing</p> <p>Hypothesis Testing: Definition & Formulation of Hypothesis</p> <p>Collection of Data: Concept of Sample & Population, Concept of Primary and Secondary Data, Sample Size Determination and Various Types of Sampling Techniques. Properties of Sample: Mean, Standard Deviation, underlying probability distribution. Various Methods of Data Collection.</p> <p>Small sample tests: t-test</p> <p>Large sample test: Z-test</p>	30	1

Application of F-test and Chi-Square test in different business scenarios. ANOVA.		
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Suggested Readings:

1. Beri - Business Statistics , 2nd Edition, Tata Mc Graw Hill .
2. Srivastava and Rego , Statistics for Management , Tata Mc Graw Hill.
3. Chandan J. S. , Statistics for Business and Economics , Ist Edition, Vikas Publication 1998.
4. Render and Stair Jr , Quantitative Analysis for Management , 7th Edition , Prentice-Hall.
5. Sharma J. K. , Business Statistics, 2nd Edition, Pearson Education.
6. Gupta C. B, Gupta V. , An Introduction to Statistical Methods , 23rd Edition, Vikas Publication 1995.
7. Levin Rubin , Statistics for Management , 7th Edition , Pearson 2000, New Delhi.

Course Title: Marketing Management**Course Code: MBA2106****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The basic concepts and techniques of marketing management and marketing mix elements. ❖ Crucial topics like market segmentation, buyer behaviour, elements of marketing and marketing strategy. ❖ Application skills towards managerial decision-making based on theoretical knowledge. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the concept of marketing & its relevance in today's competitive environment. 2. Develop ability to formulate strategies by getting insight of market segmentation, market targeting and product positioning. 3. Analyze consumer behavior and also the factors determining consumer behavior. 4. Prepare business plans by understanding the process and principle of new product development, product-mix, branding and packaging. 5. Conceptualize the pricing decisions, pricing objectives & policies. 6. Interpret the factors affecting channel distribution, management of channels and current trends in wholesaling. 7. Build-up skills in managing the sales team in a corporate by studying buyer behavior, value perceptions of consumers and post-purchase processes. 8. Learn the concept and importance of TQM, CRM, database marketing, direct marketing, B2B, B2C, B2G marketing. 		

<p>Module I : Introduction</p> <p>Scope of marketing, Concepts of markets, Consumer Markets and Industrial Markets, Market measurement and forecasting. Marketing mix, Generic value chain, Marketing Management Philosophies, Marketing Environment, Levels of Market segmentation, Consumer segmentation namely geo-demographic, psychographic, Behavioral. Market Targeting: Introduction, Procedure. Product Positioning: Introduction, Objectives, Usefulness, Differentiating the Product and Product Positioning Strategy.</p>	30	1
<p>Module II : Consumer Behavior and Product Development</p> <p>Factors determining consumer Behavior: cultural, social and personal. Stimulus- response model. Motivational theories: Freud, Maslow, Herzberg. Consumer perception, Five stage model- buying decision, Theories of consumer decision making. Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC</p>	30	1
<p>Module III : Pricing and Distribution</p> <p>Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, and Pricing Strategies, Channels of Distribution for Consumer. Industrial Products, Factors Affecting Channel Distribution, Management of Channels, Current Trends in Wholesale. Retailing: types of retailers, merchandising, retail formats, private labels and logistics.</p>	30	1
<p>Module IV : Buying Behavior and Need Recognition Process</p> <p>The concept of reference Groups, Opinion Leaders and Social Influences, In-group versus out-group influences, Role of opinion leaders in diffusion of innovation and in purchase process. Determinants of Buyer Behavior and Framework of Buyer Behavior, Overview of the Stages in the choice process, Factors affecting each stage, and Need recognition. Information Gathering & Evaluation: Perceptual Mapping & Positioning, Value perception Information Search, Defining criterion for choice, Mapping perceptions and value perceptions of consumers. Satisfaction & Value Post-purchase</p>	30	1

<p>Processes, Measuring satisfaction and value, Value or Satisfaction delivery process and programs.</p> <p>Need recognition process, Gaps in self image and ideal image. Attributes are used for evaluating brands, Importance of attributes and need strength and Identifying need areas. VALS and grouping consumers.</p> <p>Need identification and classification, Industry concept of competition, Marketing intelligence, TQM, CRM, Database Marketing, Direct marketing, B2B, B2C, B2G marketing, Designing & managing Services for industries, Categories of service mix, Characteristics of services and Service quality.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Kotler Philip , Marketing Management, Analysis, Planning, Implementations and Control , 12th Edition , Pearson Education. 2. Ramaswamy V.S. and Namakumari S. , Marketing Management: Planning, Implementation and Control, 3rd Edition, Macmillian. 		

Course Title: Computer Applications in Management**Course Code: MBA2107****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The application of computers in understanding latest trends in information technology. ❖ The increasing role of management information system in managerial decision making with the help of computers. ❖ Processing, storage and utilization of information. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understand the basics of computer system. 2. Differentiates various types of operating system and reconcile the concept of internet in their daily lives. 3. Analyse the application of MS word, Excel and power point. 4. Illustrate the components of DBMS & discuss its recent trends. 5. Analyze the role of computer network & its implementation. 6. Understand the concept of E-commerce & its practical applications. 7. Categories the applications of IT applied in various functional areas of management. 	No. of Hours	No. of Credits
Module I: Introduction to Computers Introduction to computers: Hardware, software, firmware. Types of software with examples, Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system, Windows-Use of menus, tools and commands of windows operating system. Introduction to Linux OS. Introduction to open source, Online transaction processing systems. Internet: Overview of Internet, Architecture & Functioning of		30	1

Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc. , IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, Searching, downloading & uploading from Internet.		
<p>Module II : MS-Office and DBMS</p> <p>Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint, Application of MS-Office for documentation and making reports, preparation of questionnaires, presentations, tables and reports (Practical).</p> <p>DBMS: Overview of DBMS, Components of DBMS, Recent trends in database, RDBMS MS Access: Overview of MS-Access, Creating tables, queries, forms and reports in MS-Access.</p>	30	1
<p>Module III : Computer Network</p> <p>Overview of Computer Network, Types of computer networks namely LAN, WAN and MAN. Network topologies, Components of computer networks namely servers, workstations, network interface cards, hub, switches, cables, etc.</p>	30	1
<p>Module IV : E-Commerce and Application of Information Technology</p> <p>E-commerce: Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.</p> <p>Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production or Operations, Marketing, Human Resource, Finance and Materials Management.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Leon , Fundamentals of Information Technology, Vikas Publication. 2. Kakkar D. N. Goyal R. , Computer Applications in Management , 1st Edition , New Age. 		

Course Title: Business Communication**Course Code: MBA2108****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The conceptual framework and tools for developing communication which help in achieving a business leadership position ❖ Meaning of communication from a strategic point of view. ❖ Organization and presentation of information to audience of all sizes. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the role and nature of communication in business. 2. Identify the art of projecting one's personality in job-related communication. 3. Understand the evolution of technology of communication and its impact on business. 4. Understand the different nuances of communication and their appropriate use for a particular situation and purpose. 5. Prepare well organized and objective reports. 6. Understand the concept of case study for developing decision making and analytical skills in students. 7. Develop proficiency in presentation skills. 8. Understand the importance and purpose of business meetings, agenda, press release, seminar, conferences and business etiquettes. 		
<p>Module I : Introduction to Business & Employment Communication</p> <p>Role of communication, Defining and classifying communication, Purpose of communication, Process of communication, Importance of communication in management, Communication structure in organization, Barriers & gateway in communication, 7 C's of communication.</p> <p>Employment Communication: Writing CVs, Group discussions,</p>		30	1

Interview, Types of interview, Candidates preparation, Interviewers preparation, Impact of Technological Advancement on Business Communication, Communication networks, Intranet, Internet, E-mails, SMS, Teleconferencing, Videoconferencing.		
<p>Module II : Oral and Written Communication</p> <p>Oral communication: What is oral Communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Non-verbal communication, Body language, Para language.</p> <p>Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Writing technique, Electronic writing process.</p>	30	1
<p>Module III : Business Letters, Reports and Case Method of Learning</p> <p>Introduction to business letters, Types of business letter, Layout of business letter, Writing memos.</p> <p>Report: Purpose of report, Kinds and objectives of reports, Writing reports. Research report writing: Executive summary, Bibliography & References.</p> <p>Case Methods: Understanding the case method of learning, Different types of cases, Overcoming the difficulties of the case method, Reading a case properly namely previewing, skimming, reading, scanning, Case analysis approaches like systems, Behavioral, decision and strategy. Analyzing the case, Dos' and don'ts for case preparation.</p>	30	1
<p>Module IV : Presentation Skill and Group Communication</p> <p>Presentation Skill: Concept of presentation, Elements of presentation, Designing a presentation, Advanced visual support for business presentation, Types of visual aid, Appearance & Posture, Practicing delivery of presentation.</p> <p>Group Communication: Meetings, Notice, Planning meetings, Objectives, Participants, Timing, Venue of meetings, Leading meetings, Minutes of Meeting. Media management, The press release, Press conference, Media interviews, Seminars, Workshop, Conferences, Business etiquettes.</p>	30	1

Suggested Readings:

1. M.K. Sehgal & V. Khetrapal , Business Communication, Excel Books.
2. Rajendra Pal , Business Communication , Sultanchand & Sons Publication.
3. P.D. Chaturvedi , Busines Communication , 1st Edition ,Pearson Education, 2006.
4. Lesikar RV & Pettit Jr. JD , Basic Business Communication : Theory & Application , 10th Edition , Tata Mc Graw Hill.

Course Title: Management Information System**Course Code: MBA2201****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The management information system and its application in organization. ❖ The managerial issues relating to information system. ❖ Identification and evaluation of various options in management information system. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understand the concept and importance of information system at various levels of organization. 2. Compare & interpret different system analysis and development methodologies. 3. Analyze various stages of SDLC and assess the security needs & practices used to develop Information System. 4. Comprehend the building blocks of ERP helps to analyze the basic risk& opportunities of ERP in current scenario. 5. Understand the importance & features of SCM & CRM. 6. Construct the model of E-commerce as a competitive strength for businesses. 		
<p>Module I : Introduction to MIS</p> <p>Role of MIS in Organizations, Organization and Information Systems, Changing Environment and its impact on Business, The ITES and its influence.</p> <p>The Organization: Structure, Managers and activities, Data, information and its attributes, Level of people and their information needs, Types of Decisions and information, Information System, Categorization of information on the basis of nature and characteristics.</p> <p>System Analysis and Development Methodologies: Need for</p>		30	1

<p>System Analysis, Stages in System Analysis, Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram.</p> <p>System Development Models: Water Flow, Prototype, Spiral, RAD, Roles and responsibilities of System Analyst, Database Administrator and Database Designer.</p>		
<p>Module II : Software Engineering and Management System</p> <p>System Development Life Cycle: Sequential Process of software development, Computer Aided Software Engineering (CASE), Tools and the modular approach to software development and Information system audit.</p> <p>Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in implementation.</p> <p>Supply Chain Management (SCM): Features and Modules in SCM. Customer Relationship Management (CRM): Phases, Knowledge Management and e-governance. Nature of IT decision: Strategic decision, Configuration design and evaluation information technology implementation plan.</p>	30	1
<p>Module III : Building e-business</p> <p>Building the e-business backbone: enterprise resource planning, The basics of enterprise resource planning, ERP decision, Enterprise architecture planning, ERP implementation, ERP architecture and toolkit, Evolution, implementation of supply chain management and e-fulfillment, The basics of supply chain management, Internet-enabled SCM, e-supply chain fusion, Management issues in e-supply chain fusion, The continuing evolution of e-supply chains, A roadmap for managers demystifying e-procurement: buy-side, sell-side, net markets and trading exchanges, Evolution of e-procurement models, Evolution of procurement processes, e-procurement infrastructure: integrating ordering, fulfillment, and payment, e-procurement analysis and administration applications, Marketplace enables, A roadmap for e- procurement managers.</p>	30	1
<p>Module IV : Building E-Commerce</p> <p>Building an E-commerce Website: The Systems Development Life Cycle, Systems Analysis & Planning: Identify Business Objectives,</p>	30	1

<p>System Functionality and Information Requirements. System Design: Hardware and Software Platforms. Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage and Market Strategy. Major Business to Consumer (B2C) Business Models: Portal & e-tailer. Insight on Technology: Search, ads and Apps. The future for Google (and Microsoft): Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider. Major Business to business (B2B) Business Model: E-distributor & E-Procurement.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none">1. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia.2. Management Information Systems, Schulthesis, Tata McGraw Hill.		

Course Title: Business Environment**Course Code: MBA2202****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ An idea of how the dynamic business environment has undergone momentous changes in the last few years and how the world economic scenario has altered significantly. ❖ The various policies and laws and their impact on the business. ❖ The general issues relating to the economic and non-economic environment of the business, global business environment, the natural environment and different components of global environment in which the business operates. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Describe the various components of business environment and the basic philosophies of capitalism and socialism. 2. Illustrate an overview of Political, Socio-cultural, Legal, Technological and Global environment. 3. Understand the changing dimensions of various laws related to business and their impact. (MRTP, FEMA, SEBI & Consumer protection Act) 4. Illustrate about different economic institutions, economic policies and economic reforms. 5. Reconcile the recent technological development in Indian Banking. 6. Develop capacity to understand and analyze current economic policies and scenario. 	No. of Hours	No. of Credits
Module I : Introduction to Business Environment The concept of Business Environment, significance and nature.		30	1

Environment Scanning: meaning, nature and scope. The process of environmental scanning, Interaction between internal and external environments, Basic philosophies of Capitalism and Socialism with their variants, Concepts of Mixed Economy.		
<p>Module II : Environmental Analysis</p> <p>Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, and Consumer Protection Act: The changing dimensions of these laws and their impact on business.</p>	30	1
<p>Module III : Strategic Planning and Role of RBI</p> <p>Philosophy and strategy of planning in India and NITI Ayogh, Industrial Policy in recent years, Policy with regard to small scale industries, The monetary policy and fiscal policy, Stock Exchange-BSE-NSE, Depository system in India namely Options, Futures and Derivatives.</p> <p>RBI: Role and functions, Banking structure reforms, Narasimhan Committee Recommendations, Financial Sector reforms.</p>	30	1
<p>Module IV : E- Banking and Business Policies</p> <p>E-Banking in India: Objectives, trends and practical uses. Recent technological developments in Indian Banking like ATM, Debit and Credit Cards, EMI, EFT. Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy, FDI policy, Multinational Corporation (MNCs), Transnational Corporations (TNCs), Global Competitiveness.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Mishra S K & Puri V K, Economic Environment of Business, 3rd Edition, Himalaya Publishing House. 2. Paul Justin, Business Environment Text and Cases, Tata Mc Graw Hill. 3. Shaikh & Saleem , Business Environment, 1st Edition, Pearson Education. 		

Course Title: Research Methodology**Course Code: MBA2203****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The research skills required in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of the investigation in the form of systematic reports. ❖ Concept of measurement in empirical systems and its validity and reliability. ❖ Basic statistical tools of analysis for sharper research studies and precautions in preparing the research report. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Identify the relevance and role of research in management. 2. Recognize and distinguish between different kinds of research available. 3. Apply strategies to formulate a research problem. Apprehend the steps needed to be accomplished so as to complete research study. 4. Prepare contents of questions in order to encourage the persons to respond meaningfully to them. 5. Develop ability to determine qualitative and quantitative methods of collection of data and measurement scales. 6. Carry out the coding, editing and tabulation of data. Identify various types of sampling design. 7. Reconcile various types of charts, diagrams and statistical techniques used to analyze data. 8. Prepare and present effective and focused research report. 	No. of Hours	No. of Credits

<p>Module I : Introduction to Research Methodology</p> <p>Concept and Need of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.</p> <p>Process of Research: Steps Involved in Research Process.</p> <p>Research Design: Various Methods of Research Design.</p>	30	1
<p>Module II : Questionnaire</p> <p>Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire, Collection of Data, Significance and Reliability of Questionnaire, Measurement scales.</p>	30	1
<p>Module III : Data Handling and Analysis</p> <p>Coding, Editing and Tabulation of Data. Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS/MINITAB in Data Analysis. Sampling Plan, Confidence level, Significance of p-value.</p> <p>Multivariate Analysis: Introduction and Uses.</p> <p>Factor analysis: Characteristics & Uses.</p> <p>Cluster Analysis: Introduction, Types of Clusters, Steps of Clustering, Methods of Clustering.</p> <p>Discriminant Analysis: Introduction, Characteristics & Uses, Steps of Discriminant Analysis.</p> <p>Multiple Regressions: Introduction, Significance of R^2, Beta Coefficient, Multicollinearity.</p>	30	1
<p>Module IV : Report Preparation</p> <p>Types and Layout of Research Report, Precautions in Preparing the Research Report, Significance of Annexure, References, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.</p>	30	1
<p>Suggested Readings</p>		

1. Cooper and Schindler , Business Research Methods, 9th Edition, Tata Mc Graw Hill.
2. Kothari C R , Research Methodology Methods & Techniques, 2nd Edition, New Age International Publishers.
3. Naresh Malhotra, Market Research, Pearson Education.

Note: In order to supplement theoretical learning with practical examples from real life, students must conduct a market research and submit a report at the end of the semester. A Marketing faculty member will be the supervisor for the project and a Statistics/Operations faculty member will be the co-supervisor.

Course Title: Operations Research**Course Code: MBA2204****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Deeper understanding of the quantitative techniques for improving the quality of managerial decisions. ❖ Generalist approach towards Operations Research. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the need of using operational research for effective decision making. 2. Formulate mathematical models that may be useful in explaining interactive decision-making concepts, where two or more competitors are involved under conditions of conflict and competition. 3. Explain how linear programming helps in business decision making & formulate linear programming problems and interpret such solutions. 4. Explain how transportation problem helps in business decision making and formulate transportation problems and interpret such solutions. 5. Explain how assignment problem helps in business decision making formulate assignment problems and interpret such solutions. 6. Understand how optimal strategies are formulated in conflict and competitive environment. 7. Distinguish between several queuing models and derive performance measures for each of them. 8. Apply replacement policy for items whose efficiency deteriorates with time and for items that fails completely. 	No. of Hours	No. of Credits

<p>Module I : Introduction to Operations Research & Decision Making Environment</p> <p>Uses Scope and Applications of Operation Research in managerial decision-making. Decision-making under certainty, Uncertainty and risk situations, Decision tree approach and its applications.</p>	30	1
<p>Module II : Linear Programming, Transportation Problem & Assignment Problem</p> <p>Linear programming: Mathematical formulations of LP Models for product-mix problems, Graphical method of solving LP problems, Simplex method of solving LP problems, Sensitivity analysis, Duality of LP problem.</p> <p>Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.</p> <p>Assignment model: Algorithm and its applications</p>	30	1
<p>Module III : Game Theory & Sequencing Problem</p> <p>Game Theory: Concept of game, Two-person zero-sum game, Pure and Mixed Strategy Games, Saddle Point, Odds Method, Dominance Method and Graphical Method for solving Mixed Strategy Game.</p> <p>Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.</p>	30	1
<p>Module IV : Queuing Theory, Replacement Problem & Project Management</p> <p>Queuing Theory: Characteristics of M/M/I Queue model, Application of Poisson and Exponential distribution in estimating arrival rate and service rate, Applications of Queue model for better service to the customers.</p> <p>Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.</p> <p>Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control, Crashing of operations.</p>	30	1

Suggested Readings:

1. Vohra , Quantitative Techniques in Management , 2nd edition ,Tata McGraw-Hill, 2003.
2. Taha Hamdy, Operations Research - An Introduction, 7th edition, Prentice-Hall.
3. Kothari , Quantitative Techniques, , 3rd Edition , Vikas Publication, 1996.
4. Sharma J K , Operations Research , 3rd Edition . Pearson.
5. Kapoor V.K. ,Operations Research, 4th Edition, S. Chand.

Course Title: Operations Management**Course Code: MBA2205****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The strategic significance of operations management in highly competitive global economy ❖ Various principles, concepts, tools and techniques developed in the area of operations management over the years. ❖ Practical applications in real life situation. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand and analyze the concepts of operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management. 2. Comprehend the methods of forecasting and illustrate with practical problems. 3. Apply the principles & techniques for planning and control the inventory of the production to optimize/make best use of resources. 4. Understand the importance and functions of inventory and to be able to apply selected technique for its control & management under depended & independent demand circumstance. 5. Develop skills of analyzing and improving quality by utilizing techniques and methods of total quality management, continuous improvement, six-sigma quality, and statistical process control. 6. Understand terminology, methods and tools which are essential for the quality practitioner, planner, and decision-maker. 		
<p>Module I : Introduction to Operations Management</p> <p>Operations Management: An overview, Definition of operations management, Production Cycle, Classification of Operations</p>		30	1

Systems, New Product Development (Product Design), Responsibilities of Operations Manager, Plant Location, Plant Layout Planning, Nature of Services, Strategy and Positioning, Role of Technology in service operations, Customer Relationship Management, Service quality gap model, Improving Service Processes: Use of Tools for Process Improvement.		
<p>Module II : Forecasting & Work Study</p> <p>Definition and Scope of Forecasting, Types and methods of Forecasting, Qualitative & Quantitative Methods, Delphi, Expert Opinion, Brainstorming, Market Survey Methods etc., Regression, Time Series based Method, Exponential smoothening, Box–Jenkins Method, Monitoring and Controlling forecasting models. Work study–Method study, Work Measurement.</p>	30	1
<p>Module III : Production Planning & Inventory Management</p> <p>Introduction to Planning techniques, Capacity plan, Aggregate plan, Scheduling types & principles, Master production schedule, Inventory Management: Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.</p>	30	1
<p>Module IV : Quality Management</p> <p>Basic concepts of quality, Dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction, 7QC tools and 7 new QC tools, Six Sigma, LEAN Six-Sigma, Cost of Warranty, TPM.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Heizer and Render, Operations Management, , 10th edition, Prentice-Hall. 2. Hill T, Operations Management , Palgrave, 2000. 3. K. Aswathapa , Production and Operations Management , Himalayan Publication. 4. Chary – Production and Operations Management - TMH 		

Course Title: Cost & Management Accounting**Course Code: MBA2206****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Cost accounting in Business Scenario with managerial emphasis. ❖ Knowledge about the concept of cost by analyzing the importance of accounting information for managerial decision-making. ❖ The accounting and control of the three main elements of cost, i.e., material, labour and overhead, and also the various methods of costing in different industries have been discussed at length. ❖ Different components of cost that are used in numerous business transactions, different types of costing such as marginal, standard, variance budgeting required for analyzing and interpretation of financial statements. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Identify the various elements of Cost Accounting and Management Accounting. 2. Apply and calculate the cost of material, labor, and overheads, to interpret the application of cost in real world for service and trading Sector. 3. Prepare, solve, and reconcile the basic concepts of budget and marginal costing. 4. Apply the various standards costing techniques to improve managerial decision - making. 5. Demonstrate the modern era accounting such as responsibility accounting. 6. Analyze and interpret the financial statements. 		

<p>Module I : Introduction to Cost & Management Accounting</p> <p>Meaning, nature and scope of Management accounting, Role of management accountant, Tools and techniques of management accounting, Distinction between financial accounting, cost accounting and management accounting. Direct vs. Indirect cost, Fixed vs. Variable Cost, Activity Based Costing concept, Job Order Cost Systems, Process Cost System, Normal Loss & Abnormal Loss, Joint Product and By Products, Relevant Cost and Differential Cost.</p> <p>Accounting information and managerial decision making: Basic Cost Terms and Concepts, Tools and techniques of management accounting, Cost concepts objectives of costing system, Cost classification establishing costing system, Relevant Cost, Statement of Cost, Cost Concepts and Classification of costs, Elements of Cost.</p>	30	1
<p>Module II : Components of Cost</p> <p>Material cost: Purchase procedures, Store keeping and inventory control, Fixing Of minimum, maximum and re-order levels, ABC analysis, Pricing of receipts and Issue of material and accounting thereof, Investigation and corrective steps for Stock discrepancies, Accounting and control of wastage, Spoilage and defectives.</p> <p>Labour cost: Classification of labor costs, Payroll procedures, Labor analysis, Monetary and non-monetary incentive schemes, Measurement of labor efficiency and productivity, Labor turnover and remedial measures, Treatment of idle time And overtime.</p> <p>Overheads: Nature, classification, collection, allocation, apportionment, absorption and control of overheads, Allocation, apportionment, re-apportionment and absorption of overhead costs. Cost Accounting Standards, Inventory Management, Cost Audit, Activity Based Costing, Application of Costing concepts in the Service and Trading Sector.</p>	30	1
<p>Module III : Marginal Costing, Standard Costing, Variance Analysis & Budgeting</p> <p>Marginal Costing: Break Even Analysis, Cost - Volume - Profit Analysis, Managerial Application of CVP Analysis and cost-: decision making, BEP Charts, P/V Charts, Cash B.E.P charts and</p>	30	1

<p>decision-making, simulated BEP analysis, Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making.</p> <p>Standard Costing and variance analysis: Types of standards, determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead. Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances.</p> <p>Budgeting: Budget Concepts and preparation of fixed and flexible budgets, Time series analysis including moving totals and averages, treatment of seasonality. Fixed, variable, semi-variable and activity-based categorizations of cost and their application in projecting financial results. Unit Budgetary control – preparation of various types of budgets, advantages and limitations, budgetary control reports to management.</p>		
<p>Module IV : Responsibility Accounting & Analysis and Interpretation of Financial Statements</p> <p>Responsibility accounting: basic principles, centers of control, responsibility reporting, implementation, organizational aspects & benefits and Responsibility centers: Cost center, profit center and investment center. Transfer pricing: profit as a measure of performance: transfer pricing methods, benefits of transfer pricing: international transfer pricing.</p> <p>Analysis and interpretation of financial statements: nature, objectives, types and tools of financial statement analysis. Cash flow statements and fund flow statement: classification preparation and usefulness. Operating ratios: interpretation and analysis.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Lall, B.M. and I.C. Jain, Cost Accounting: Principles and Practice, Prentice Hall, New DELHI. 2. Homgren, Charles T., George Foster and Srikant M. Dallar, Cost Accounting: A Managerial Emphasis Prentice Hall, New Delhi. 3. Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai. 		

4. Homgren, Charles T., Gary L Sundem, and William D. Statton, An Introduction to Management Accounting, Prentice Hall, New Delhi.
5. Pandey, I.M. Management Accounting, VIKAS publications, New Delhi.
6. Horngren, Foster & Dater , Cost Accounting: A Managerial Emphasis (Pearson).

Course Title: Financial Management**Course Code: MBA2207****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The theory and practice of Corporate Finance in the light of agency problems and conflict of interest among corporations' stakeholders. ❖ Various options for sourcing and utilization of funds and determination of risk associated in term of cost and benefits. ❖ Capital Structure for the value maximization of the firm. ❖ The key issues related to dividend policy and their implications for the value of the firm. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization. 2. Understand the concept of risk and return and calculate future and annuity values. 3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts. 4. Understand and calculate Cost of Equity of companies. 5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization. 6. Understand the concept of leveraging and apply it to analyze profitability of companies. 7. Understand the relevance of Dividend decision. 8. Understand the concept and importance of Working Capital Management and use of derivatives. 	No. of Hours	No. of Credits
Module I : Introduction to Financial Management Concept of Finance, Scope and objectives of finance, Profit		30	1

maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.		
<p>Module II : Investment Decisions</p> <p>Appraisal of project, Concept, Process & Techniques of Capital Budgeting and its applications. Risk and Uncertainty in Capital Budgeting. Leverage Analysis: financial, operating and combined leverage along with implications. EBIT-EPS Analysis & Indifference Points.</p>	30	1
<p>Module III : Financial Decisions & Capital Structure Decision</p> <p>Long-term sources of finance, Potentiality of equity shares, Preference shares, debentures and bonds as sources of long-term finance.</p> <p>Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach, Cost of Capital, Cost of equity & Preference shares, Debentures, Retained earnings, Weighted average cost of capital and implications.</p>	30	1
<p>Module IV : Dividend Decisions, Working Capital Decisions, Options, Future and Derivatives</p> <p>Dividend Decision: Concept of retained earnings and plough back of profits. Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model, Factors affecting dividend decision.</p> <p>Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement.</p> <p>Options, Futures and derivatives: Concept of Options, futures and derivatives, use of derivatives.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Pandey I M, Financial Management, 9th Ed, Vikas, 2004. 2. Van Horne, Financial Management and Policy, 12th Ed, Pearson Education, 2003. 3. Knott G , Financial Management , Palgrave, 2004. 4. Khan and Jain, Financial Management, 3rd Ed, Tata McGraw Hill. 		

5. R P Rustagi , Financial Management, 2nd revised ed, Galgotia, 2000.
6. Damodaran , Corporate Finance –Theory & Practice, Wiley, 1st Ed.

Course Title: Managing Human Resources**Course Code: MBA2208****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ The role and scope of human resource management in today's increasingly complex workplace. ❖ Strategic planning for the human resources needed to meet organizational goals and objectives. ❖ Various activities involved in the process of recruitment, selection, training & development, performance management and compensation. ❖ Key human resource related laws and legal considerations to avoid legal difficulties arising at workplace. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Explain the key terms, theories/concepts and practices within the field of Human Resource Management. 2. Describe and explain strategic Human Resource as a strategic partner for implementation of organizational change. 3. Describe HR Planning process and apply HR demand and supply forecasting models to solve HR planning issues. 4. Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, to make appropriate staffing decisions. 5. Demonstrate knowledge of using human resource information system for business decisions. 6. Demonstrate knowledge of practical application of training and employee development program. 7. Exhibit knowledge of designing pay model and employee benefits programs. 		

	8. Demonstrate knowledge of laws that impact Behavior in relationships between employers and employees that ultimately impact the goals and strategies of the Organization		
<p>Module I : Introduction to HRM & Strategic HRM</p> <p>Meaning, nature, and scope of HRM, Difference between HRM and personnel management, HRM functions and objectives, Evolution of HRM environment: internal and external, HRM models, Organizing of HR department, Personnel policies and principles.</p> <p>Strategic HRM: Nature of strategies and strategic management, Strategic management process, Environmental scanning, strategy formulation, implementation and evaluation, Characteristic of high performance organization, Corporate strategies of organization building, HR system and process, Five S model and Strategic role of HRM.</p>		30	1
<p>Module II : HR Planning, Talent Management, Job Design, Recruitment and Selection & HRIS</p> <p>HR Planning: definition, purpose, processes and limiting factors, importance of HRP, factors affecting HRP, the planning process, forecasting models and applications, HR demand & supply, models for ascertaining HR supply Replacement Analysis, Markov Models, career/ succession planning, human resource planning and the government , requisite for successful HRP, barriers to HRP.</p> <p>Talent Management & Succession Planning: Career and succession planning concepts, approaches and processes, career anchors, issues of integrating individuals aspirations with organizational need.</p> <p>HR Metrics and Job design: measurement in HRM, HR accounting and audit , HR six sigma, job design nature of job analysis, methods of collecting job data , potential problem of job data , job design approaches , factors affecting job design, job description , job specification.</p> <p>Recruitment and Selection: Recruitment policy, recruitment procedures, methods, and evaluation, purpose and importance, factors governing recruitment, searching, screening, evaluation and control, philosophies of recruitment, alternatives to recruitment, the selection procedure, the design of application form, selection</p>		30	1

<p>method, the offer of employment, and evaluation of process, nature of selection , barriers to effective selection, selection in India , selection as a source of competitive advantage, induction, orientation programme, requisite of an effective orientation programme, problems of orientation, typical orientation programme, placement. Promotion Transfer and Separation: Purpose, principle, and types of promotion, transfer: reason, principles and types, separation: lay off, resignation, dismissal, retrenchment and voluntary retirement schemes.</p> <p>HR Information System: Concepts of e-HR, and HRIS, needs, method and outcome of designing HRIS</p>		
<p>Module III : Training and Development, Performance Management System & Compensation and Benefits</p> <p>Training and Development: Purpose, methods, and issue of training and management development programmes, Inputs in training and development, Gaps in training, T&D as a source of competitive advantage, Process of training, effective training programme, Career development.</p> <p>Performance Management System: Defining Performance, Determinants of performance, Performance dimensions, Approaches to measuring performance, Objective & Components of PMS. PMS process: Vision & Mission, Goal Setting, Goal alignment, dissemination of organizational goals across the organization, PMS communication and KRAs for different roles, Review of KRAs, Provide feedback and reward people.</p> <p>Compensation and Benefits: Pay Model, Internal alignment, Job analysis, Evaluating work by job evaluation, Challenges. Wage policy in India: minimum wage, fair wage and living wage, Person based structure, Defining competitiveness, Designing pay levels, Mix and pay structure, Employee contribution, Prerequisite for an effective incentive system, Types of employee benefits, Scope of incentive system scheme, Fringe benefits, Significance of incentive programme, The future of fringes, Guidelines to make benefit programmes more effective.</p>	30	1
<p>Module IV : Industrial Relation, Trade Union, Discipline and Grievance Procedures</p> <p>Overview of IR: Conceptual Framework, Concept of Labor and</p>	30	1

<p>Management and their role in Organization System, Nature, Objective & Scope of Industrial Relations in India, Various approaches to Industrial Relation. Factors affecting IR & Prerequisites of successful IR Programme, International Labor Organization (ILO) and its role in IR.</p> <p>Trade Union: Labor Problems: A Historical Resume, Origin & Concept of Trade Union, Concept & Functional Role of Trade Union in Industrial Relations. Pre & Post-Independence, Growth & Problems of Trade Unions, Issue of IR in Modern Era: Technology etc.</p> <p>Discipline and Grievance Procedures: Discipline, Misconduct, Employee Grievance Handling Procedure, Concept & Management of Industrial Conflicts, Worker's Participation in Management, Concept, Objectives & Process of Collective Bargaining, Employee's Federation, Wages & IR, Concept & Objectives of Standing Orders.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.). 2. Bohlander and Snell – Managing Human Resources (South Western College Pub) 3. Robert L Mathis John H Jackson (South Western College Pub) 4. R Wayne Mondy, Robert M Noe, Shane R Premeaux (Prentice Hall College Div) 5. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.), 6. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.) 7. Dessler – Human Resource Management (Prentice Hall, 10th Ed.) 8. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.) 		

Course Title: Supply Chain Management**Course Code: MBA2301****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The critical elements of Logistics and Supply Chain Management processes. ❖ Basic concept & philosophy and recent issues of supply chain management. ❖ Usage of inventory management models and IT tools in supply chain management. ❖ Value addition in SCM and concept of demand chain management. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Identify the relevance, role and basic concepts of supply chain management, various value flows and key issues in supply chain management 2. Describe logistic management, different models including distribution and warehouse management. 3. Develop ability to understand purchasing policies and various vendor management techniques. 4. Calculate various costs, associated with inventory, EOQ, buffer stock, lead time. 5. Apply various techniques of inventory management. 6. Illustrate the role of IT in supply chain management and Customer relationship management. 7. Conceptualize themselves with various concepts like benchmarking, outsourcing and demand chain management. 	No. of Hours	No. of Credits
<p>Module I : Introduction to Supply Chain Management</p> <p>Basic Concept & Philosophy of Supply Chain Management, Essential features of Supply Chain Management, Various flows like cash, value and information in SC, Key Issues in SCM, Benefits and</p>		30	1

case examples of SCM.		
<p>Module II : Logistics Management, Purchasing and Vendor Management</p> <p>Logistics Management: Logistics as part of SCM, Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics, Distribution and warehousing management.</p> <p>Purchasing & Vendor management: Centralized and Decentralized purchasing, Functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, Single vendor concept, Management of stores, Accounting for materials.</p>	30	1
<p>Module III : Inventory Management</p> <p>Concept of Inventory Management, Various costs associated with inventory, Various EOQ models, Buffer stock (trade- off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises –numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.</p>	30	1
<p>Module IV : Recent Issues in SCM</p> <p>Role of Computer & IT in Supply Chain Management, CRM Vs SCM, Bench-marking concept: Features and Implementation, Outsourcing basic concept, Value Addition in SCM, concept of demand chain management.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.) 2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.) 3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.). 4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.) 5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.) 		

Course Title: Strategic Management**Course Code: MBA2302****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ The major initiatives taken by a company's top management on behalf of owners, involving resources and performance in internal and external environments. ❖ The core concepts, frameworks, and techniques of strategic management, which will allow students to understand what managers, must do to make an organization – be it a for-profit or a non-profit one – to achieve superior performance. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Describe the basic concepts of strategic management and its application. 2. Illustrate the various role of strategy in business organisation. 3. Explain company's mission and vision with certain criteria's and describes the factors in the remote environment. 4. Evaluate various corporate strategies for environmental auditing. 5. Apply different perspectives for making meaningful comparison to assess a firm's internal strengths and weaknesses. 6. Explain the grand strategies that decision makers use as building blocks in forming their company's competitive plan. 	No. of Hours	No. of Credits
<p>Module I : Introduction to Strategic Management</p> <p>Introduction: Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision and Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.</p>		30	1

<p>Module II : Environmental Scanning</p> <p>Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.</p>	30	1
<p>Module III : Environmental Auditing</p> <p>SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters 5 Force Model and Porters Diamond Model, Strategic Choice, Core competency, Competitive Advantage.</p>	30	1
<p>Module IV: Strategic Implementation</p> <p>Strategy Implementation through structure, Strategy Implementation through Human Resource Management, Strategy Implementation through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers) 2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS) 3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.) 		

Course Title: International Business**Course Code: MBA2303****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ The domains of knowledge in the area of international. ❖ Complex nature of international trade and business activities. ❖ Economic, geographical, historical, legal and political factors that make international business significantly different from domestic business activities. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand Global Business and how to analyse the business environment of a foreign market. 2. Identify the business opportunities and provide action oriented plans to maximize opportunities that arise. 3. Evaluate various entry strategies and co-ordinate the firm and the foreign market, in choosing between these strategies. 4. Analyze the practical aspects of international institutions. 5. Obtain knowledge about international business environments and cross cultural differences. 6. Identify and analyze major international business environment factors. 7. Formulate adaptation strategies and design implementation plans in international business contexts. 		
<p>Module I : Introduction to International Business</p> <p>Meaning, nature and significance of international Business, Drivers of International Business, Players in international business, MNC benefits and problems to host country and home country, Globalization, Strategies in globalization, Challenges of international business.</p>		30	1

<p>Module II International Business Theories and Trade policy</p> <p>Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory, Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.</p>	30	1
<p>Module III : International Institutions</p> <p>UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.</p>	30	1
<p>Module IV : World Market Environment and Foreign Market Entry strategies</p> <p>Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing and World Market Environment. Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk. Legal Environment: Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market. Cultural Environment: Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process and Cultural Universals.</p> <p>Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Agarwal Raj - International Trade (Excel, 1st Ed.) 2. Hill C.W. - International Business (TMH, 5th Ed.) 3. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.) 		

Course Title: Entrepreneurship Development**Course Code: MBA2401****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Mixture of elements of national and international entrepreneurship opportunities scenario. ❖ The concept of entrepreneurship by analysing the nature, process, barriers, stages and opportunities available. ❖ Family and non-family entrepreneurship and locating venture capitalist. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Explain entrepreneur, Entrepreneurial motivation and stages with direct & indirect impact of analytical skills to develop them as an entrepreneur. 2. Describe examples of entrepreneurial business and actual practice, both successful & unsuccessful and explain the role & significance of entrepreneurship as a career, in the firm and in society. 3. Theories will help students to illustrate the process of creativity and entrepreneurial plans. (With the help of case study and suitable examples). 4. Demonstrate the opportunities and institutional support for new ventures available with examples from real world. 5. Apply the key concepts of family, non-family entrepreneur and venture capital for professional innovative development. 6. Reconcile the motivation and encouragement to entrepreneur to feasibility of project planning. 	No. of Hours	No. of Credits
Module I : Introduction to Entrepreneurship		30	1

Definition of Entrepreneur, Internal and External Factors of entrepreneurship, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship, Culture, Stages in entrepreneurial process.		
<p>Module II : Creativity and Entrepreneurial Plan</p> <p>Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance. Feasibility Analysis: Economic, Marketing, Financial and Technical. Project Planning: Evaluation, Monitoring and Control segmentation, Creative Problem Solving: Heuristics, Brainstorming, Synaptic, Value Analysis, Innovation.</p>	30	1
<p>Module III : International Entrepreneurship Opportunities</p> <p>International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.</p> <p>Institutional support for new ventures, Supporting Organizations, Incentives and facilities, Financial Institutions, Small scale Industries, Govt. Policies for SSIs.</p>	30	1
<p>Module IV : Family and Non Family Entrepreneur & Venture Capital</p> <p>Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.</p> <p>Venture Capital: Nature and Overview of venture capital, Venture capital process, Locating venture capitalists.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Couger, C- Creativity and Innovation (IPP, 1999) 2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998) 3. Jonne & Ceserani - Innovation & Creativity (Crest) 2001. 4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003) 		

Course Title: Corporate Governance, Values & Ethics**Course Code: MBA2402****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ In depth knowledge of corporate governance and the need for business ethics to ensure sustained business stability. ❖ Analysis of corporate strategy tools and techniques in organization diversification and development and a critical understanding of the importance of business ethics in corporate. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Illustrate the importance of corporate values and governance. 2. Analyze the role of SEBI for corporate disclosure and investor protection in India. 3. Develop conceptual skills of the value system, corporate governance and traditional approach so that student can relate to other aspects of the organization. 4. Critically analysis principles of ethics by demonstrating a critical understanding of the importance of business ethics in corporate. 5. Reconcile the value system based on scriptures and tradition. 6. Apply corporate strategy tools and techniques in organization diversification and development. 7. Distinguish the corporate restructuring and strategic norms in Indian scenario. 	No. of Hours	No. of Credits
<p>Module I : Introduction to Corporate Governance</p> <p>Corporate Governance Issues, Need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporate, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate</p>		30	1

Disclosure and Investor Protection in India, Relevant case studies must be discussed e.g. Enron Scandal, Satyam Scandal, Insider trading scandal like Raj Rajaratnam & Rajat Gupta.		
Module II : Values Impact on Business Indian Value System and Values, Teaching from scriptures and tradition namely Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran.	30	1
Module III : Ethical Impact on Business Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology, Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights.	30	1
Module IV : Corporate Strategy Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organization and Diversification. Corporate strategy: The Indian Scene.	30	1
Suggested Readings: <ol style="list-style-type: none"> 1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002) 2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007) 3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000) 4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.) 		

ELECTIVE COURSES**Course Title: Industrial Relation & Labour Legislations****Course Code: MBAHR01****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The Industrial relations framework prevalent in the country. ❖ The importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike. ❖ Knowledge of how to deal with employment relations with employees when they negotiate as individuals, as members of a union and when such negotiations are highly restricted by a strong legal framework. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the framework for analysis of industrial relations problems, which will include several variables that one needs to take into account for a proper diagnostic analysis, particularly at the enterprise level. 2. Identify and address labor disputes that they may encounter in the field. 3. Equipped with comprehensive knowledge and practical skill to interpret the trade union activities with a special reference to the provision to the constitution of India which are having direct and indirect relevancy to the labor laws. 4. Apply the conceptual background for dealing with the problems and issues related to working conditions & benefits and thereby will be able to suggest remedies wherever possible. 5. Develop understanding of the several related factors that will be considered for employee's 		

	<p>provident funds and assess the regulation for the same.</p> <ol style="list-style-type: none"> 6. Understand the managerial perspective that is needed to understand the industrial relations issues arise in the factory set up, and generate alternatives for decision making. 7. Evaluate the concept of wages and issues that explain the complexity of their computation and its impact on the working of the IR system. 8. Apply industrial laws in the field of labor relations and management. 		
<p>Module I : Introduction to Industrial Relation and Labour Legislation</p> <p>Main sources of Labor law, Principles of labor law, Classification of various labor laws, New values impacting labor laws.</p> <p>Industrial Employment (Standing Orders) Act, 1946: Meaning and rationale of standing orders, General assumptions of the Act about employment conditions, Schedule to the IESO Act, Salient features of the Act, Key definitions under the Act, Submission & certification of the draft standing orders, Operational aspects, Labour court's interventions in standing order matters, Central Model standing orders, Rights & liabilities of employers & employees under Standing Orders Act.</p> <p>The Contract Labor (Reg. and Abolition) Act 1970 : Objects, Salient features, Definitions, Registration of establishments, Licensing of contractors, Welfare Provisions, Payment of wages to contract workers, Rights/duties of employers and employees, Judicial decisions, Concept of sham contracts, Obligations and rights of employers and employees under the act.</p> <p>Contract of Employment: Contract of employment and contract for employment, Duties of employers and employees towards each other, Determining the terms of a contract of employment.</p>		30	1
<p>Module II : The Trade Unions Act, 1926 and Industrial Disputes Act, 1947</p> <p>The Trade Unions Act, 1926: Association rights before the Trade Unions Act, Logic of union formation, major aspects of the Trade</p>		30	1

<p>Unions Act, Salient features of the TU Act, Definition of trade union, workman, and trade dispute, Registration of unions & its effect; cancellation of registration, Rights & liabilities of a registered Trade Unions—Civil and criminal immunities of trade unions/members,</p> <p>Industrial Disputes Act, 1947: Background of the IDA, Structure of the IDA, Objectives of the IDA, salient features of the IDA, Government’s major powers under the IDA, Dispute prevention & adjudicatory mechanism, Judicial and quasi-judicial bodies, Conciliatory and adjudication mechanisms under IDA, Constitution and functioning of dispute prevention bodies and adjudicatory bodies, Role of a works committee, II Schedule & the III schedule, Procedure & powers of Authorities under the Act, Difference between conciliation, administration, adjudication, and arbitration, Settlements under the IDA: 12 (3) and 18 (1) settlements, activities covered by the term industry, protection given by the IDA , contract labourers covered by IDA.</p> <p>Meaning of ‘Industry’, Evolution of the term through judicial interpretation, Who is a workman, Meaning of ‘industrial dispute’, Who can espouse an ID?, What does any person mean under the definition, Meaning of the term ‘appropriate government under the Act, What is meant by reference, The procedures for making reference?, Implications of reference (S. 10 (3), Concept of voluntary arbitration, Procedure for refereeing to arbitration, Is arbitration a suitable method for deciding industrial disputes?, How are the methods of conciliation and arbitration functioning in India?, Definition of award, Operation of settlement & award, Forms of report & award, Commencement of award, Disciplinary action and its judicial review, Strikes and Lockouts, Layoff, retrenchment, closure— Administration of the Act—Rights and duties of employers/employees— Compensation payable— Permission provisions.</p> <p>Miscellaneous provisions of the IDA Sections 9-A, 9-B, 11-A, 17-B, 29, 33, 33-A 33 C (2), 34, 36.</p>		
<p>Module III : Industrial Laws Related to Employee’s Benefits & Welfare</p> <p>The Apprentices Act, 1961: Object of the Act, Contract of Apprenticeship, Novation of Contract of Apprenticeship, Period of</p>	30	1

<p>training, Termination of Contract of Apprenticeship, Obligation of Employers, Obligation of Apprentice, Payment to Apprentice, Employers' Liability, Apprentices are training not workers, Health, safety, working hours and etc.</p> <p>Shops and Establishments Act, 1953: Object of the Act, Registration of Establishment, Working Hours, Interval of Rest and Spread over etc, Employment of Children and Young Persons, Leave with Wages, Wages, Notice of Discharge and Dismissal.</p> <p>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Exempted Establishments, Employee Family Pension Scheme, Employees' Deposit Linked Insurance Scheme, Mode of Recovery of Money due from Employers, Protection against Attachment, Priority of Payment of Contribution over other Debts, Employer not to Reduce Wages etc., Liability in Case of Transfer of Establishment.</p> <p>The Employees' State Insurance Act, 1948: Contributions, Administrative arrangements, Benefits- Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, Medical Benefit, Funeral Benefit, Administration of Disablement Benefit. Provision of Medical Treatment by State Government, Penalties.</p> <p>The Factories Act, 1948: Important definitions of Factory, Manufacturing Process, Occupier, Health, Safety, Provisions relating to Hazardous Processes, Welfare, Working Hours of Adults, Employment of Young Persons Annual Leave with Wages, Important Case Laws decided by the Apex Court.</p>		
<p>Module IV : Industrial Laws Related to Social Security</p> <p>The Minimum Wages Act, 1948, The Payment of Wages Act, 1936: Concept of wages, Constitutional Mandate, Fixing Of Minimum Rates of Wages, Procedure of Fixing & Revising Minimum Wages and etc., Fixation of Wage Period, Permissible Deduction from the Wages, Deductions for Absence from Duty, Deductions for damage or Loss, All other permissible Deduction, Important Case Laws decided by the Apex Court, The Maternity Benefit Act, 1961: Objective, applicability, conditions for claiming benefits, types of benefits in different cases, penalty for contravention of act.</p> <p>Payment of Gratuity Act, 1972: Objective, Compulsory Insurance of Employer's Liability for Gratuity, Recovery of Gratuity, Cognizance</p>	30	1

<p>of Offence, Protection of Gratuity against Attachment.</p> <p>The Workmen’s Compensation Act, 1923: Objective of the Act Definitions- Dependant, Employer, Wages, Workmen, Workmen’s compensation, Employer’s liability for compensation, Amount of compensation, Procedure for compensation.</p> <p>The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus Disqualification for Bonus, Payment of Minimum / Maximum Bonus, Set-on and Set-off of Allocable Surplus, Reference of Disputes under the Act, Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. P.L. Malik (2009) Handbook of Labour and industrial Law, Eastern Book Company. 2. Singh B.D. - Industrial Relations (Excel, 1st Ed.). 3. Lucknow Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.). 4. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.). 5. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.). 6. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.). 		

Course Title: Human Resource Planning**Course Code: MBAHR02****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ An understanding of the essential elements of human resource planning in an organization. ❖ Quantitative as well as qualitative techniques of forecasting HR demand and supply. ❖ The role of job analysis, succession planning, career management etc. within the human resource planning context. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an understanding of the nature and importance of HR planning and its implications for both short-term and long-term workforce planning in an organization. 2. Understand the importance of aligning HR practices with organizational strategy. 3. Assess and adapt the traditional and contemporary techniques for forecasting HR demand and supply in an organization. 4. Demonstrate the ability to analyze the role of cultural management in workforce planning. 5. Evaluate the basics of job analysis and develop a model for hurdle free selection. 6. Apply various methods in valuation of human resources and human resource audit as a diagnostic tool to gauge the current status of people in an organization. 7. Critically evaluate the strategic dynamics of Merger & Acquisition and the human resource issues involved in it. 	No. of Hours	No. of Credits
<p>Module I : Introduction to HRP</p> <p>Introduction of HRP, Activities and steps involved in HR planning, Business plan and factors influencing requirements of Human Resources, Linking HR planning to strategic planning, Aligning HR Strategy to Business Strategy, HR effectiveness, Role of HRP</p>		30	1

Manager, Productivity of people, Work study.		
<p>Module II : Man Power Planning and Forecasting</p> <p>Manpower profiling and competency profiling, Manpower planning in service industry, Forecasting HR needs, Forecasting models and applications, HR demand & supply. Models for ascertaining HR supply: Replacement Analysis, Markov Models, Career/ succession planning, Impact of HRMS on HR planning, HR outsourcing, Issues in HR planning vis a vis Mergers/Diversification/Takeover.</p>	30	1
<p>Module III : Job Analysis and Selection Measurement</p> <p>Issues in R&S, Vocational choice, Fitment & careers, Managerial competence as career anchor, Employee career management.</p> <p>Job analysis: applications & Employer branding.</p> <p>Selection Measurement: basic concepts, types, applications, Interviewing skills, Assessment and development centers, Best practices in recruitment.</p>	30	1
<p>Module IV : HR Accounting and Auditing</p> <p>Concept of HR accounting and HR audit, Understanding the Strategic Dynamics of Mergers & Acquisitions, HR issues in M&A, HR Role in Managing M&A, HR Competencies in Managing M&A, Advanced Manpower Planning - Use and Applicability of Statistical and Mathematical Models in Manpower Planning namely Cohort Analysis & Census Analysis. Recent Trends in HR Planning, Frameworks for Mapping the Culture, Studies of National Culture, Implications for Management Theory and Practice.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Monica Belcourt- Kenneth J.M'c Dey, Strategic human resource planning (Cengage Learning Inc.). 2. Lewis R. Aiken, Garry Growth, Marnut - Psychological Testing and Assessment (Pearson). 3. Lilly M. Berry- Employee Selection (Cengage Learning Inc.). 		

Course Title: Team building, Leadership & Counseling**Course Code: MBAHR03****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ In-depth knowledge of leadership, team and team-building and counseling approaches to become a professional human resource manager. ❖ Knowledge of positive leadership skill and real counseling tradition for entrants in the industries. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Analyze leadership concept, styles and theories of leadership and new approaches of leadership. 2. Comprehend a clear role of effective leadership for organizational development. 3. Get an idea towards Group and Team and their role in achievement of organizational objectives. 4. Develop effective models of team building for effective organizational functioning. 5. Understand the importance of Role for leader and facilitator. 6. Reconcile Leadership skills and effective leadership for optimum use of human resources. 7. Thorough knowledge of emergence and growth of counselling and its success for employees' motivation. 	No. of Hours	No. of Credits
Module I : Leadership Leadership: Meaning, Concepts and Myths about Leadership. Components of Leadership: Leader, Followers and situation. Leadership styles, Transition in leadership Theories, Trait theories, Managerial Grid, Contingency Theories, Heresy and Blanchard's Situational Theories, Attribution Theory of leadership, Charismatic Theory of Leadership, Transitional versus transformational		30	1

leadership, Visionary leadership, importance of leadership for organizational development.		
<p>Module II : Groups, Teams and Their Leadership</p> <p>Groups: Nature, Group Size, Stages of Group Development, Group Roles, Group Norms & Group Cohesion.</p> <p>Teams, Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness, Leadership Model, Team Members roles, Benefits of Teams, Team building issues, Motives of team building, Team development process, Stages of team development, Team vision, Team building, Skills useful in Team building, Contemporary issues in managing teams, Life Cycle of a team, Team Cohesiveness, Team in organizations, Team work for effective organizational functioning, Team Leadership and Facilitator, Natural Leaders, Team leaders qualities, Leadership in operation, Dimensions of leadership, The team facilitation process, Role, Responsibilities& Skills of facilitators.</p>	30	1
<p>Module III : Leadership Skill</p> <p>Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams, Team learning and appreciative inquiry, Basic premises about leadership effectiveness, Nature of Executive leadership, Patterns of leadership effectiveness.</p>	30	1
<p>Module IV : Emergence & Growth of Counselling</p> <p>Emergence & Growth of Counselling, Factors contributing to the emergence, Behavioristic Approaches to Counselling, Humanistic Approaches to Counselling, Rogers Self Theory Counselling Process: Steps in Counselling Process, Modern Trends in Counselling, Role of a Counsellor and Model of Counselling.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata Mc Graw Hill, 5th Ed.). 2. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.). 3. Yukl G - Leadership in Organizations (Pearson, 6th Ed.). 		

4. West Michael - Effective Team Work (Excel Books, 1st Ed.).
5. Sadler Philip - Leadership (Crest Publishing House).
6. Fundamentals of Organizational Behavior / Stephen P. Robbins, Nancy Langton
By Robbins, Stephen P., 1943-, Stephen P. Robbins, Nancy Langton Published by
Pearson Education Canada, 2001.
7. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.).
8. Welfel, Pattersonson - The Counselling Process, A Multi theoretical Integrative
Approach. (Thomson India, 6th Ed.).

Course Title: Organization Planning & Design**Course Code: MBAHR07****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The view that in a competitive environment, a business organization's success depends very much on careful acquisition and deployment of productive assets i.e. employee competencies and commitments. ❖ The most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness. 2. Apply the theoretical organizational theories and concepts to "work smarter" and increase performance. 3. Develop understanding of the strategic and organizational challenges that confronts managers. 4. Interpret how the design challenges can be met by implementing new forms of organizational structure by using the most suitable techniques and practices. 5. Develop an understanding of the vital role played by ethics in pursuing the organizational goals leading to long-run organizational effectiveness. 6. Analyze how global expansion strategies allow an organization to seek new opportunities to take advantage of its core competencies to create value for 	No. of Hours	No. of Credits

	<p>stakeholders.</p> <p>7. Recommend the ways in which the challenges of the organization structure must be addressed simultaneously if a high performing organizational structure is to be created.</p>		
<p>Module I : Introduction to Organizational Planning and Design</p> <p>Organization: Nature & Scope, various definitions, components & structure of organization, Evolution of Organization theory. Organizational Theories, Definition of Organizational Effectiveness, Importance & approaches to organizational Effectiveness: the goal attainment approach, the system approach, the strategic approach.</p>		30	1
<p>Module II : Organizational Structure</p> <p>Design and configurations of organization, Basic challenges of Organizational design, Differentiation Structures, Integration Structures, Centralization Structures, Decentralization Structures, Standardization Structures, Mutual adjustment Structures, Mechanistic Structures, Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, Design of organization and elements in their internal situation, Authority and control, Specialization and coordination, Organizational design and strategy in a changing global environment, Organizational design competencies and technology.</p>		30	1
<p>Module III : Power, Politics, Conflict and Culture</p> <p>Managing Power, politics and conflict, Organizational culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.</p>		30	1
<p>Module IV : Change Management</p> <p>Meaning, Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change Management, Implications for practicing Managers, Organizational life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning,</p>		30	1

Innovation, Entrepreneurship and Creativity HR implications.		
Suggested Readings: <ol style="list-style-type: none">1. Gareth R.Jones, 'Organisational Theory, Design & Change', Pearson Education, 2004.2. Madhukar Shukla, 'Understanding Organisations – Organisational Theory & Practice in India', Prentice Hall of India, 2005.3. Adrian ThornHill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.4. Robbins, 'Organisation Theory: Structure Design & Applications', Prentice Hall of India, 2005.		

Course Title: Retention Management & Employees Engagement**Course Code: MBAHR08****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ A broad understanding of what is meant by employee retention & employee engagement, including how it can be linked to and yet be distinguished from other related concepts. ❖ Components of retention & employee engagement and the processes through which high levels of engagement can be secured and sustained within an organization, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the concepts of retention, turnover & employee engagement. 2. Identify the reasons & challenges involved in employee retention. 3. Diagnose the problem of employee turnover & devise the plan to retain the employees for the benefits of company. 4. Identify the attributes of employee engagement & managing employee engagement activities. 5. Develop strategies for employee engagement for betterment of individual as well as organization. 6. Assessing the global trends involved in employee engagement 	No. of Hours	No. of Credits
<p>Module I : Introduction to Retention</p> <p>Retention: Definitions, Nature & Importance of employee retention. Retention as a critical issue. Key elements of retention: compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.</p>		30	1

<p>Module II : Employee Turnover & Managing Retention</p> <p>Employee Turnover: Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Turnover cost calculation, Attrition rate in different sector of India.</p> <p>Managing Retention: Key drivers to attract & retain employee, Retention strategies, Managers roles in Retention & Developing retention plan.</p>	30	1
<p>Module III : Employee Engagement</p> <p>Employee Engagement: Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.</p>	30	1
<p>Module IV : Practices of Employee Engagement</p> <p>Measuring Engagement & Strategies of Employee Engagement. Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement & Trends in Global.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance), Jack J. Philips & Adele O. Connell, Elsevier Butterworth Heinemann. 2. Keeping Your Valuable Employees, Suzanne Dibble, Wiley & Sons Inc. 3. Employee Engagement, Debashish Sengupta, s. Ramadoss, Biztantra. 		

Course Title: Compensation and Benefits**Course Code: MBAHR04****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Conceptual framework of compensation and understanding of the nature of industrial employee's compensation package. ❖ Basic principles regulating different components and their role in the compensation package. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand basic compensation concepts and the context of compensation practice also Interpret the historical perspective on compensation and its various theories. 2. Explain the difference between strategic & tactical compensation. 3. Analyze the various components of pay model and its various components. 4. Design characteristics of a pay structure, pay policy, design of pay grades and their relationships to internal worth and market value. 5. Explain the various kinds of employee services, paid time off, protection programs and the role of discretionary benefits in strategic compensation also they will understand the various kinds of incentives programs used by organizations. 6. Demonstrate and design performance appraisal instruments best suited for particular organizations and the impact of performance of trade unions on wage determination and its role. 7. Differentiate between the components of executive core compensation & executive benefits.. 8. Analyze the wage policy in India and will be aware & act according to the government 	No. of Hours	No. of Credits

	regulations prevailing nationally.		
Module I : Introduction to Compensation and Benefits			
Role of compensation in organization, Economic and Behavioral theories related to compensation, Strategic perspectives of compensation, Compensation as motivational tool, Compensation policy, Pay Model, Internal alignment, Job analysis, Evaluating work by job evaluation.		30	1
Module II : Competitiveness and Pay Structure			
Person based structure, Defining competitiveness, Designing pay levels, mix and pay structure, Employee contribution, Compensation differentials, Administrating compensation package.		30	1
Module III : Components of Compensation Package			
Understanding different components of compensation package like fringe benefits, incentives and retirement plans, Pay for performance plans, Performance appraisal, Employee benefits, Compensation of social group, Union role of wage and salary administration.		30	1
Module IV : Compensation of Special Group			
Compensation of special group: Corporate Directors, Chief Executives & Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D staff, Sales compensation plan, International compensation, Statutory provisions governing different components of reward system, Working of different institutions related to reward system like wage boards, Pay commissions, Role of trade unions in compensation management, Tax planning.		30	1
Suggested Readings:			
<ol style="list-style-type: none"> 1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill. 2. Henderson, R.O., compensation Management, Pearson Education. 3. Martocchio, J.J., Strategic Compensation, Pearson Education. 4. Armstong, M and Murlis H, Reward Management, Kogan Page, UK. 5. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi. 			

Course Title: Strategic Human Resource Management**Course Code: MBAHR05****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The knowledge and skills that they can use to effectively manage human resources to achieve organizational goals by adopting a strategic approach to human resource management. ❖ The global human resources environment in which the organization operates along with its assessment. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an advanced understanding of the goals of strategic HRM and apply this understanding in practical situations. 2. Understand issues on how HR function can create an alignment with business strategy and contributes to business performance 3. Identify and describe general principles of strategic management. 4. Operate as a ‘strategic partner’, helping their organization to analyze its external environment and internal capabilities and develop strategies. 5. Analyze the existing training & development process of various organizations and develop effective model for the same. 6. Recommend the strategic appraisal system based on performance. 7. Design, analyze and restructure compensation management system, policies and strategies. 8. Develop means of evaluating human resources and the effectiveness of HR practices. 		
Module I : Introduction to Strategic HRM Introduction to Strategic HRM: Definition, need and importance, Introduction to business and corporate strategies, Integrating HR		30	1

<p>strategies with business strategies, Developing HR plans and policies, Nature of strategic planning, HR's role as a strategic partner, The changing role of HR management, New HR management practices, Strategy formulation and implementation, Importance of HR to strategy, International strategy, HR contributions to strategy, Strategy driven role behaviors and practices, Integration of strategy and HR planning, HR manager and strategic planning, Strategic role of HR planning, Investment perspective of HR: HR investment considerations, , investments in job- secure workforces, Ethical implications of employment practices, Nontraditional investment approaches.</p>		
<p>Module II : Human Resource Environment & Recruitment and Retention Strategies</p> <p>HR environment: technology and organizational change, management trends, demographic trends, trends in the utilization of HR, international developments, HR legal environment: equal employment opportunity, compensation, employee relations, labor relations and collective bargaining, Strategic impact of the legal environment.</p> <p>Recruitment and Retention Strategies: Effective utilization of HR, Selection of employees, Executive education, Flexi timing, Telecommuting, Quality of work life, Work- life balance, Employee empowerment, Employee involvement, Autonomous work teams special implementation challenges, Reward and development systems.</p>	30	1
<p>Module III : Training and Development Strategies & Performance Management strategies</p> <p>Training and Development Strategies: The training process five step training and development process, Training techniques, Managerial development and training techniques evaluating the training efforts, Creating team based organizations, Creating learning organization, Competency mapping, Multi-skilling Succession planning, Cross cultural training.</p> <p>Performance Management strategies: The appraisal process, Appraisal methods, Appraising performance: problems and solutions, Performance appraisal in practice, The role of performance appraisals in managing performance, Defining key result areas</p>	30	1

(KRA), Result based performance, Linking performance to pay, Merit based promotions.		
<p>Module IV : Reward and Compensation Strategies & Retrenchment Strategies</p> <p>Reward and Compensation Strategies: Basic aspects of compensation, Factors in determining pay returns, Establishing pay rates, Current trends in compensation, Current issues in compensation management, Performance based pay, Skill based pay, Team based pay, Broad banding, Profit sharing, Executive compensation, Variable pay.</p> <p>Retrenchment Strategies: Rightsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans, Project based employment Impact and evaluation of HR practices, Performance impact of HR practices, HR evaluation, Evaluating strategic contributions of traditional areas, Evaluating strategic contributions in emerging areas, Corporate Strategy and Career Systems, Matching culture with strategy.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi 2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi 3. Strategic HRM - Michael Armstrong, Kogan page, London 4. Strategic HRM – Agarwal, Oxford university press, New Delhi 5. Human resource management – Garry Dessler, PHI, New Delhi 		

Course Title: Human Resource Development**Course Code: MBAHR06****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The knowledge of the concept of HRD its strategic role and importance in an organization. ❖ Various forms of HRD organization and steps in its planning and implementation. ❖ HRD mechanisms employed to achieve goals at individual, group and organizational levels. ❖ Role of training and development as a key intervention for addressing the needs at all levels. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Explain the concept of HRD- its Evolution, objectives, benefits and challenges. 2. Distinguish between HRD and HRM and the role of HRD at the macro and micro level. 3. Demonstrate an understanding of the strategic role of HRD in developing the individual, team and organizational effectiveness. 4. Formulate HRD strategies that attract, develop, and retain the best human capital and talent. 5. Develop and administer the HRD system in an organization. 6. Design and implement workplace learning and performance interventions to achieve employee and organizational goals. 7. Demonstrate the practical knowledge of the training design, implementation and evaluation process. 	No. of Hours	No. of Credits
Module I : Introduction to HRD Introduction HRD: Concept, Overview, Objectives, Challenges,		30	1

Benefits of HRD, Evolution of HRD, HRD at Micro and Macro Level, HRD and HRM, Areas of HRD, HRD and Individual Role, Team and Organization Effectiveness, Designing HR systems: Development and Administration of HRD Systems, HRD Strategies, HRD Survey, HRD in Indian Industries.		
<p>Module II : Recent Trends in HRD</p> <p>Role of Line Managers in HRD, Various HRD Organizations, HRD Department: Functions, Features, Objectives and Essential Components, Trends of Issues in HRD, Task Analysis, Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis, Discrepancy Analysis, Job Analysis.</p>	30	1
<p>Module III : Behavior and HRD Interventions</p> <p>Behavior and HRD interventions, HRD Matrix, HRD Instruments and Processes, Mechanisms of HRD, Determinants and Approaches to Personality Development, Stress and Coping, Improving Group Performance, Building Effective Teams, Managing Dissatisfaction, Concept and Process of Counselling and Mentoring, Management of Performance and Potential, Career management and Planning, Organizational Development, Training and Employee Development, Rewards.</p> <p>Concept, Meaning & Objectives of HRD Interventions, Types of HRD Interventions, HRD for Workers, HRD and Change Management, HRD Climate and Culture, Contemporary challenges and HRD.</p>	30	1
<p>Module IV : Training</p> <p>Introduction to training, Training Needs Assessment, Evaluation of training programme.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. HR Development by Udai Pareek 2. Appraising and Developing Managerial Performance by T V Rao 		

Course Title: Recruitment & Selection**Course Code: MBAHR09****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ Methods and application of various recruitment and selection techniques within organizations. ❖ Effective, resource-efficient recruitment programs, and how to identify the most qualified individuals from a pool of applicants. ❖ Techniques used in recruitment, selection and validation. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Understand recruitment and will be able to find answers to why and how to recruit. 2. Comprehend and interpret selection measure as a tool to assess candidate. 3. Prepare a strategic selection model for an organization. 4. Apply different job techniques for analyzing job roles. 5. Differentiate candidate based on predictors of job performance. 6. Recognize and draw implications of blank data and biographic of a candidate 7. Illustrate various testing ways and methods 	No. of Hours	No. of Credits
<p>Module I : Introduction to Recruitment</p> <p>An overview of Recruitment: Concept & definition, Factors affecting Recruitment, Theories regarding Recruitment, Recruitment Process, Recruitment Policy & Prerequisite of a good Recruitment policy.</p> <p>Sources of Recruitment: Internal sources & External Sources. Methods & Techniques of Recruitment: Direct method, Indirect method & Third party method. Recruitment Practices in India.</p>		30	1
<p>Module II : Human Resource Planning and Job Analysis</p>		30	1

<p>HRP: Meaning and significance of human resource planning, Data gathering & Analysis, Decision making and budget approval in HR planning.</p> <p>Job Analysis: meaning, significance, and approaches in job analysis, Methods of data collection, Job description and job specification.</p>		
<p>Module III : Selection & Interview</p> <p>An Introduction to Selection: Definition & Importance, Procedure of Selection, Assessing candidates for selection.</p> <p>Testing for aptitude and skills: meaning and significance of aptitude and skills. Assessing approaches: application blanks, skill tests, aptitude tests, Reliability and validity of tests, Testing methods, Evaluating test scores.</p> <p>Interviewing: meaning and significance, Types of interviews.</p> <p>Emerging trends in recruitment and selection: interview through video conferencing, online test, and Skype.</p>	30	1
<p>Module IV : Personal Traits to be considered at Interview</p> <p>Personality and physical features.</p> <p>Personality Assessment: Performance Tests and, Use of Performance Test, Emotional maturity & Oral communication, Job knowledge, Person job fitness & Person-organization fitness.</p> <p>Expectation: offer compatibility and salary negotiation.</p> <p>Assessment Center: Integrity Testing, Drug Testing, Graphology.</p> <p>Antecedents: Educational background, age, qualifications, and experience.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western engage Learning, Mason, Ohio 2001 2. Employee Selection, Lilly M Berry, Thomson Publications 3. Dale, Margaret; The Art of HRD: Successful Recruitment and Selection, Vol 1; Indiana Publishing House 4. Personnel Management, C.B. Mamoria, V.S.P.Rao, Himalaya Publishing House. 5. Essentials of Human Resource and Industrial Relations, P.Subba Rao, Himalaya 		

Publishing

Course Title: Rural Marketing**Course Code: MBAMK01****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The potential differences and similarities between urban and rural Indian markets. ❖ Effective implication of rural marketing techniques for consumable and durable inputs in rural economy. ❖ Rural credit sources, unique to rural India. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Identify the relevance, role and basic concepts of rural marketing, size & structure of rural markets and factors influencing rural marketing. 2. Describe various communication media, credit sources available at rural India. 3. Develop an understanding of rural market indexes and also marketing of consumables and durables. 4. Identify the consuming pattern, the need and wants of the rural consumer and some of the challenges and opportunities that the rural market holds for the Companies. 5. Illustrate the role of regulated markets, cooperative marketing & processing societies in marketing of agricultural produce. 6. Conceptualize themselves with various concepts like rural marketing mix, segmentation and market research in a real market environment 	No. of Hours	No. of Credits
<p>Module I: Introduction to Rural Marketing</p> <p>Rural Marketing: nature, definition, scope & importance in India, Size & structure of rural markets. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use. Development programmes, infrastructure, communication media, credit availability, local</p>		30	1

requirements, Rural Market Index: Thompson index.		
<p>Module II : Marketing Strategies and Tactics</p> <p>Market strategies & tactics with reference to rural markets, Product marketing & service marketing in rural India, Product planning, Communication media & message, Distribution channels, Market research with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services. Marketing of consumables & durables.</p>	30	1
<p>Module III : Marketing of Agricultural Product</p> <p>Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: Marketing of rural industry, cottage industry, and artisan products, Problems in rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing.</p>	30	1
<p>Module IV : Marketing Research</p> <p>Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report, Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra. 2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House,2/e. 		

Course Title: Sales Management**Course Code: MBAMK02****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ The knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage. ❖ Sales Management, Sales Process, role of distribution channels and management of channel partners. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Channel management. 2. Evaluate the techniques of sales forecasting and prepare sales budget. 3. Illustrate the practicing manager's problems and dilemmas. 4. Develop skills critical for generating, evaluating and selecting sales and channel members and developing strategies to deliver value. 5. Analyze how various distribution channels operate and suggest tactics for effectively managing each of them. 6. Recommend the various ways of effective after sales services and customer retention. 		
<p>Module I : Introduction to Sales Management</p> <p>Selling a part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman, Goals in Sales Management, Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling</p>		30	1

Strategies.		
<p>Module II : Sales Distribution and Channel Design</p> <p>Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design, Importance & types of channels like Primary Distributors, specialized & participants. Distributor's selection & appointment, Managing distributor & his team, Training of ground team.</p>	30	1
<p>Module III : Channel Management</p> <p>Managing the Channel support Members, Channel Power and Conflict, Channel Evaluation, Sales Management Module, Territory Allocation, Managing Accounts, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles, Sales Organization, Evaluation and Control of Sales Personnel.</p>	30	1
<p>Module IV : Reporting and Data Collection</p> <p>Reporting & data collection methods, Management of outbound supply chain, Damages & expiries, Concept selling in services industry, After sales services, Customer retention methodology, Alternate channels, Industry wise channel classifications & functioning.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Donaldson B - Sales Management : Theory and Practice (Palgrave). 2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education). 		

Course Title: Marketing of Services**Course Code: MBAMK03****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The characteristics of services and their implications on design and delivery. ❖ Various elements of service mix along with the role of service marketing in financial and telecom sector. ❖ In-depth understanding of international service marketing aspect. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Explain the concept of service marketing, nature, scope and its importance. 2. Describe how customer relationship management (CRM), creates an environment that achieves excellence in service industry. 3. Develop the understanding of customer expectations and their zone of tolerance. 4. Explain the service mix elements of product, price, place, promotion, processes, physical evidence, and people along with their unique challenges. 5. Apply their service marketing knowledge in providing various financial services related to banking and insurance. 6. Identify the major trends affecting the service marketing in international scenario along with the various driving forces. 		
Module I: Introduction to marketing of Services Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing. Importance of Customer Relationship Management: Specific for Service Industry, Service Marketing System: Service Quality.		30	1
Module II : Service Level, Segmentation, Targeting, Positioning,		30	1

<p>Pricing and Distribution</p> <p>Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services, Services Marketing Mix, Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions, Physical Evidence, Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.</p>		
<p>Module III : Marketing of Financial Services</p> <p>Marketing of Financial Services, Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.</p>	30	1
<p>Module IV : International Marketing of Services</p> <p>International Marketing of Services, Recent Trends in international marketing of services, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.). 2. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India). 		

Course Title: Consumer Behavior**Course Code: MBAMK07****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Basic knowledge of marketing. ❖ The conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Identify the major individual, social and cultural factors that affect consumers' decision making process; 2. Identify and analyze the internal processes related to consumer behavior. 3. Establish and analyze how consumer behavior (models) can be useful in choosing marketing strategies. 4. Explain and analyze the major stages which consumers usually go through when making a consumption-related decision. 5. Analyze and evaluate consumer behavior from a sustainable perspective according to existent theories and research. 6. Develop and formulate marketing strategies based upon analyses of consumer behavior and assessment of the role of consumption in society. 7. Critically assess and evaluate different consumer research method. 	No. of Hours	No. of Credits
Module I : Introduction to Consumer Behavior Meaning, scope and characteristics of organizational markets, Industrial markets and its features, Types of industrial buying decision process, Meaning and scope of consumer Behavior, Level of analysis in consumer Behavior, Relationship between consumer Behavior and Behavioral sciences, Applications of consumer		30	1

Behavior in different areas of marketing, Motivation and consumer behavior.		
<p>Module II : Motivation and Perception</p> <p>Motivation: theories and their application, Measurement of motivation and motivation research.</p> <p>Perception: Meaning and application of perception, Application of absolute and differential threshold in consumer Behavior, Meaning and nature of personality.</p>	30	1
<p>Module III : Theories of personality</p> <p>Theories of personality and their application in Consumer Behavior, Self-concept and consumer research, Attitudes and their characteristics, Different models of attitudes, Measurement of attitudes.</p>	30	1
<p>Module IV : Consumer Decision Making Process</p> <p>Structure and process and communication, Audience and source dimensions in consumer communication, Medium and source dimensions, Consumer decision making views, Consumer decision making process.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behavior, PHI, New Delhi. 2. Batra & Kazmi: Consumer Behavior, Excel Books, New Delhi. 3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education. 		

Course Title: International Marketing**Course Code: MBAMK08****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Fundamental concepts in managing international marketing operation. ❖ Major types of decisions and problems facing marketers in an increasingly dynamic and competitive global environment. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate knowledge and understanding of contemporary theories and their applications in the research field of international marketing. 2. Analyze and assess internal and external international business environment and derive managerial decisions on company's governance. 3. Identifying the suitable modes of foreign market entry. 4. Develop skills in analyzing diverse international marketing situations, identifying marketing opportunities and threats and understanding organizational ability to respond to them. 5. Understand the process of strategic marketing planning and its applications to the global customers and markets. 6. Interpret the Export-import procedure and formalities their documentation. 	No. of Hours	No. of Credits
<p>Module I : International Marketing</p> <p>Definition and scope of International Marketing, Bases of international trade, Methods of entry, Major international economic institutions and trading blocks, WTO and sectoral impacts.</p>		30	1

Module II : Foreign Market and Pricing Foreign market identification, Product decisions, Price and non-price factors, Pricing decisions and methods.	30	1
Module III : International Promotion and Distribution International promotion, Cross-cultural dimensions of advertising, Distributional channels, Institutional infrastructure for exports.	30	1
Module IV: Import and Export Procedures EXIM policy and export assistance, Export-import procedure and formalities, Export finance, Export documentation, Import documents, Negotiation of documents, Outline of import procedures.	30	1
Suggested Readings: <ol style="list-style-type: none"> 1. Terpstra & Sarathi: International Marketing, Harcourt Asia, 8th Edition. 2. Caterora & Graham: International Marketing, Pearson Education, 2000. 3. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007. 4. Nabhi Jain: How to Start Import, Jain Book Depot, 2007. 		

Course Title: Product & Brand Management**Course Code: MBAMK04****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Basic principles of product management and to develop an understanding of the brand concept. ❖ Framework for managing brand equity and distinguishing different ways to leverage and measure brand equity. ❖ Variables that drive the success of brands and product lines and the interrelationships among these variables. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Compare and construct the elements of a managing a product and brand. 2. Appraise the rationale behind new product development & new service development processes, including innovation, research and testing. 3. Establish criteria for 'good management practice' to develop and maintain sustainable brands. 4. Identify the framework and understand variables that drive the success of brands and product lines and the interrelationships among these variables. 5. Comprehend the relationship between consumers and brands and the cognitive processes used for decoding and interpreting brand values and personality. 6. Provide comprehensive framework for managing brand equity and distinguish different ways to leverage and measure brand equity. 	No. of Hours	No. of Credits
Module I : Introduction to Product & Branding An Introduction to branding, Corporate Strategy and Product Policy,		30	1

Product classifications on the basis of durability & tangibility, consumer goods, Industrial goods. Product line Decisions, Product Life Cycle and Marketing Strategies.		
Module II : New Product Development Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, Organizing for New Products.	30	1
Module III : Branding Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.	30	1
Module IV : Brand Equity Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Brands, Measurement of Brand Equity.	30	1
Suggested Readings:		
<ol style="list-style-type: none"> 1. Brand Management- Harish V Verma, 2/e, Excel Book 2. Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall 		

Course Title: Retail Management**Course Code: MBAMK05****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ A comprehensive understanding of the theoretical and applied aspects of retail management. ❖ Importance of retailing to the overall economy and what opportunities exist in the field. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Analyze the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends. 2. Analyze and apply the concepts of shopping environment, retail formats, functions, retail operation and promotion. 3. Understand the importance of retailing to the overall economy and what opportunities exist in the field. 4. Demonstrate understanding of consumer behavior. 5. Identify methods of planning, buying, and managing inventory. 6. Demonstrate the retail Store operations, retail Store Design & Visual Merchandising. 7. Evaluate the supply chain management with its practical implications. 	No. of Hours	No. of Credits
Module I : Introduction to Retail Management Significance of retail industry, Marketing retail equations, New role of retailers, Indian retail scenario and its future prospects, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, The factors influencing retail shopper, Consumer decision making process, Changes in the Indian consumer, The use of market research as a tool for understanding markets and consumers.		30	1

<p>Module II : Store Location & Pricing</p> <p>The importance of store locations, Types of locations, Steps involving in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, The strategic profit model, Measures of retail performance, The concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price, Gross Margin Return on Investment (GMROI).</p>	30	1
<p>Module III : Retail Merchandising</p> <p>The concept of merchandising, Evolution of merchandising function in retail, The process of merchandising buying, Procedure for selecting vendors and building partnerships, Concept of own brand and manufacturers' brand, Concept of category management, Role of Pvt. Labels, Retail Communication, The concept of retail marketing mix, Segmentation Targeting and Positioning.</p> <p>Role of POP in retail, Branding, The concept of customer service, Gaps in customer service, Methods and tools available for encouraging loyalty, Role of retail sales person and Selling process.</p>	30	1
<p>Module IV : Retail Store Operation, SCM & Role of IT</p> <p>Retail Store Operations, Retail Store Design & Visual Merchandising, The relationship between store image and store design, Components of exterior and interior, Consideration for selecting layout, Visual merchandising in retail.</p> <p>Supply Chain Management: The concept of SCM, Retail logistics, and Reverse logistics.</p> <p>Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM) and HR in Retail.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Retail Management by Rosemary Varley, Mohammed Rafiq-Palgrave Macmillan 2. Retail Management by Chetan Bajaj-Oxford Publication 		

Course Title: Digital Marketing**Course Code: MBAMK06****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The knowledge about how to set up a digital marketing platform. ❖ Digital marketing tools and planning a digital marketing campaign. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Analyze and apply the concepts of WAP, dynamic campaign management and its testing, 2. Describe SEO and many other digital marketing tools to develop a successful marketing campaign. 3. Develop an understanding of Consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention. 4. Conceptualize the environment of in-game advertising, content distribution and delivery, Ad serving, tagging, analyzing and reporting for market attention. 5. Reconcile mobile applications and consumer usage behavior for mobile marketing. 6. Illustrate the role of Search Engine Optimization, Google ad word, social media management for capturing distinctive market image for digital enterprise. 		
Module I : Introduction to Digital Marketing The Digital Marketing Landscape, Role, scope & context of digital marketing, Emerging trends, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption. Consumer engagement : meaning and implication.		30	1

<p>Module II : Digital Strategy Planning</p> <p>Key elements in digital planning, Planning process namely acquisition, development & retention. Competitive online mapping, Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, Display advertising, Inventory management. Online Video: trends, adoption & consumption, Monetization, In Game advertising, Content distribution and delivery, Ad serving, Tagging, analyzing and reporting.</p>	30	1
<p>Module III : Mobile-Marketing & E-mail Marketing</p> <p>Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, Publisher & consumer, The Next level of mobile interaction.</p> <p>E-mail Marketing: Principles and best practice, In-house, rental, vendors and 3rd party, Email platforms, Dynamic campaign management tools, Testing & Optimization, Trigger marketing, Contact strategy.</p>	30	1
<p>Module IV : Search Engine Optimization</p> <p>Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology, Social Media & e-PR - Online reputation management, Social Media measuring, Monitoring & reporting, Tracking & Monitoring platforms, Content seeding, How to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. A Complete Guide To Search Engine Optimization – Deepak bansal 2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH) 		

Course Title: Business Marketing**Course Code: MBAMK09****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The nature and systems of Business to business marketing. ❖ Industrial buying behavior and purchase systems. ❖ Application of marketing mix in business to business marketing. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understanding of the theoretical foundations of marketing alongside current and emerging practitioner applications in the applications in marketing management. 2. Analysis of marketing decisions, consumer behavior and marketing research methods. 3. Discuss the terms, concepts, and nature of Business-to-Business Marketing 4. Construct to the industrial marketing functions of firms. To understand the specifics of marketing mix for Business-to-Business Marketing. 5. Evaluation of channel strategy and conditions affecting price of industrial product. 6. Categories the new product introduction, competitive action pricing policies and Industrial advertising, Personal selling. 	No. of Hours	No. of Credits
Module I : Introduction to Business Marketing			
The industrial marketing concept, The demand for industrial goods, The various dimensions of industrial buyer, Buyer characters, Types of purchasing organization, purchasing system, Value and vendor analysis.		30	1
Module II : Industrial Marketing Planning and Portfolio Analysis			
		30	1

Marketing Strategy, Marketing intelligence, Product & service components performance, Marketing intelligence system: product definition; service definition.		
Module III : Channel Strategies & Pricing Industrial Product Channel Strategies, Industrial distributors, Manufacturers and sales agent, Manufacturers' branch houses, Formulation of channel strategy, Conditions affecting price of industrial product.	30	1
Module IV : Industrial Marketing Communication Price & Promotion components, Pricing decisions, New product introduction, Competitive action pricing policies, Industrial advertising, Personal selling, Selecting, Training, Supervision and compensating sales persons.	30	1
Suggested Readings: <ol style="list-style-type: none"> 1. Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi 2. Fredrick E Webster & Toram Wid: Organizational Buying, NJ Prentice Hall. 3. Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston 		

Course Title: Integrated Marketing Communication**Course Code: MBAMK10****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with <ul style="list-style-type: none"> ❖ Different elements of Integrated marketing communications and basics of marketing communications. ❖ The role of E-Commerce in Marketing Communication. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Appreciate and use of the range of tools available for marketing communications. 2. Get an understanding of the basic principles of planning and execution in Integrated Marketing Communications. 3. Evaluate the functions of advertising agency and understand how effective advertisement made. 4. Develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations. 5. Evaluate the role of E-Commerce in Marketing Communication and their practical implication in marketing field. 6. Apply Sales Promotion schemes with different marketing strategies and to identify relationship between Sales promotion and advertising. 	No. of Hours	No. of Credits
Module I : Introduction to Integrated Marketing Communication Integrated Marketing Communication (IMC), Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, and Challenges in IMC.		30	1

<p>Module II: Advertising Management</p> <p>Advertising Management: Meaning, Nature and Scope of Advertising. Advertising: Classification and types of advertising, Advertising appropriation, Advertising campaigns, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agency: their role, functions, organization, Remuneration, client agency relationship, account Planning, Hoarding Contractors, Printers, etc., Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.</p>	30	1
<p>Module III : Message Designing</p> <p>Message Design: The Creative concept development, The creative processes of the different forms of IMC, AIDA model Considerations for creative idea Visualization, Creative planning, Creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials. Evaluation of Creative Strategy/work, Campaign Planning: Message Creation, Copywriting and Role of Creativity in Copywriting.</p>	30	1
<p>Module IV : Media Management and Emerging Concepts and Issues in Marketing Communications</p> <p>Media Management: Media Types and their characteristics, Setting Media objectives, Considering key media concepts, Media planning, Media Strategy, Media buying, Cross media concept, Media research, Sponsorship, POP, Supportive Communication, Role of E-Commerce in Marketing Communication, Corporate Communication. Public Relations: Types of PR. Sales Promotion: Different types of Sales Promotion, Relationship between Sales promotion and advertising. Publicity: Types of Publicity, Relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods and Event Management.</p>	30	1
<p>Suggested Readings:</p> <p>1. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A</p>		

Strategic Approach, Cengage Learning

2. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
3. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
4. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
5. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
6. Duncon : Integrated Marketing Communications, Tata McGraw Hills

Course Title: Management of Financial Institutions & Services**Course Code: MBAFM01****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Strategies, policies and practices of major financial institutions in India and their various financial services. ❖ The wealth management products and the most effective ways to use them. <p>Importance of wealth management, financial planning and insurance.</p>		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Analyze the regulation of Indian financial system and assess the global impact on these institutions. 2. Discuss various financial & non-financial avenues available for investing, depending on different investment objectives. 3. Evaluate the conceptual skills in understanding the working of different financial institutions. 4. Appreciate the role of RBI and analysis of the structure, operations and control of NBFCs. 5. Analyze the importance of wealth management, financial planning and insurance. 6. Enhance your understating of wealth management products and the most effective ways to use them. 7. Recognize the rational for, and content of, current reforms to financial services regulations. 	No. of Hours	No. of Credits
<p>Module I : Financial System and Markets</p> <p>Financial System and Markets: constituents and functioning, Regulation of money and credit, Techniques of regulation and rates, Monetary and Fiscal policy, Financial sector reforms in India.</p>		30	1

<p>Overview of Financial Services: nature, scope and importance etc., Cooperative and Community banking, Micro financing. Globalization and its impact on Financial Institutions.</p> <p>International financial institutions: roles, responsibilities and functioning, Overview of Foreign Exchange Market, Great depression and economic recessions and their impact on the FI's landscape.</p>		
<p>Module II : Management of Banking and Non-banking Financial Institutions</p> <p>Management of Banking and Non-banking Financial Institutions: Banking Industry in India, Central Banking and Role of RBI as a Central Bank: Structure, Functions and working reforms, Current regulatory structure, Deregulation of banking sector in 1991 and proposed further deregulation. Conduct of monetary policy and inter linkages objectives and targets, Discretion in Monetary Policy.</p> <p>A fixed income portfolio liability & structure, Combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management: Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.</p> <p>BASEL accord, Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc. Developmental Financial Institutions (DFIs) in India namely IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions, NBFCs: Their status, types, working and strategies for commercial viability.</p>	<p>30</p>	<p>1</p>
<p>Module III : Wealth Management</p> <p>Wealth Management: Concept of saving and wealth generation, Wealth creation, Asset allocation, Risk factors in investing, Introduction to Financial Planning.</p> <p>Financial aspects of Insurance Management: scope, classification, Sub-division in insurance sector namely Life, General, Marine insurance, Important life insurance and general insurance products, Various distribution channels.</p> <p>Insurance laws and regulations with respect to following acts: Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986. Mutual Funds: Definition of Mutual Funds, Concept of AMC, Trust & Trustee, Role of SEBI</p>	<p>30</p>	<p>1</p>

and AMFI, Types of Mutual Funds-by asset, size, investment, Concept of SIP, STP and SWP. Alternative Investments-PE, Structured Products, Gold, Real Estate.		
<p>Module IV : Other Financial Services</p> <p>Securitization: concept, nature, scope and their implications, Securitization of auto and housing loans, Securitization in India.</p> <p>Leasing and Hire Purchase: Industry, size, scope and parties involved, Evaluation of lease transaction, Types of lease and their implications.</p> <p>Hire purchase and lease: differences and implications for the business.</p> <p>Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money: concept, working and uses of each.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.). 2. Khan M Y - Financial Services (Tata Mc Graw Hill, 1998). 3. Machiraju H R - Indian Financial System (Vikas, 2004). 4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003). 5. Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003) . 		

Course Title: Advanced Financial Management**Course Code: MBAFM02****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ Theory and practice of corporate finance, issues of interest of stakeholders and agency problems. ❖ Tools and techniques for interpretation of business information and application of financial theory in financing related decisions. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization. 2. Understand the concept of risk and return and calculate future and annuity values. 3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts. 4. Understand and calculate Cost of Equity of companies 5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization. 6. Reconcile the leverage effect of capital mix and impact of leverage. 7. Understand the relevance of Dividend decision. 8. Understand the concept and importance of Working Capital Management and the use of derivatives. 		
Module I : Introduction to Advanced Financial Management and Advanced Financial Appraisal Management's role and responsibility towards stakeholders, Financial strategy formulation, Ethical issues in financial management, Conflicting stakeholder interests, The role and		30	1

responsibility of senior financial executive/advisor. Advanced investment appraisal: Concept of FCFF and FCFE, Discounting of cash flow, Valuation of Firm vs valuation of equity, Use of free cash flows Impact of financing on investment decisions and adjusted present values, Costs, Benefits and Risks analysis for projects, Linking investment with customer's requirements, Designing Capital Structure.		
Module II : Capital Decision and Enterprise Performance Appraisal Modes of Capital: Seed capital, Angel Investment, Venture Capital, Private Equity and Capital markets. Modes of debt: Preference equity, term loans, CC, Bonds, debentures etc. Exotic capital instruments and their impact on financial reporting, Hybrid financing, Option pricing theory in investment decisions. International investment and financing decisions. Impact of capital investment on financial reporting, Enterprise performance measurement systems like Balanced Score Card, EVA & V.A.R analysis.	30	1
Module III : Treasury and Risk Management Role of the treasury function in multinationals, Types of risk and its classification, Use of financial derivatives to hedge against forex risk, Use of financial derivatives to hedge against interest rate risk. Black-scholes model, Other forms of risk. Dividend policy in multinationals and transfer pricing, Economic environment for multinationals. Management of international trade and finance Strategic business and financial planning for multinationals.	30	1
Module IV : Emerging Issues in Finance and Financial Management Development in world financial markets, Financial engineering and emerging derivative products, Developments in international trade and finance, Relate the technical understanding of issues of strategic importance to the firm, Management of international trade and finance, Strategic business and financial planning for multinationals.	30	1

Suggested Readings:

1. Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing ISBN 1-40510-781-2.
2. Buckley, Adrian, Multinational Finance, 5e, - F T Prentice Hall ISBN 0-27368209-1.
3. Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies and participants, Wiley Finance ISBN 0-471-49866-1.
4. Koller, Tim, Goedhardt, Marc, and Weasels, David,(2005) -Valuation measuring and managing the value of companies, Wiley. ISBN 0-471-70221-8.
5. I Demirang and S Goddard, Financial Management for International Business, - McGraw Hill, ISBN 0077078691.
6. Ryan, Bob (2006), Corporate Finance and Valuation,- Thompson Press, ISBN 978-1-84480-271-5.
7. IM PANDEY – Financial Management – VIKAS PUBLISHING.
8. Van Horne financial management - Prentice Hall.
9. Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.

Course Title: Capital Markets & Financial Instruments**Course Code: MBAFM03****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with</p> <ul style="list-style-type: none"> ❖ The history of Indian capital market along with their working and detailed study about the regulatory body governing the capital market. ❖ Shares lending scheme and capital market theory along with the market intermediaries and their working in primary and secondary market. ❖ Bond market and money market and instruments used in it, along with the working of credit rating agencies. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Identify the working of Indian capital market and process for issue of shares in primary market. 2. Demonstrate the various capital market instruments. 3. Illustrate the working of stock exchange which helps them to analyze the importance of various procedures and stock exchange intermediaries involve in it. 4. Apply the various mechanisms in stock exchange to have better set of decision making skills. 5. Compare that which type of money market instruments will be most appropriate in different conditions. 6. Identify the relevance of credit rating agencies and their role in India. 	No. of Hours	No. of Credits
<p>Module I : Indian Capital Market, Shares and Trading</p> <p>Indian capital markets: Development Since 1991, Role of Financial Intermediaries, Various Financial Intermediaries, Capital Market Instruments, Traditional and Emerging (ECB, ADR, GDR). Capital</p>		30	1

<p>Marketing in India, Operations in Primary Markets, Instruments involved, Role of SEBI, Company law board.</p> <p>Secondary Markets: Stocks Exchanges in India-National Stock Exchange (NSE), Bombay stock Exchange (BSE), Stock Holding Corporation of India (SHCIL).</p> <p>Shares and trading: Share Lending Scheme, Book Building, Reverse book building, Buy back of shares.</p> <p>Mergers & Acquisition: Regulations, An Analysis of Capital Market in India - Operations in Primary Markets, Instruments involved, Role of SEBI and Merchant Bankers (Pre-issue and Post-issue), Venture Capital Financing, Mutual Funds, Green shoe option.</p>		
<p>Module II : Capital Markets and Intermediaries</p> <p>Capital Market Theory: Introduction, Concept, Role, Importance, Evolution in India, etc., Regulations in India, Types of firm's Interface with Investors, Types of Scripts Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Road-show, Intermediaries in Issue Management, Managing Shareholder Relations.</p> <p>Primary and secondary market Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc., Secondary Market System and Regulations in India, Stock Exchanges in India: History and development and importance listing of Scripts, On-line Trading, Depositories: Growth, Development, Regulation, Mechanism, OTC Exchange, Government Economic Philosophy and Financial Market, Structure of Financial Market in India.</p>	30	1
<p>Module III : Share and Bond Markets</p> <p>Share and Bond markets, Stock Exchange concepts and mechanism: Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Carry Forward, Badala, Automated Lending and Borrowing Mechanism Inside Trading, Circular Trading, Price Rigging, etc.</p> <p>Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags. Stock Exchange Regulations, Stock Exchange Board, Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations and Regulatory Agencies (Primarily SEBI).</p>	30	1

Bond Market in India: Government Bond Market and its Interface with Capital Market, Debt Market in India, Interface between Stock Market and Bond Market, Primary and Secondary Markets.		
<p>Module IV : Money Markets and Credit Ratings</p> <p>Money Market: Nature and role of Money market in India, Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill - Role of DFHI/STCI in Money Market – ECBs, Financial Services.</p> <p>Credit rating: concept & types, Functions & limitations, Profile of Indian Rating Agencies, Merchant Banking, Functions & Roles of Merchant Banking, SEBI guide lines types, Mutual Funds.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Relevant text of SEBI guidelines. 2. Merchant Banking & Securities Management - M.A.Kohak. 3. Khan, M. Y., Indian Financial System-Theory and Practice, TMH. 4. Bhole, L. M.,: Financial Markets and Institutions, TMH. 5. Nayak and Sana,: Indian Financial System and Financial Market Operations, Rabindra Library. 6. Gurusamy; Financial Services, TMH. 7. Pathak, B.,: Indian Financial System, Pearson. 		

Course Title: Project Appraisal & Financing**Course Code: MBAFM07****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ An overview of financing the long-term projects. ❖ Capital budgeting principles and practices that help in estimating capital requirements. ❖ Project analysis, appraisal and the various means of financing the capital projects. ❖ The growing concern for infrastructure development and infrastructure financing practices – Indian as well as global. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Construct on current understanding of the fundamentals of project finance. 2. Analyse the most recent trends shaping the current and future international project finance marketplace. 3. Reconcile techniques for designing and using project financing spreadsheet models. 4. Interpret how leading project financiers, including Multilateral development Banks (MDBs) and Export Credit Agencies (ECAs) construct and utilize project financing models. 5. Evaluate advanced techniques for risk modelling and quantification. 6. Interpret how to design project finance models for Public Sector Comparison (PSCs) and Value-For-Money (VFM) benefits of project financing proposals. 7. Evaluate how to apply financial modelling to the renegotiation of concession contracts and financial restructuring. 8. Apply and learn the live projects and demonstrate to manage the new project by creating project proposal. 	No. of Hours	No. of Credits

<p>Module I : Introduction to Project Appraisal and Financing</p> <p>Project and Project Finance, Difference between Project Finance and Conventional Finance, Project Finance in Developing Countries, The Importance of using project Finance, Identification and Feasibility Studies, Preliminary Screening, Analysis namely Market, Technical, Financial, Economic & Environmental Analysis.</p> <p>Global Experience: Equator Principle A framework for FIs to manage environmental and social issues in Project Finance.</p>	30	1
<p>Module II : Cost Estimation</p> <p>Estimation of Cost of Project, Estimation of Cash Flows of the Project, Elements of the cash flow stream, Basic principles of cash flow estimation, Cash flows for a replacement project, Biases in Cash Flow estimation, Project Evaluation through NPV and IRR, Financial Estimates and Projections, Projection of Profit, Projection of Cash Flow Statement, Projection of Balance Sheet, Project Risk Analysis, Monte Carlo Simulation, Scenario and Sensitivity Analysis, Analysis of Risk by Financial Institutions.</p>	30	1
<p>Module III : Project Financing</p> <p>SEBI guidelines on Project Financing in India, Sources namely Equity, Debentures and Term Loans from Financial Institutions, Policies and Practices of Indian Financial Institutions. Lease and Hire Purchase Financing: Financial and Leveraged lease, Benefits to Lessor and Lessee, Evaluating a financial Lease Proposal, Depreciation Tax Shield, Salvage value with ref. to Tax laws.</p> <p>Venture Capital Financing: Notion of Venture capital, The Business Plan, The Process of Venture capital Financing, Methods of Venture Financing, Disinvestments Mechanism, Development of Venture capital in India, Fiscal Incentives, Future prospects of Venture Financing.</p>	30	1
<p>Module IV : Infrastructure and Power Project Financing</p> <p>Need and Features of Infrastructure Finance, Complexities in Valuing Large Projects, Infrastructure Finance Structure, Regulatory dilemmas in Infrastructure financing, Infrastructure in India-present scenario.</p> <p>Project Finance Contracts: Public-Private-Partnership, SPV, BOOT,</p>	30	1

BOT etc, and Government Support, Financial Modeling, Return to equity: Sponsors and Lenders Concerns, Concession Agreement, Risk Mitigation, Financing of Power Projects, Financing of Telecommunication Projects.		
<p>Suggested Readings:</p> <ol style="list-style-type: none">1. Chandra, Prasanna, Projects (Planning, Analysis, Selection, Financing, Implementation and Review),Fifth Edition, reprint(2004), Tata Mcgraw-Hill Publishing Company Limited, New Delhi (CFM-TMH Professional Series in Finance).2. Finnerty, John D; Project Financing (Asset-Based Financial Engineering), John Wily & Sons, Inc., New York,(1996).3. Padmalatha Suresh (ed.); Project Finance- Concepts and Applications; ICFAI University Press, Hyderabad, (2006).4. Pandey, I.M. ;Financial Management , 9th Ed. (2005) Second reprint, Vikas Publishing House Pvt. Ltd. , New Delhi.		

Course Title: International Financial and Forex Management**Course Code: MBAFM08****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The ways by which corporations manage cash flows generated in their international trading operations while addressing the various forms of risk related with international businesses. ❖ The application of economic theory to real-world economic problems in international economics that are relevant to economics, international relations, and business administration students, as well as others. 	No. of Hours	No. of Credits
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Analyze financial decisions of globally operated businesses on the basis of critical reflection on conceptual and practical knowledge regarding the functioning of the foreign exchange market and international financial markets and instruments. 2. Understand balance-of-payments, price, and income adjustments under fixed, flexible, and gold standard exchange rate regimes. 3. Understand today's current monetary system, which developed after the Bretton Woods Agreement collapse. 4. Analyze the history of international monetary systems, including its recent developments. 5. Evaluate and apply technical knowledge to appraise the distinctive nature of international financial management decisions and emphasize the significance of managing foreign exchange exposure. 6. Recommend the tools to analyze international monetary and exchange rate policies for developed and developing economies. 		
Module I : Introduction to IFM		30	1

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.		
<p>Module II: International Monetary System</p> <p>Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows, Indian BoP Trends.</p> <p>International Monetary System: Evolution, Gold Standard, Bretton Woods's system, The flexible exchange rate regime, Evaluation of floating rates, The current exchange rate arrangements, The Economic and Monetary Union (EMU).</p>	30	1
<p>Module III : Forex market</p> <p>Function and Structure of the Forex markets, Major participants, types of transactions and settlements dates, Foreign exchange quotations, Process of arbitrage, Speculation in the forward market - Currency Futures and Options Markets.</p> <p>Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market, Measuring exchange rate movements, Factors influencing exchange rates, Government influence on exchange rates – exchange rate systems, Managing Foreign exchange Risk, International arbitrage and interest rate parity, Relationship between inflation, interest rates and exchange rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect.</p>	30	1
<p>Module IV : International Financing</p> <p>Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital, International Portfolio Management.</p> <p>International Financing: Equity, Bond financing, parallel loans, International Cash management, Accounts receivable management, Inventory management, Payment methods of international trade, Trade finance methods, Export – Import bank of India, Recent amendments in EXIM policy, regulations and guidelines.</p>	30	1
Suggested Readings:		

1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012.
2. Sharan.V: International Financial Management 5Th Ed.PHI2012.
3. Madhu Vij: International Financial Management, Excel, 2012.
4. Ephraim Clark: International Finance, , Second Edition, Thomson.
5. P.G.Apte: International Financial Management, TMH 2012.
6. S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012.

Course Title: Derivatives**Course Code: MBAFM04****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with: <ul style="list-style-type: none"> ❖ The analysis of derivatives in financial markets. ❖ Main features of the most commonly used financial derivatives and how to use them for the management of risk. 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Understand and explain the nature of derivatives and describe the trading mechanisms and the key variables that determine their market values. 2. Classify and compare the different types of derivative instruments. 3. Describe the main features and mechanisms of commodity markets. 4. Identify the price derivative securities using mathematical models and numerical methods. 5. Identify and critically evaluate the nature and extent of a company's exposure to stock price risk, commodity price risk, currency risk, interest rate risk and credit risk. 6. Evaluate the techniques that can be used to hedge the foreign exchange risk. 7. Apply futures strategies for long and short hedge funds. 	No. of Hours	No. of Credits
Module I : Introduction to Derivatives Introduction to derivatives, Brief History of Derivatives, Definition of Derivative Securities, Meaning and purpose of derivatives, Forward contracts, future contracts, options, swaps and other derivatives, Type of traders, Trading future contracts, Specification of the future contracts, Operation of margins, Settlement and regulations. Sources of Financial Risk: Credit vs. Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.,		30	1

<p>Systematic and non-systematic risk.</p> <p>Derivatives Market in India: Present position in India - regulation, working and trading activity, Structure of Indian Stock Markets, Trading an Index, Conditions necessary to Improve the Market Structure in India and Policy Intervention current topics in risk mgt value at risk, Credit derivatives & options on debt instruments exotic options, Free-range, Path-dependent, Shouts & ladders.</p>		
<p>Module II : Commodities Derivatives</p> <p>Commodities derivatives, Regulatory structure of Commodities Derivatives Markets in India, Issues in Agricultural Commodities Markets, Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, issues related to product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, As saying Issues related to monitoring and surveillance by Exchanges, Regulator Role of intermediaries in Commodities Markets, Basis Risk and its importance in pricing, Agricultural Commodity Futures trading pattern in Exchange – Case study, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study, International commodity indices and as an investment tool for investors, Commodity Options on Futures and its mechanism, Internationally traded Commodities based ETFs, Commodities as a New Asset Class, Essential Commodities Act and role of state governments, Warehousing Act Bill and its implications.</p>	30	1
<p>Module III : Pricing of Derivatives</p> <p>Options' pricing, Types of options, Structure of Derivative Markets, Forwards, Futures, Options, Swaps, etc., Examples of more Sophisticated Derivatives Option trading, Margins, Valuation of options, Binomial Option Pricing Model, Black-Scholes model for Call Options, Valuation of put options, Index options, Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation, Warrants and convertibles, Currency, Stocks and Explaining Cash Market Microstructure and Derivative Markets, Reasons for Trading, Risk</p>	30	1

<p>Management, Speculation and Arbitrage.</p> <p>Derivation and Models for Option prices: Definitions and Terminology, Continuous-Time Models, Pricing by Arbitrage, Pricing restrictions on calls, Upper bound, lower bound American bonds puts, Put –Call parity, Box spreads using Europeans options, Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price, Futures on Dividend-paying Assets.</p>		
<p>Module IV : Hedging the Risk</p> <p>Hedging the risk, Risk Analysis and Management, Risk Measurement and Management Framework, Option’s Delta, Gamma, Vega, Theta, Rho, Hedging with Future. Derivatives Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge, Hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap, Equity index ,credit risk in swap, Using swap to manage risk, Accounting Issues in Derivatives.</p>	30	1
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. 2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey 3. Das, Satyajit: Swap & Derivative financing, Probus. 4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi 5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi 		

Course Title: Securities Analysis & Portfolio Management**Course Code: MBAFM05****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ Stock markets of India, its terminology, types of securities, the determinants of the price Behavior of securities, evaluation of fair price, and a conceptual insight to the valuation of securities. ❖ Investment decisions related to financial assets, the risks and the returns involved. ❖ The functioning of securities market alongside the theories and concepts involved in portfolio management. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Describe the concept of Security, derivatives and mutual funds. 2. Evaluate role of SEBI with regard to Secondary Markets & Credit rating services 3. Analyze the advantages and disadvantages of investing in security markets. 4. Measure risk and return and analyze RBI guidelines for credit & market risk. 5. Apply valuation models to estimate the value of stocks and bonds. 6. Calculate how financial derivatives like futures and options are valued. 7. Prepare a portfolio that meets an investor's risk and return objectives and satisfies investment constraints. 	No. of Hours	No. of Credits
<p>Module I : Introduction and Regulatory Framework</p> <p>Introduction and regulatory framework, Securities: Types of securities namely equity based and debt based, Derivatives, Mutual funds, Various securities and their Characteristics, Objective of the Security Analysis, Functions of an Organized Security Market, Mechanics of Security Trading. Securities markets: Various Types of Security Markets and their Functions. Stock Exchanges:</p>		30	1

<p>organized stock exchanges, Legal framework of security markets, Organization and Mechanics of Indian Security Markets, Listing of securities, Trading and operational mechanism of stock exchanges, Settlement and clearing, Online trading, Dematerialization, Depositories and Depository participants. Trading of securities: equity and debentures/ bonds, Regulatory Mechanism: Role of SEBI with regard to Secondary Markets & Credit rating services, Internet trading and WAP enabled trading, Online surveillance, Trading practices on NSE, BSE and OTCEI.</p>		
<p>Module II : Risk and Return</p> <p>Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision, Credit Risk (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk, Financial Risk: An Overview, Evolution, and the Environment Risks definition (market, credit, liquidity, operational) more specifically on the identification of different forms of risk namely currency, interest rate, equity commodity. Market Data Analysis.</p>	30	1
<p>Module III : Valuation</p> <p>Valuation concepts: Yield to Maturity; different approaches to valuation, Valuation of Convertibles & Warrants, Bond Management Strategies, Valuation of Future & option, Estimation of Net asset value of mutual funds.</p> <p>Valuation of Equity: Nature of equity instruments, Equity Valuation Models, Technical Approach to Equity valuation – overview of concept & tools used, Fundamental Approach to Equity valuation – economy, industry and company analysis, Technical analysis vs fundamental analysis.</p> <p>Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration, Valuation of Derivatives (Options and futures): concept, trading, valuation.</p>	30	1
<p>Module IV : Portfolio Management</p> <p>Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital</p>	30	1

market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, Building Fixed Income Security Portfolio, Performance evaluation of existing portfolio, Sharpe and Treynor measures of Performance Evaluation, Finding alternatives and revision of portfolio, Portfolio Management, Mutual Fund Industry.		
<p>Suggested Readings:</p> <ol style="list-style-type: none">1. Kevin –Security Analysis and Portfolio Management –PHI2. Jack Clark Francis - Management of Invest, McGraw Hill3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey4. Shape Alexander Ballen - Investment, Eastern Economy Ed5. Donald E. Fisher and Ronald J. Jordan, “Securities Analysis and Portfolio Management”, Prentice Hall, New Delhi6. Sourain, Harry. “Investment Mangement”, Prentice Hall of India		

Course Title: Corporate Restructuring & Business Valuation**Course Code: MBAFM06****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ An insight to fundamental concepts in Corporate restructuring through mergers & acquisitions and its business valuation. ❖ Relevant business strategies for growth, funding and valuation ❖ Accounting, legal and taxation aspects and applications to the scope of business expansion in a global corporate world. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Apply the concepts of corporate mergers and acquisitions for business growth. 2. Illustrate the integrative models and process involved in mergers & defensive measures against acquisitions. 3. Develop ability to identify and illustrate the aspects for corporate valuation. 4. Conceptualize the accountability involved in mergers and acquisitions 5. Explain the various legislative and valuation measures on Joint Ventures as a business strategy. 6. Describe the basic concepts and characteristics of corporate restructuring & PSUs. 7. Evaluate the relationship between capital structure and the cost of capital and the value of the firm. 8. Analyze and prepare application of Capital Budgeting to various phases of business. 	No. of Hours	No. of Credits
<p>Module I : Business Expansion Strategies & Corporate Restructuring</p> <p>Business expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions, History of merger and</p>		30	1

<p>acquisition, Economic rationale for various types of restructuring and issue pertaining to restructuring.</p> <p>Forms of Corporate Restructuring: Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split-ups, Divestitures, Equity Carve outs, Corporate Control, Premium Buybacks, Standstill Agreements, Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buyout and Going Private.</p> <p>Anti takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc</p>		
<p>Module II : M&A and Regulatory Framework</p> <p>Efficiency Theories, Differential efficiency, Inefficient Management, Operating Synergy, Pure Diversification Financial Synergy, Strategic Realignment to Changing Environments, Undervaluation, Information and Signaling Agency Problem, Takeovers as a solution to agency problems, International M&As.</p> <p>Reasons for International trade Growth: Technology, External Advantages, geographical expansion, product expansion, entry in new segments, Government Policy for international M&A, Exchange Rates, Political and Economic Stability, Differential Labor Costs, Productivity of Labor.</p> <p>Regulatory framework: Corporate law, cross border, income tax and monopolies competition commission, FDI policy and norms in India, Allowable FDI in various sectors in India, Licensing requirements etc.</p>	30	1
<p>Module III : Sell-Offs and Divestitures & Divestment of PSU and Leveraged Buyouts</p> <p>Sell-Offs and divestitures: Definition and examples, Background on divestitures, Financial effects of divestitures, Analysis of divestitures, Motives for divestitures, Case Illustrations of Spinoffs and Divestitures, Voluntary liquidations and takeovers, Joint Ventures: Joint Ventures as a business strategy, Joint Ventures and Complex Learning, Tax Aspects of Joint Ventures, International JVs, Rationale for JV, Reasons for Failure of Joint Ventures, Antitrust Policy.</p>	30	1

<p>Divestment of PSU and Leveraged Buyouts: General Economic and Financial Factor, Illustration of an LBO: Element of a typical LBO operation, The Nature of cash, Share Repurchases, Cash Tender Offers to Repurchase, The Theories behind Share Repurchase, Tax Aspects of Exchange Offers, Empirical Evidence on Exchange Offers.</p>		
<p>Module IV : Capital Budgeting, Valuation Tools and Techniques</p> <p>Capital budgeting definition and measurement of cash flows: FCFF vs. FCFE, Capital budgeting basis for firm valuation, Definitions for valuation Analysis, Application of Capital Budgeting to various phases of business: No Growth Case, Constant Growth, Supernormal Growth followed by No Growth, Supernormal Growth followed by Constant Growth.</p> <p>Increasing the Value of the Organization, Alternative measures of investment rate, Total Capitalization EBIT Measure, Operating Assets NOI Measure, Calculation of the Cost of Capital, Cost of Equity, Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model, Cost of Debt, Cost of Preferred Stock, Marginal Cost of Capital.</p> <p>Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparables, Dividend discounting</p>	<p>30</p>	<p>1</p>
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Mergers & Acquisitions Weston, Fred. McGraw Hill 2001 2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, 2 nd Galpin, Timothy J. / Herndon, Mark. JosseyBass2007 3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st eFeldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999 4. Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001 5. Barbarians at The Gate: The Fall of RJR Nabisco, 1 st eBurrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 		

0060161728.

6. Collins Business 2008 Mergers What Can Go Wrong and How to Prevent it, 1st e Gaughan, Patrick A. Wiley Finance 2005
7. Damodaran on Valuation, 2nd e Damodaran, Ashwath. John Wiley 2006 M&A and Corporate Restructuring, 4th e Gaughan, Patrick A. Wiley 2007

Course Title: Corporate Risk Management & Insurance Management**Course Code: MBAFM09****Course Credit: 4**

COURSE OBJECTIVE:	To familiarize students with <ul style="list-style-type: none"> ❖ Risk management techniques in Insurance and brief details about various products and investment in Insurance Industry. ❖ Current and potential risk management strategies and the different options for alternative methods of risk transfer with evaluating tools for corporate risk management 		
LEARNING OUTCOMES:	The students should be able to: <ol style="list-style-type: none"> 1. Identify potential financial obligations of the client. 2. Examine the characteristics of existing insurance coverage. 3. Determine the client's risk management objectives and the client's tolerance for risk exposure. 4. Determine the client's willingness to take active steps to manage financial risk. 5. Evaluate the potential opportunities and constraints and assess information to develop strategies. 6. Analyzes current and potential risk management strategies. 7. Identify the different options for alternative methods of risk transfer. 8. Identify the various evaluating tools for corporate risk management. 	No. of Hours	No. of Credits
Module I : Introduction to Corporate Risk Management and Insurance Management Types of risk facing businesses and individuals, Risk management, Risk Management process, Methods of business risk management, Risk identification, Evaluating the frequency and severity of losses, Risk reduction through pooling independent losses, Pooling arrangement with correlated losses, Insurers as managers of risk		30	1

pooling arrangement.		
Module II : Risk aversion and Risk Management Risk aversion and demand for insurance by individual, Firm characteristics affecting risk retention (reduction) decisions, Evidence on business risk reduction decisions, Aggregated or disaggregated risk management.	30	1
Module III : Alternative Risk Transfer Description of alternative risk transfer (ART), Loss sensitive contracts, Finite risk contracts, Captive insurers, Multiline/multi trigger insurance policies, Contingent financing arrangement.	30	1
Module IV : Analysis tools used in Corporate Risk Management Risk management tools, Calculating frequency and severity of losses from historical data, Using entire probability distributions, Correlation analysis, Using discounted cash flow analysis.	30	1
Suggested Readings: <ol style="list-style-type: none"> 1. Harrington E. Scott and Niehaus R. Gregory, Risk management and insurance, Mc Graw Hill Education New Delhi 2004 2. Dorfman S. Mark, introduction to risk management and insurance Prentice hall India 2005 3. George E. Rejda, Principles of Risk Management and Insurance, Addison Wesley; 10 edition 2007 4. Emmett J. Vaughan, Therese M. Vaughan, Essentials of Risk Management and Insurance, Wiley; 2 edition 2002 5. Jr., C. Arthur C Williams, Peter C Young, Michael L. Smith, Risk Management & Insurance, McGraw-Hill/Irwin; 8 edition 		

Course Title: Behavioral Finance**Course Code: MBAFM10****Course Credit: 4**

COURSE OBJECTIVE:	<p>To familiarize students with:</p> <ul style="list-style-type: none"> ❖ The theories of finance and investment focused on financial tools to characterize and quantify wealth creation and its associated risks. ❖ Tools that assist investors to compute asset price and make investment decisions. ❖ Psychological influence of investor behaviors and the behavioral biases that people have when making purchasing or investing decisions. 		
LEARNING OUTCOMES:	<p>The students should be able to:</p> <ol style="list-style-type: none"> 1. Analyze the new field of behavioral finance with the major implications of human psychology for financial decision-makers and for financial markets. 2. Discuss the major concepts and topics of behavioral finance and to be able to apply these concepts. 3. Gain insight into some of the underlying reasons and biases that cause some people to behave irrationally (and often against their best interests). 4. Understand the theory based on notion that investors behave in a rational, predictable and an unbiased manner. 5. Understand the basic theories and strategies that make us aware of behavioral finance and investing. 6. Know how to become more aware of the influences on investment decisions from investor's and speculator's perspectives to meet financial objectives. 7. Interpret systematic approach of using Behavioral factors in corporate decision-making. 	No. of Hours	No. of Credits

	8. Analyze neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.		
Module I : Introduction to Behavioral Finance			
	Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.	30	1
Module II : Building Blocks of Behavioral Finance			
	Building block of Behavioral Finance, Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Definition of arbitrageur, Long-short trades, Risk vs. Horizon, Transaction costs and short-selling costs, Fundamental risk, Noise-trader risk, Professional arbitrage, Destabilizing informed trading (positive feedback, predation), Expected utility as a basis for decision-making, The evolution of theories based on expected utility concept.	30	1
Module III : Rationality and Demand by Average Investors			
	Elsberg's paradoxes, Rationality from an economics and evolutionary perspective, Different ways to define rationality: dependence on time horizon, individual or group rationality, Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor, Belief biases, Limited attention and categorization. Non-traditional preferences: prospect theory and loss aversion, Bubbles and systematic investor sentiment.	30	1
Module IV : External Factors and Investor Behavior & Behavioral Corporate Finance			
	External factors and investor Behavior, Fear & Greed in Financial Market, Emotions and financial markets, Geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral corporate finance, Empirical data on dividend presence or absence, Ex-dividend day behavior, Timing of good and bad corporate news announcement, Systematic approach of using	30	1

Behavioral factors in corporate decision-making, Neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.		
<p>Suggested Readings:</p> <ol style="list-style-type: none">1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)2. Bisen, Pandey-Learning Behavioral Finance(Excel Books)3. A History of Financial Speculation: Edward Chancellor4. Forbes- Behavioral Finance (Wiley India)5. The Little Book of Behavioral Investing (Montier)6. The Psychology of Persuasion (Collins Business Essentials)		