



Aliah University

Proposed Syllabus Structure for

2-Year MBA Programme

Dept. of Management &
Business Administration

Towards...

Excellence | Empowerment | Equity



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Preface

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. Keeping in view the latest industry trends, digital economy and market requirements, and the curriculum of 2 year Masters in Business Administration (MBA) is hereby proposed. Collecting input from all the key stakeholders of the management education (industry, academia, and alumni), benchmarking with top Indian and foreign business schools, and also referring the future of the jobs report of world economic forum, the proposed curriculum had identified the six key learning outcomes of the said programme.

The proposed curriculum focuses on the alignment of 2 year MBA program curriculum with department/institute's mission. The curriculum emphasizes an intensive, flexible core in management education with large number of specializations and electives including second generation courses. The core courses of 2 year MBA program are comprised of six key learning outcomes that every employer seeks in management talent. Overall, an attempt has been made to connect theory to practice and equip MBA students to meet the ever-changing needs of the industry. Employability, innovation, theory to practice connectedness is the central focus of the proposed MBA curriculum design and development.

The department also aims to approve the curriculum by AICTE and shall proceed for NBA accreditation in due course of time.

Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six most critical learning outcomes of the proposed 2-year MBA is as below:

1. ***Business Environment and Domain Knowledge (BEDK)***: Economic, legal and social environment of Indian business. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvment of business enterprises and exploring the entrepreneurial opportunities.

2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):***
Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding (GECCU):*** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics (SRE):*** Developing responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
5. ***Effective Communication (EC):*** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6. ***Leadership and Teamwork (LT):*** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Credits and Courses

Contact hours

1. One credit shall mean one period of teaching for theory or two periods for laboratory/ practical course per week in a semester.
2. One teaching period shall be for 50 / 60 minutes duration including 10 minutes for discussion/ academic movement.
3. 2 (Two) credits shall be assigned to one week of field training program (wherever applicable)

where the students spend the entire duration in the field along with the faculty member(s).

4. 6(Six) credits shall be assigned to 8 weeks of Internship undergone in Company/ Organization/approved by the Department.
5. 6(Six) credits shall be assigned to Research Dissertation.
6. One Tutorial hour per week shall be conducted in addition to regular contact hours for both Hard core and Soft core theory Courses.

Number of credits

1. The credits for 2 year MBA Programme (inclusive of Core, General Electives, Electives and Project work) shall be in the range specified in Table 1 given below.
2. A candidate who has successfully completed all the Core, General Electives and Specialization courses and a Project work, if any, and accumulated not less than minimum number of Credits prescribed shall be eligible to receive the Degree.
3. The duration of 2 year MBA Programme is 4 semesters. Extension of the duration shall be at the discretion of appropriate authority of the University and is subject to change from time to time.

Programme Structure & Credits

The Programme structure and credits for 2 year MBA Programme has been designed as per the stakeholders' needs and industry demands Minimum number of class room contact teaching credits for the programme should be 108 credits (one credit equals 10 hours).

Table-1:Credit distribution for 2-year MBA

2 year MBA Programme	Credits				
	Core	Non-core (AECC& SEC)	Generic Elective (GE)	Discipline Specific Electives(DSE)	Internship+ Research Dissertation
First Year(Sem-I & Sem-II)	56				
Second Year(Sem-III & Sem-IV)				40	06+06
Sub Total	56			40	12
				108	
Total				108	

*Each for Specialization

Contact hours include work relating to Lecture, Tutorial and Project (LTP), where the academic institution can exercise flexibility to decide course wise requirements.

Core Courses: Core courses of 2 year MBA Programme provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further studied in depth during the elective phase. The core courses provide students with more than just practical knowledge, case-based lessons and collaborative learning models, train students to analyse, decide, and lead—rather than merely know—while creating a common student experience that fosters a deep and tenacious community. A wide range of core courses provide groundwork in the basic management disciplines: accounting, marketing, responsible business, finance, information management system, organizational behavior and human resources, statistics, strategy, and supply chain management. The integrated foundation is important for students because it not only allows them to build upon existing skills, but also to explore career options in a range of industries, and expand their understanding of various business fields.

- **Elective Courses:** The Elective courses fall (as of now) under at least one of the three functional areas of business: Finance, Human Resources and Marketing with an objective and scope to introduce additional elective fields, namely, Organisational Behaviour, Business Analytics, Information Management, Strategy and Operations Management in near future. The curriculum has also identified new and evolving specialisations. These elective courses are: Entrepreneurship, Management of micro & small business management, Retail management, Healthcare management, Social enterprise management, Agribusiness management, Rural Marketing, Tourism & Hospitality management etc. These elective courses are taught through the combination of readings, lectures, cases, group presentations, experiential exercises and class discussion.

- **Alternative Study Credit Activities:** Today there is a need to prepare MBA students for a VUCA (Volatile Uncertain, Complex and Ambiguous) world. Business models are being redefined, and the lines between careers, industries and geographical boundaries are constantly being redrawn. To stay relevant, MBA students must go beyond the boundaries of their campus. The future very much rests on how current and future leaders are being prepared, both inside and outside of the classroom by Management programs. Higher education today is no longer confined to the classroom alone. The classroom is now less a place for knowledge transmission than a platform for development i.e. to apply acquired information to debates and discussions, drive inquisitiveness as well as develop causal thinking and analytical prowess. Employers expect graduates to be work-ready from day one and are

increasingly focused on applicants' verifiable skills. Thus, non-classroom non-traditional sources of learning have a critical role to play. It is about the context and environment for learning and development. Students should be taken outside the walls of the campus to learn at various locations around the city, and the world, in order to put lessons into a larger context. Also, it helps the students to develop communication and networking skills to obtain the information they need, and then employ their own analysis, judgment and moral compass to make the right decisions. Business schools are much more integral part of their surrounding community. Students should work on projects that strengthen local organizations, government, businesses and the society. Engagement is an important aspect of producing management education that is responsible and accountable. To meet the demand for work-ready graduates, experiential learning is an essential curriculum component. Apart from core and elective courses, the following vital programmes (with appropriate credits) engage and empower students by allowing them to discuss, debate and solve real business challenges are to be considered as alternatives for the core and elective courses for 2-year MBA Programme:

1. Outbound Experiential Learning Programmes
2. MOOC Courses
3. Social Sensitization Projects
4. Community Development Projects
5. Rural Innovation Projects
6. Industry or Academic Internships
7. Field/Live Projects/ Dissertation

Pedagogy

In addition to conventional time-tested lecture method the committee suggests the following approaches:

1. **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is to be harnessed as a critical learning tool.

2. **Experiential/Live Projects:** The learning is driven by the students who take up experiential projects in companies, where senior executives with a stake in teaching guide them.

3. **Global Virtual Teams:** The MBA/PGDM students are equipped to work across time zones, languages, and cultures. To acquire the skills necessary, students can work on a project with member schools from department/institute's Global Network/international linkages. The idea of introducing "Global Virtual Teams," a required course in the core curriculum, helps for grounding in team dynamics realizing the routine difficulties of working with people stationed in remote parts of the world. The course will help students develop a set of skills that the market is demanding.

4. **Global Classrooms:** Apart from course faculty, using modern ICT technology students learn in class room from people who are located all over the world who bring real-time insights from their industries, their customers, happenings in their local place and environment. This sparks different ways of thinking as well as cover the conventional material.

5. **Second Generation Core Courses:** Expanded core course offerings that include Business Intelligence/ Analytic, spread sheet modelling and a Project focused Capstone course.

6. **Leadership Building:** In addition to developing a strong background in the functional areas of business, the MBA curriculum focuses on developing essential leadership capabilities in its graduates. Encouraging leadership building through the Leadership Initiative of student council/ clubs/

Business Thought Leadership (BTL) Series and or experiential learning programs. Also fostering entrepreneurship through Innovation Labs.

7. *Emphasis on Indian Business Models:* In the last twenty years several Indian organisations have made remarkable presence in the global business scenario with the innovation of new business models and building world class organisations. The quick examples are Infosys, Dr Reddy Laboratories, Tata group and ITC-E-choupal, National Stock Exchange, few micro finance companies and so on. Faculty should appropriately pickup such examples and motivate the students evolving world class models from India.

It is desirable to have an understanding of the contemporary pedagogical methods practiced all over the world. In order to employ appropriate pedagogical tools in management education, it is important to understand the changing profile of learning. The paradigm shift is from Teaching to learning, Learning things to Learning how to learn, Certification to Demonstration of competence and skills, Disseminators to Guides and mentors, Time-limited to Lifelong learning and Linear to Serendipitous learning. Moderator Supported Learning Approaches (MSLA) such as Case debates, Crossword Play, Computer Simulations and Card games. May be used to engage and involve the students in learning process. Self-learning Tools(SLT) such as Poster Sessions, Break ‘n Build, Free fall learning mechanisms are other innovative teaching methods like Action-Oriented Leadership, Case Study Method, Pedagogy Innovations in Business Education include Experiential Design Thinking Contemplative Practices Usage of Dance and Drama as pedagogical tools can enhance deeper learning.

Proposed Paper-spread for
2 year MBA:Postgraduate Level (Semester I to Semester II)

Core Courses

Functional areas	Core courses	Semester
Foundations of Management	Managerial Economics	I
	Business Communication	I
	Legal and Business Environment	I
	Indian Ethos & Business Ethics	I
Organisational Behaviour	Organisational Behaviour	I
Management Information System	Computer Applications in Business	I
Business Analytics	Quantitative Techniques	I
Finance	Financial Reporting, Statements and Analysis	II
	Corporate Finance	II
Marketing Management	Marketing Management	II
Operations Management	Operations Management	II
Human Resource Management	Human Resource Management	II
Strategy	Corporate Strategy	II
	Entrepreneurship	II

Proposed Electives for
2 year MBA: Postgraduate Level (Semester III to Semester IV)

Discipline Specific Elective Courses

Functional Area	Elective Courses	Semester
Finance	Investment Analysis and Portfolio Management	III
	Managing Banks and Financial Institutions	III
	Project Appraisal and Finance	III
	Valuation	III
	Financial Markets and Services	III
	Mergers, Acquisitions and Corporate Restructuring	IV
	Financial Derivatives	IV
	International Finance	IV
	Behavioral Finance	IV
	Tax Planning	IV
Marketing Management	Integrated Marketing Communications/Promotion Strategy	III
	Digital and Social Media Marketing	III
	Brand Management	III
	Marketing Research	III
	Relationship Marketing	III
	Rural Marketing	IV
	Consumer Behaviour	IV
	B2B Marketing	IV
	Strategic Marketing	IV
	International Marketing	IV
Human Resources Management	Human Resource Planning, Recruitment and Selection	III
	Employee Relations	III
	Labour Laws	III
	Performance Management Systems	III
	Strategic HRM	III
	Compensation and Benefits Management	IV
	Team Dynamics at Work	IV
	International HRM	IV
	Human Resource Development	IV
	Human Resource Metrics & Analytics	IV

*A student will be offered Four Major Electives and One Minor Elective in each of Sem.III & Sem.IV

**Semester-wise distribution of electives may be advised by the members of the Faculty.

Proposed Credit distribution for
2 year MBA: Postgraduate Level (Semester I to Semester IV)

Credit distribution

Course	No. of Papers & Credits	Credits	
		Theory + Practical	Theory + Tutorial
1.CoreCourses	14 papers 4 credit each	-----	14x4=56
2.Elective Courses			
3. Discipline Specific Electives (DSE)	10 papers 4 credit each	-----	10x4=40
Internship		6	
Research Dissertation		6	
Total		12	96
		108	

Sl. No.	Paper Name	Type	Year & Semester	Paper Codes
1	Managerial Economics	Core	I/I	MBAPGMCC1101
2	Business Communication	Core	I/I	MBAPGMCC1102
3	Legal and Business Environment	Core	I/I	MBAPGMCC1103
4	Indian Ethos & Business Ethics	Core	I/I	MBAPGMCC1104
5	Organisational Behaviour	Core	I/I	MBAPGMCC1105
6	Computer Applications in Business	Core	I/I	MBAPGMCC1106
7	Quantitative Techniques	Core	I/I	MBAPGMCC1107
8	Financial Reporting ,Statements and Analysis	Core	I/II	MBAPGMCC1208
9	Corporate Finance	Core	I/II	MBAPGMCC1209
10	Marketing Management	Core	I/II	MBAPGMCC1210
11	Operations Management	Core	I/II	MBAPGMCC1211
12	Human Resource Management	Core	I/II	MBAPGMCC1212
13	Corporate Strategy	Core	I/II	MBAPGMCC1213
14	Entrepreneurship	Core	I/II	MBAPGMCC1214
15	Investment Analysis and Portfolio Management	DSE	II/III	MBAPGMDS2301
16	Managing Banks and Financial Institutions	DSE	II/III	MBAPGMDS2302
17	Financial Markets and Services	DSE	II/III	MBAPGMDS2303
18	Valuation	DSE	II/III	MBAPGMDS2304
19	Project Appraisal and Finance	DSE	II/III	MBAPGMDS2305
20	Integrated Marketing Communications/ Promotion Strategy	DSE	II/III	MBAPGMDS2306
21	Digital and Social Media Marketing	DSE	II/III	MBAPGMDS2307
22	Brand Management	DSE	II/III	MBAPGMDS2308
23	Marketing Research	DSE	II/III	MBAPGMDS2309
24	Relationship Marketing	DSE	II/III	MBAPGMDS2310
25	Human Resource Planning, Recruitment, and Selection	DSE	II/III	MBAPGMDS2311
26	Employee Relations	DSE	II/III	MBAPGMDS2312
27	Performance Management Systems	DSE	II/III	MBAPGMDS2313
28	Strategic HRM	DSE	II/III	MBAPGMDS2314
29	Labour Laws	DSE	II/III	MBAPGMDS2315
30	INTERNSHIP	SIP	II/III	MBAPGSIP2301
31	Financial Derivatives	DSE	II/IV	MBAPGMDS2416
32	International Finance	DSE	II/IV	MBAPGMDS2417
33	Tax Planning	DSE	II/IV	MBAPGMDS2418
34	Mergers, Acquisitions and Corporate Restructuring	DSE	II/IV	MBAPGMDS2419

35	Behavioral Finance	DSE	II/IV	MBAPGMDS2420
36	Consumer Behaviour	DSE	II/IV	MBAPGMDS2421
37	B2B Marketing	DSE	II/IV	MBAPGMDS2422
38	International Marketing	DSE	II/IV	MBAPGMDS2423
39	Strategic Marketing	DSE	II/IV	MBAPGMDS2424
40	Rural Marketing	DSE	II/IV	MBAPGMDS2425
41	Compensation and Benefits Management	DSE	II/IV	MBAPGMDS2426
42	International HRM	DSE	II/IV	MBAPGMDS2427
43	Team Dynamics at Work	DSE	II/IV	MBAPGMDS2428
44	Human Resource Development	DSE	II/IV	MBAPGMDS2429
45	HR Metrics & Analytics	DSE	II/IV	MBAPGMDS2430
46	Research Dissertation	SIP	II/IV	MBAPGPRJ2401

Power to modify and remove difficulties

1. Notwithstanding anything contained in the foregoing, the appropriate authority (namely, Academic Council etc.) shall have the power to issue directions or orders to remove any difficulty.
2. Nothing in the foregoing limits the power of the Academic Council to amend, modify or repeal any or all of the above.

Proposed Scheme of Examination/Assessment

The evaluation of each course shall contain two parts :1) Internal Assessment (IA) and 2) External or End-Semester Assessment (EA).The internal grade awarded to the students in each course in a semester shall be published on the notice board at least one week before the commencement of end semester examination. The responsibility of evaluating the internal assessment is vested on the teacher(s) who teaches the course.

There will be University Examinations at the end of each semester for both Theory and Practical. Semester End Examinations for all theory papers shall be set/ prepared by the Controller of Examinations as per existing norms and evaluation of all theory papers courses shall be done by eligible faculty members under the supervision and coordination of the Controller of Examination. 20% of the marks allotted to each theory paper and 50% of the marks allotted to each practical paper including field work/ project work/ dissertation, wherever prescribed, shall be reserved for internal assessment. The evaluation of a candidate shall be awarded and record thereof maintained in accordance with the Regulations prescribed for the purpose under the CBCS as per the following:

Course	Syllabus to be Covered in the examination	Time allotted	Weightage Distribution of marks
Internal Assessment Test (Pattern: to be decided)	Upto 50% (after 45 days)	1hr	20%
External End Semester Exam (Pattern: As proposed by the concerned BOS and approved by the Academic Council)	100%	3hrs	80%
Total			100marks
Evaluation of Practical/Dissertation/ Internship Report			50 marks

Comprehensive Viva Voce & Presentation of Internship/Project/ Dissertation defence			50 marks
Total			100 marks

In case of failure/re-appear category the Internal Assessment earned by the candidate as a regular student shall be carried forward to the subsequent examination.

MINIMUM ELIGIBILITY FOR APPEARANCE IN EXAMINATION

As Per University Norms

PROMOTION TO NEXT SEMESTER

As Per University Norms

CONDONATION OF LECTURES

As per University Rules and Guideline.

Note: The student who fails to secure 75% attendance shall not be eligible to appear in the Internal as well as in External Tests.

PASSING CRITERION

The minimum Grade /Grade Point required to pass each paper in a semester examination under CBCS shall be Grade D / Grade Point 4 in each theory paper/ Practical/Project (wherever applicable) in External Examination and Internal Assessment separately.

DETERMINATION OF GRADES

Absolute grading would be used where the marks obtained are converted to grades based on pre-determined class intervals. To implement the following grading system, the colleges/campuses shall use the following UGC recommended 10 point grading system.

Marks (%)	Letter Grades	Grade Points (G)
90-100	O(Outstanding)	10
80to<90	A+(Excellent)	9
70to<80	A (Very Good)	8
60to<70	B+(Good)	7
50to<60	B (Above Average)	6
40to<50	C (Average)	5

35to<40	D (Pass)	4
0to<35	F (Fail)	0
	AB (Absent)	0

1. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination as per existing rules of the university under Semester System for Under Graduate Courses.

2. Grade (D) or Percentage of marks (35%) is required to pass in a course, Semester Grade Point Average (SGPA) of 4 to qualify a semester and a minimum Cumulative Grade Point Average (CGPA) of 4 to qualify for a UG degree.

Computation of SGPA and CGPA

The following procedures shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$SGPA = \frac{\sum(C_i \times G_i)}{\sum C_i}$, where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Re-evaluation of answer scripts

➤ As per University Norms.

*****The Examination norms are subject to approval of appropriate authority and may change from time to time.**

Year-1 Semester-I

Managerial Economics

Paper Code: MBAPGMCC1101

Credit: Theory-3+Tutorial-1

Contact hrs.: 40

Objective: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior : cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Unit II: Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, iso-cost line, optimal combination of resources) Costs and scale : traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit III: Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

Unit IV: Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Suggested Readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

Business Communication
Paper Code: MBAPGMCC1102
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: This course will help the students to develop their communication skill -verbal, non-verbal and written communication - required in business.

UNIT I: Principles of Communication: Introduction, Definition, Purpose of Communication, Process, Types of Communication, Barriers to Communication.

UNIT II: Verbal Communication: Listening, Feedback, Non Verbal Communication, Overcoming Glossophobia.

UNIT III: Presentation Skills: Individual & Group presentation; Planning, Preparing & Delivering presentations; Visual Aids.

UNIT IV: Written Communication: Principles of Business writing; Style Considerations – Brevity, Clarity, Accuracy, Gender Inclusive language, Words often Confused, Words often Misspelt, Editing and Proofreading (basic guidelines); Summary writing; Employment Communication – Resumes, Cover Letters, Other Letters about Employment.

UNIT V: Internal & External Business Communication: Meetings - Notice & Agenda; Inter Office Memo; Circulars; Notices; Business Letters; Writing Proposals, Report Writing; Press Release & Press Report;

UNIT VI: Modern Communication Technology: Communicating through Email, netiquette, Video and Audio Conferencing, Intranet

Suggested Readings:

1. Lesikar, R. & Petit, J.; Business communication – Theory and Applications; All India Traveller Book Seller, Delhi.
2. Bovee; Business Communication Today; Tata McGraw Hill, New Delhi.
3. McGrath, E.H.; Basic Managerial Skills for All ; Prentice Hall of India.
4. James S.O'Rourke IV; Management Communication; Pearson Education.
5. Sharma & Mohan; Business Correspondence and Report Writing; Tata McGraw Hill.
6. Chaturvedi and Chaturvedi; Business Communication: Concepts, Cases and Applications; Pearson Education.

Legal and Business Environment (Micro & Macro)

Paper Code: MBAPGMCC1103

Credit: Theory-3+Tutorial-1

Contact hrs: 40

Objective: To give orientation about different forms of organizations, functions in organizations, business strategies and environment, along with an exposure to elements of business laws and entrepreneurship.

A. Legal Aspect of Business:

Unit-I: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System;

Unit-II: Fundamentals of contract laws-Formation of Contracts;- Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract-breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods-

Unit-III: Transfer of Ownership & Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions

B. Business environment:

Unit IV: Macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment;

Unit-V: Legislation for anti-competitive and unfair trade practices; consumer and investor protection- Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership;

Unit-VI: Intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.- Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Unit-VII: Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trademark and copyrights. Infringement of IPR; Technology Transfer & related issues.

Unit-VIII: Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues

by multinational and transnational Companies: International experience NGOs and their operation.

Unit-IX: International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT.

Suggested Readings:

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
2. Mishra & Puri, Economic Environment, Himalaya Publishing.
3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. A.C. Fernando, Business Environment, Pearson Education.

Indian Ethos & Business Ethics
Paper Code: MBAPGMCC1104
Credit: Theory-3 + Tutorial-1
Contact hrs: 40

Objective: This course has been designed to create a mindset of value system among the students who are the future managers. Through the lessons in Indian ethos this course aims at inculcating the concept of Indian culture and heritage in the modern business scenario. Business ethics make the students open to inherent ethical principles of business. The course will sensitize the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

Unit-I: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Model Curriculum for Management Program Quran, Kautilya's Arthashastra, Management Lessons from Vedas, Mahabharata, Bible

Unit-II: Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management

Unit-III: Contemporary Approaches to Leadership- Joint Hindu Family Business, Indian Systems of Learning, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

Unit-IV: Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

Suggested Readings : To be updated

Organisational Behaviour Paper
Code: MBAPGMCC1105
Credit: Theory-3+Tutorial-1
Contact hrs: 40

- Objective:**
1. To help the students to develop cognizance of the importance of human behaviour.
 2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
 3. To provide the students to analyse specific strategic human resources demands for future action.
 4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Part A Organisational Behaviour:

Unit-I: Introduction, Foundations of individual behavior-Ability,

Unit-II: Attitudes, Job Satisfaction, Personality, Perception,

Unit-III: Motivation–Theories, leadership, Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Work teams,

Unit-IV: Understanding organizations- Managing organizational culture, Technology and organizational design-, Organizational decision making, Managing organizational conflict, power & politics and Organisational change.

Part B Organisation Design:

Unit-V: Understanding organizations-Basics of an organizational design-Organization and stakeholders-Organizations and environmental influences-Organizational strategy-Organizational design -Alternative structures-Management process - Authority and organizational control mechanisms-

Unit-VI: Managing organizational culture Technology and organizational design-Organizational decision making and organizational learning & knowledge management-Organizational life cycle and change management- Managing organizational conflict, power and politics

Suggested Readings:

1. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
2. Kavita Singh : Organisational Behaviour, Vikas Publication.
3. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
4. McShane L. Steven, Glinow Mary Ann Von & Sharma Radha R.-Organisational Behaviour; Tata McGraw Hill.

Computer Applications in Business

Paper Code: MBAPGMCC1106

Credit: Theory-3+Tutorial-1

Contact hrs: 40

Objective: This course introduces computer terminology, hardware, and software related to the business environment. The focus of this course is on business productivity software applications and professional behavior in computing, including word processing (as needed), spreadsheets, databases, presentation graphics, and business-oriented utilization of the Internet. Completing this course will enable the students to:

1. Apply course material to improve thinking skills.
2. Acquire factual/practical knowledge related to business and technology.
3. Develop and present professional skills and viewpoints.

Unit-I: Introduction to Computer-Definition of Computer System; Evolution of Computer – a brief history; Classification of computer; Generation of Computers.

Unit-II: Computer System Architecture – Definition of Hardware; Basic units of Computer System; CPU –Control Unit, ALU;Memory module –Primary Memory, Secondary Memory – definition, classification, features and functions; measuring unit of memory – Bit, Byte, KB, MB, GB; Input Devices – Keyboard, Mouse, Scanner, Output Devices – Monitor, Printer.

Unit-III: Introduction to Number System – Positional and Non Positional number system; Various Number system-Decimal, Binary, Octal Hexa decimal; Number system conversions – working with integer and fractional number; Simple binary arithmetic – addition, subtraction multiplication, division.

Unit-IV: Introduction to Software – Definition of Software; Classification of Software; Booting process; Working concept of Word processing S/W, spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W.

Unit-V: Introduction to Operating System – Definition of OS; Functions of OS, basic concept of different type of OS- batch processing OS, Multitasking OS, Multi-user OS, Network OS; Working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some Important External Commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK; Working knowledge of Window's family OS – WIN'98, WINDOWS XP.

Unit-VI: Overview of C, Constants, variables & datatypes ,Operators and expressions Managing input and output operators, Decision-making and branching/Looping, Overview of UNIX/LINUX OS, Concept of kernel, shell. Pipes, redirection. File system & Handling ordinary Files, Overview of process, General Purpose Utilities. Shell commands,VI editor.

Unit-VII: Practical: Linux/UNIX commands VIeditor.C-programming, Accounting Packages

Suggested Readings:

- 1 Fundamentals of Computers–U.Rajaraman.
- 2 Computers Fundamentals–P. K.Sinha.
- 3 Computer Concepts and Applications–Sanders H. Donald.

- 4 Management Information System–W.S. Jawadekar; TataMcGraw Hill.
- 5 Computer Fundamental and Programming in C–Pradip Dey & Manas Ghosh.
- 6 Management Information System–Kenneth C.Laudon & Jane P.Laudon; PearsonBooks.
- 7 Management Information System–M.Jaiswal; Oxford Univ. Press.

Quantitative Techniques Paper
Code: MBAPGMCC1107
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making Applications of inferential statistics in managerial decision-making.

Unit I: Introduction- Descriptive Statistics -Data Visualisation -Measures of Central Tendency and Dispersion -Correlation-Regression –Probability -Random Variable -Discrete Distributions -Continuous Distributions -Confidence Interval

Unit II: Hypothesis Testing- The Comparison of two samples, Parametric Test – Z, F, t test, ANOVA, Non-Parametric Test -Simple Linear Regressions -Analysis of Variance -Multiple Regression -Chi-square Tests.

Unit III: Introduction to Linear Programming (LP) -LP Formulations -Graphical Solution - Simplex Method, Artificial Variables -Special Cases: Alternative optima, Infeasibility, Unbounded -Using Excel solver to solve LP Problems -Duality Concepts

Unit IV: Transportation Problem, Assignment Problem–Trans-shipment Problem -Shortest Path Problem, Maximum Flow Problem, Decision Theory -Network Models with yields - Game Theory – Queuing Theory

Unit-V: Theory of Estimation: Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]

Software Packages to be used in illustrating the above methods

Suggested Readings:

1. Statistics by WayneL.Winston
2. Business Statistics by GC Berry
3. Business Statistics, Problems & Solutions by JKSharma
4. Operations Research by A Ravindran, DonT Philips and James J Solberg..
5. Operations Research by VK Kapoor
6. Operations Research by SK Kalavathy
7. Business Analytics: Albright and Winston-Cengage Learning
8. Quantitative Techniques in Management-NDVohra-Mc Grawhill
9. Operations Research Gupta and Hira-S Chand
10. Operations Research–HamdiTaha

Year-1 Semester-II

Financial Reporting, Statements & Analysis

Paper Code: MBAPGMCC1208

Credit: Theory-3+Tutorial-1

Contact hrs: 40

Objective: The course aims to explain the language, concepts and use of financial accounts and reports. Demonstrate a sound understanding of the significance of accounting information systems for both effective financial reporting and demonstrate a systematic understanding of the regulatory framework for the preparation and presentation of financial statements. The emphasis is on financial statement analysis and interpretation of financial disclosures to help improve in decision-making

UNIT-I: Basic Financial Accounting Concept: Meaning and Scope of Accounting - Definition of accounting-classification of accounting - Accounting Principles, Concepts and Conventions, Accounting Process. Introduction to Accounting Standard: Introduction to Indian GAAP and IndAS Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS.

UNIT-II: Preparation of Financial Statement: Trading Account-Profit & Loss Account - Balance Sheet (As per Schedule III of the Companies Act 2013) with Adjustment Entries - Preparation and Interpretation of Annual Report.

UNIT-III: Analysis of Financial Statements with Managerial Perspectives: Ratio Analysis; Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes In Working Capital and Funds Flow Statements– Uses And Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction Between Funds Flow and Cash Flow – Simple problems only.

UNIT-IV: Corporate Financial Reporting, Recent Trends in Financial Reporting, Concept of Triple Bottom Line Reporting (TBL), Reporting through XBRL – Concept. Accounting in VUCA world – Concept.

UNIT-V: Case Studies/ Assignments/Projects

Suggested Readings:

1. Financial Accounting for Business Managers –Asish K. Bhattacharya;PHI.
2. Introduction to Financial Accounting–Horngren; Pearson.
3. Hanif & A. Mukherjee: Financial Accounting. McGrawHill
4. S.K. Paul: Financial Accounting, New Central book Agency
5. P.M. Rao: Financial Statement Analysis and Reporting. PHI
6. T.P.Ghosh, N.Ankarnath, K.J.Mehta & Y.A.Alkafazi: Understanding IFRS Fundamentals, Wiley
7. Tulsian & Tulsian: Corporate Financial Reporting, S.Chand.

Corporate Finance
Paper Code: MBAPGMCC1209
Credit: Theory-3+ Tutorial-1
Contact hrs: 40

Objective: To familiarize students with fundamentals of Financial Management in an Organization. To provide the students various techniques in Financial Management. It provides necessary knowledge in evaluating different management decisions and their influence on corporate performance and value. To give an overview of the emerging financial issues faced by an Organization

UNIT-I: Introduction to Financial management; objectives, functions and scope –Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: – Relationship between risk and return – Risk Diversification.

UNIT-II: Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital –Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions – meaning and pattern– Theories of capital structure- Net income approach - Net operating income approach- Traditional approach -MM approach - Optimum capital structure.

UNIT-III: Working Capital Management of Working capital :Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Receivables management.

UNIT-IV: Time Value of Money & Investment Decisions - Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Capital Investment Decisions: - Capital budgeting – Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing.

UNIT-V: Valuation of Securities: Bond Valuation Preferred Stock Valuation, Common Stock Valuation, Concept of Yield and YTM. Risk & Return Relationship: Defining Risk and Return, Risk and Return in a Portfolio Context, Diversification, Capital Asset Pricing Model (CAPM)

UNIT-VI: Case Studies/Assignments/Projects

Suggested Readings:

1. Brealey, Richard A and Stewart CMyers. Principles of Corporate Finance. McGraw Hill India, 2012.
2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.
3. James C Vanhorne, John MWachowicz Jr, Fundamentals of Financial Management, Pearson Education Limited, New Delhi.
4. Lawrence J Gitman, Principles of Managerial Finance, Pearson Education limited. New Delhi.
5. PandeyIM, Financial Management. VikasPublishingHouse, 2009.
6. Reddy, GSudarsana, Financial Management, HimalayaPublishingHouse, 2011.
7. VanHorneJames, Financial Management Policy, Prentice Hall India

Marketing Management
Code: MBAPGMCC1210
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: This course provides students with the concept of marketing in theory and practice, environment of marketing and develop a feasible marketing plan, STP of marketing (segmentation, targeting, positioning), an elementary knowledge of consumer behaviour and marketing research and the concept of marketing strategy formulation and implementation.

Unit 1: Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations, Marketing Mix- The Traditional 4Ps, The Modern Components of the Mix- The Additional 3 Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

Unit 2: Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning.

Unit 3: Understanding the Marketing-Information Systems (MIS): Introduction, Characteristics of MIS, Benefits, Types, Components, Marketing Research.

Unit 4: Consumer Buying Behavior: Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models.

Unit 5: Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/ Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process.

Unit 6: Segmentation, Targeting and Positioning(STP): Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting(T),Market Positioning(P).

Unit 7: Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle(PLC).

Unit 8: Product Management and Brand/Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development.

Unit 9: Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.

Unit 10: Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling.

Unit 11: Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity.

Unit 12: Sales Management: Qualities of a good salesman; selection, training, compensation, motivation and evaluation of salesman. Traditional and modern concepts of Salesmanship Steps of the selling process; importance of sales forecasting, methods of sales forecasting.

Unit 13: Marketing of Services: Importance of services, important characteristics of services, marketing strategy for services.

Unit 14: Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing.

Unit 15: International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing.

Readings:

1. Phillip Kotler: Marketing Management: Prentice Hall/Pearson Education
2. W.J. Stanton: Fundamentals of Marketing: McGraw Hill
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management, Jaico
6. Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
7. W. Zikmund & M.D'Amico: Marketing: John Wiley & Sons
8. Rajan Saxena: Marketing Management: Tata McGraw Hill
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari: Marketing Management : Macmillan
11. J.C. Gandhi: Marketing : Tata McGraw Hill
12. S.V. Patankar: Services Marketing: Himalaya
13. W.D. Perreault & E.J. McCarthy: Basic Marketing: Tata McGraw Hill
14. Zikmund, Marketing, 7th Ed, Thomson Learning
15. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York

Operations Management
Code: MBAPGMCC1211
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management. Emphasis will be on managerial processes for effective operations in both goods-producing and service-rendering organizations.

Unit-1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT: History of Production and Operations Management, Products and Services, The Product/Process Continuum, The Transformation Process-Definition, Objective, Scope of Production and Operations Management, Steps Operations Process – An Entrepreneurs View Types of Production Systems – Continuous, Semi-Continuous, Intermittent Process, Projects Green Operations Management – Carbon Credits and Carbon Trading, Reducing Emissions, Recycling, Automation, The Production Manager – Duties and Responsibilities, Emerging Role of Production andPOM in India – Past and Latest Trends, Case Study

Unit-2: OPERATIONS STRATEGY: Introduction, Relationship between Business Grand Strategy and the Operations Strategy, Centralisation vs. Decentralisation of Authority and Responsibility, Dimensions of Operations for Competitive Advantage, Innovation Management, Allocating Resources to Strategic Alternatives, Case Study

Unit-3: OUTSOURCING AND OFFSHORING: India as an Outsourcing and Off-shoring Destination, Banking Industryand Outsourcing, Outsourcing, Off-shoring, Near-shoring, and Farm-shoring, The Outsourcing Process, Avoiding Outsourcing Pitfalls, Case Study

Unit-4: NEW PRODUCT DEVELOPMENT: Introduction, Product Design, Taguchi's Quality Loss Function and the Concept of Robust Design, Quality Function Deployment (QFD) and its Applications, Kano's Model, Stage-gate New Product Development Process, Case Study

Unit-5: FACILITY LOCATION PLANNING: Introduction, Operations Strategies for Multiple Facilities, Factors Affecting Facility Location Planning, Factors Affecting Foreign Facility Location Planning, Factor and Location Ratings, Break-even Analysis for Facility Location Planning, Simple Median Model, The Centre of Gravity Method, Ardalan Heuristics for Location Planning of Service Facilities, Case Study

Unit-6: FACILITY CAPACITY AND LAYOUT PLANNING: Capacity and Capacity Planning, Decision Tree Analysis in Facility Capacity Planning, Facility Layout Planning – Types of Layout, Factors Affecting the Plant Layout, Objectives, Principles and Advantages of a Good Plant Layout, Symptoms of a Bad Layout, Methods of Preparing Plant or Factory Layout – Process Flow Chart, Material Flow Pattern, Layout Analogues, Quantitative Layout Analysis, Computerised Facilities Design, Case Study

Unit-7: PROJECT MANAGEMENT: Introduction, Role of Project Management in Other Functional Areas of Management, Network Diagrams, Critical Path Method, Programme Evaluation and Review Technique, Limitations of CPM and PERT, Crashing of a Project, Updating the Network, Resource Levelling and Smoothing, Case Study

Unit-8: Materials Management and Inventory Control, Introduction to Materials Management, Materials Requirement Planning (MRP), Just-in-time, Supply Chain and Supply Chain Management, Purchasing and Procurement, Materials Handling, Inventory, Its Types and Uses, Types of Costs Associated with Inventories, Methods of Inventory Control – ABC, VED, FSN, etc., Inventory Control Models – EOQ, EBQ, Managing Demand Uncertainty, Case Study

Unit-9: PLANT MAINTENANCE AND MAINTENANCE MANAGEMENT: Introduction– Meaning. Objectives, Importance, Scope and Economic Factors of Maintenance, Advantages of Good Maintenance, Basic Types of Maintenance, Benefits of Maintenance Management, Total Productive Maintenance, Case Study

Unit-10: PRODUCTION PLANNING AND CONTROL: Introduction to Production Planning Factors to be considered before Starting Production Planning, Routing Decisions, Line of Balance (Line Balancing), Some Problems One will Come Across in Mass Production and Assembly Lines, Linear Programming Method for Line Balancing, Modular Production and Group Technology, Automation and Robotics, Scheduling, Loading, Despatching and Expediting, Aggregate Planning

Unit-11: WORK DESIGN: Introduction, Job Design – Job Enlargement, Rotation, and Enrichment Productivity Concept, Method Study – Time Study, Work Measurement – Sampling Theory, Work Sampling, Case Study

Unit-12: QUALITY MANAGEMENT: , Quality, Quality Management – A Conceptual Framework Dimensions of Quality, Costs of Quality, Total Quality Management, Statistical Quality Control and Acceptance Sampling, Six Sigma, Quality System Standards, Bureau of Indian Standards, Agmark Grading and Standardisation of Agricultural and Allied Commodities, International Organisation for Standardisation, Case Study

Unit-13: DEMAND FORECASTING: Introduction, Qualitative Methods of Forecasting, Quantitative Methods of Forecasting, New Product Demand Forecasting, Case Study

Unit-14: SERVICE OPERATIONS MANAGEMENT: Services Scenario in India, Characteristics of Services, Classification of Services, Service Capacity, Yield Management, Designing Service Processes, Service Blueprinting, Service Quality, Case Study

Suggested Readings:

1. Production and Operations Management, Third Edition, Kanishka Bedi, OUP
2. Production and Operations Management, Second Edition, P.RamaMurthy, NewAge International Publishers
3. Operations Management–Theory and Practice, Third Edition, B.Mahadevan, Pearson
4. Modern Production/Operations Management 8th Edition, Buffa & Sarin John, Wiley India Pvt. Ltd.
5. Production & Operations Management, 2nd edition, Chary, Tata McGraw-Hill

Reference Books

1. Operations Management, 10th edition, William J. Stevenson, McGraw-Hill
2. Operations and Supply Chain Management, 13th Edition, F. Robert Jacobs, Richard B. Chase, McGraw-Hill

3. Operations Management, Steve Paton, BenClegg), Hsuan Juliana, Alan Pilkington, McGraw-Hill
4. Quality Control, V.A. Kulkarni, A.K.Bewoor, WileyIndiaPvt. Ltd

Human Resource Management
Paper Code: MBAPGMCC1212
Credit: Theory-3 + Tutorial-1
Contact hrs: 40

Objective: People (human resources) are viewed by most experts as the most important asset of any organization. Managing an organization's people is often the most challenging and complex task required of a manager. It is also the responsibility, if executed well, that permits a person to rise to the senior level of management, or prevents a manager from rising to the senior level if done poorly. The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace. During the quarter, students will be exposed to and will discuss current human resource practices and will participate in exercises designed to enhance critical skills. Case studies will be integrated into most of the areas covered.

Unit-I: Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personal Management.

Unit-II: Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment –Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

Unit-III: Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.

Unit-IV: Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.

Unit-V: Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

Unit-VI: Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers' Participations in Management – Definition, objective and forms of workers participations in management; Collective Bargaining.

Unit-VII: Career Planning and Development Career planning – Definition Career needs assessment, Career opportunities, Need-opportunities alignment, Career Development Cycle.

Unit-VIII: Concept of HRD – Definition, Goals of HRD, HRD mechanisms or subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

Unit –IX: Case Studies/Projects/Assignments

Suggested Readings:

- 1 A Handbook of HRM Practice– Michael Armstrong; Kogan Page Limited, London.
- 2 Human Resource Management: Text and Concept– V S P Rao; Excel Books, New Delhi.
- 3 Human Resource Management–Biswajeet Pattanayek; Prentice Hall of India, New Delhi.
- 4 Human Resource Management –concept and Issues –T.N.Ghhabra; Dnanpat Rai and Co. Pvt. Ltd., New Delhi.
- 5 Human Resource Management (with cases)–A.K.Ghosh;ManasPublications,NewDelhi.

Corporate Strategy
Paper Code: MBAPGMCC1213
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: This course will enable the students to understand and analyse business propositions with respect to its resources, capabilities and environment and shall allow them to frame decisions to achieve organisational objectives. This course will also equip the students with the knowledge of various portfolio analytical tools to evaluate situations and environments.

Unit-I: Introduction to Strategic Management-The External Environment-Industry Analysis-Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage - Competitive Advantage to Corporate Advantage -Integrative Analysis

Unit-I: Corporate Creativity: Concept, Context and Forms-Managerial Creativity: Requirements and Challenges-Rules of Creativity-Techniques of Creative problem-solving-Creative teams

Unit-II: Creative Management Practices-Issues and Mechanisms in Designing Creative organisations – Creative Regeneration.

Unit-III: Nature of Strategic Innovation-Strategic Innovation and Organization Designs-Cross functional Linkages-Inter-organisational and network Innovation-Strategic issues in Innovation and New Product Development.

Unit-IV: Innovation and Business Strategy-Dynamic Capabilities and Strategic Management-Strategy, Innovation and Knowledge Economy-R&D strategy and Strategic Innovation.

Unit-V: Leadership and HRM issues in the context of corporate creativity and strategic innovation-Leadership and Organisational Evolution- Specific HRM issues in the context of creativity and innovation.

Unit-VI: Concept and Goals of Industrial Organisation- Contribution of Industrial Organization to Strategic Management-Structure-Conduct-Performance (SCP) Model-Economic Concepts for strategy-Games and Strategy.

Unit-VII: Market Structure and Competition-Strategic Commitment-Dynamics of Pricing Rivalry-Entry and Exit-Industry Analysis.

Unit-VIII: The Horizontal Boundaries of the firm-Vertical Boundaries of the firm-Diversification.

Unit-IX: Strategic Positioning for Competitive advantage-Sustaining Competitive advantage-Innovation Evolution and Environment.

Unit-X: Perspectives from Michael Porter and other experts on Competitive Strategy and Competitive Advantage-Contemporary issues in Competitive Strategy.

Unit-XI: Corporate Social Responsibility and Sustainability: Objectives-Definition-Evolution- Need for CSR Theoretical perspectives-Corporate citizenship-Business practices-

Strategies for CSR-Challenges and implementation-Evolution of corporate governance-Governance practices and regulation-Structure and development of boards-Role of capital market and government-Governance ratings-Future of governance- innovative practices-Case studies with lessons learnt. Sustainability: Meaning and Scope Corporate Social ResponsibilityandCorporateSustainability-SustainabilityTerminologiesand Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business International Standards-Sustainability Indices-Principles of ResponsibleInvestment-Challenges in Mainstreaming Sustainability Reporting-Sustainability Reporting Case Studies.

Suggested Readings:

1. Pradip N. Khandwalla, Corporate Creativity, TataMcGraw-Hill
2. M.L.Thushman and P.Anderson,Managing Strategic Innovation and Change:A Collection of Readings, Oxford University Press
3. A.Ahmed, N.R.De, B.M.Kapurand MDG.Koreth(eds), Developing Effective Organisations: Some Indian Experiences, Sri Ram Centre
4. Pradip Khandwalla(ed.), Social Development: A New Role for Organisational Science, Sage.
5. Peter Drucker, Innovation and Entrepreneurship, Heinemann.
6. D. Besanko, D.Dranove, M. Shanley and S. Schaefer, Economics of Strategy, John Wiley
7. L. M. B. Cabral, Industrial Organization, Prentice Hall India
8. John Kay, The Economics Of Business Strategy, Edward Elgard Publishing
9. M. E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press
10. M. E. Porter, Competitive Advantage: Creating and sustaining Superior Performance, The Free Press.
11. Michael E. Porter, The Contributions of Industrial Organization to Strategic Management The Academy of Management Review, Vol. 6, No. 4. (Oct., 1981), pp. 609–620 (Journal Article)

Entrepreneurship
Paper Code: MBAPGMCC1214
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: To create an entrepreneurial level understanding and appreciation of the business-opportunity-laden technologies like information and digital technology, material science and nanotechnology, life science and biotechnology. To understand how successful companies have managed their creation, protection, exploitation of intellectual property rights

Unit – I: Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrapreneur.

Unit – II: Growth of Entrepreneurship: Emergence of entrepreneurship, Economic and non economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India, Growth of entrepreneurship in India. Women and Entrepreneurship: Concept of women entrepreneurship; Reasons for growth of woman entrepreneurship; Problems faced by them and remedial measures. India's startup revolution– Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators– Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and many large and small entrepreneurs of India.

Unit–III: Role of the Government in Entrepreneurship Development : Concept and meaning of entrepreneurship development, Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, Organizations for EDPs in India; NIESBUD, SISI – their roles and activities.

Unit-IV: Financing of Enterprise : Need for financial planning, Sources of short– term and long – term finance to entrepreneurs, Institutional finance to entrepreneurs; Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities training to the financing of small enterprises, Concept of venture capital.

Unit-V: Innovation Technology Management: Technology Innovation-Innovation Process- Competition Analysis-Product and services management

Unit-VI: Social Entrepreneurship: Nonprofit ventures-Social ventures and its management- Addressing persistent social problems-Financing Social ventures, Venture Capital, Corporate Entrepreneurship, and Micro Financing: covering a wide range of funding options that support innovative business endeavors including angel funds, venture capital, internal funding sources, and micro-finance -Venture Valuation-Angel funds-Venture Capital-In- house Corporate funding mechanism-Micro-finance

Unit-VII: Venture Valuation and Accounting: Valuation techniques-Financial management for entrepreneurs-Accounting principles-Management accounting for entrepreneurs, Venture promotion and Project Formulation: Concept of projects classification of projects and project report; Project identification and selection; Constraints in project identification, Techniques of Project Identification, Significance, contents, formulation of project report; Need for Project Formulation, Elements of project Formulation; Guidelines for formulating a project report, Specimen of a project report; Concepts of project appraisal; Methods of projects appraisal.

Unit-VIII: Entrepreneurial Marketing: Entrepreneurial positioning, targeting, and segmenting Entrepreneurial pricing decision-Entrepreneurial sales management

Unit-IX: Entrepreneurship Lab: Business Model Designing-Business Plan Designing-Financial Planning-Prototype Making-Test Marketing-Commercial Launch.

Suggested Readings:

- 1 Entrepreneurship: Strategies & Resources – Dollinger; Pearson Books.
- 2 Entrepreneurship and Small Business Management – C.B.Gupta and S.S.Khanka; Sultan Chand & Sons.
- 4 Entrepreneurial Development–S.S.Khanka;S.Chand.
- 5 Entrepreneurship–New Venture Creation–David H. Holt; PHI.
- 6 Small Scale Industry and Entrepreneurship–Beaver; PHI.
- 7 Entrepreneurship –Lal Sahai; Excel.

Year-2 Semester-III

DSE/Finance: Investment Analysis & Portfolio Management

Paper Code: MBAPGMDS2301

Credit: Theory-3+Tutorial-1

Contact hrs: 40

Objective: The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.

Unit – I: Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management.

Unit-II: Fundamental Analysis: Economy analysis, industry analysis and company analysis

Unit- III: Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators

Unit-IV: Efficient Market Hypothesis: Weak, semi-strong and strong market and its testing techniques.

Unit-V: Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, Effect of combining the securities

Unit-VI: Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Markowitz Model and Efficient Frontier.

Unit-VII: Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

Unit-VIII: Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model.

Unit-IX: Case Studies/Projects/ Assignments

Suggested Readings:

1 Security Analysis and Portfolio Management–Donald, E. Fischer & Ronald J. Jordon; Pearson Books.

2 Investment Analysis and Portfolio Management–Chandra, Prasanna; Tata McGrawHill.

3 Investment Management –Bhalla, V.K.; S.Chand & Company Ltd.

DSE/Finance: Managing Banks & Financial Institutions

Paper Code: MBAPGMDS2302

Credit:Theory-3+Tutorial-1

Contact hrs: 40

Objective:

Unit 1: International Banking: Forex Business: factors determining exchange rates, direct and indirect quotations, spot & forward rates, premium and discount, cross rates, basics of forex derivatives: forward exchange rate contracts, Options, Swaps; correspondent banking & NRI accounts; documentary letters of credit: UCPDC600, various facilities for exporters and importers; risks in foreign trade: role of ECGC, types of insurance and guarantee covers of ECGC; role of Exim Bank; role of RBI and exchange control; regulations in India; role and rules of FEDAI; role of FEMA and its rules.

Unit 2: Risk Management : Risk: Risk in Banks, Risk Management Framework- Organisational Structure, Risk Identification, Risk Measurement /Sensitivity, Basis Point Value (BPV), Duration, Downside Potential, Value at Risk, Back Testing, Stress Testing; Risk Monitoring and Control, Risk Reporting; Market Risk identification, Measurement and management of credit risk: rating methodology, risk weights, eligible collateral for mitigation, guarantees; credit ratings, transition matrices, default probabilities, Credit risk spreads, risk migration and credit metrics, Counterparty risk, Credit exposures, recovery rates, risk mitigation techniques, Operational and integrated Risk Management: Risk management and capital Management – Basel Norms, Current guidelines on risk management.

Unit 3: Treasury Management: Concepts and function; instruments in the treasury market; development of new financial products; control and supervision of treasury management; linkage of domestic operations with foreign operations; Interest rate risk; interest rate futures; Mix / Pricing of Assets & Liabilities; On-Balance Sheet Investment and Funding Strategies; Stock options; debt instruments; bond portfolio strategy; risk control and hedging instruments; Investments: Treasury bills, money market instruments such as CDs, CPs, IBPs Securitisation and Forfaiting; refinance and rediscounting facilities; Derivatives: Credit Default Swaps / Options

Unit 4: Balance Sheet Management: Prudential norms: Capital Adequacy, Implementation of Basel Norms guidelines- RBI guidelines. Banks Balance Sheet- Components of assets & Liabilities; ALM Implementation: RBI Guidelines, Gap Analysis, Mechanics, Assumptions, and Limitations, Illustrations of Actual Gap Reports, The Relationship Between Gap and Income Statement; Funding Liquidity: Trading / Managing Liquidity, Contingency Funding; Business Strategies : Profit and profitability analysis; Asset Classification: provisioning, effect of NPA on profitability; Shareholder value maximization & EVA- profit planning, measures to improve profitability, Disclosure guidelines.

Suggested Readings:

1. Bank Financial Management, IIBF, Macmillan Education India, 2018,
2. Management of Banking and Financial Services, 4/E, Suresh and Paul, Pearson Education

DSE/Finance: Financial Markets & Services
Paper Code: MBAPGMDS2303
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The Course aims at providing the students, basic knowledge about the Finance markets concepts and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India

Unit- I: Introduction: Nature and role of financial system-Components of financial system-An overview of the functioning of the Indian financial system in the liberalized environment-Financial system and Economic Development-Functioning of financial markets in the globalised financial system.

Unit- II: Money Markets: Role of Money market in the economy – Money market instruments- Money market intermediaries- Recent developments in Indian Money market and global money markets.

Unit- III: Capital Markets: Structure of Indian Capital market – Reforms in the Capital Market –Major Capital market instruments –Primary and Secondary Markets-Changes in the Pricing System – Functioning of Stock Exchanges – Stock market indices – Listing of Securities – Role of intermediaries – Function of Brokers - Functioning of Indian Capital market in a globalised system – Regulation of the capital market and the role of SEBI.

Unit- IV: Depository Service and Mutual Funds: Depository services – Role of depositories and their services – Advantages of depository system – NSDL and CDSL – Depository participants and their role.

Mutual Funds: Concepts – SEBI Guidelines on Mutual Funds in India – Designing and Marketing of Mutual Funds Schemes – Types of Mutual Funds – Net Asset Value.

Unit- V: Merchant Banking: SEBI guidelines for merchant bankers (basic ideas) – Issue Management – Equity issues – Rights issues – Debenture Issues – Book building – Private Placements–Pre & Post issues activities –Raising capital from International markets :ADRs, GDRs, ECB etc. (Basic concepts). Role of Merchant Bankers

Unit- VI: Foreign Investment: Role of FIIs, Types, trends and implications; Regulatory framework for foreign investments in India.

Unit-VII: Case Studies/Assignments/ Projects

Suggested Readings:

1. Bhole, M.K, Financial Markets and Institutions, Tata MC Graw Hill, Delhi.
2. B.V. Pathak, *The Indian financial System*, Pearson.
3. Ghosh, D: Banking Policy in India, Allied Publications, Delhi.
4. Khan, M. Y. Indian Financial System, Tata McGraw Hill, Delhi.
5. Reserve Bank of India, Various Reports, RBI Publication Mumbai.
6. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.
7. Avadhani: Investment and securities Markets in India, Himalaya publications, Delhi.

DSE/Finance: Valuation
Paper Code: MBAPGMDS2304
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives: The objective of the course is to familiarize the students with the concept of valuation of businesses and tools and techniques applied for valuation.

Unit-1: Need for Business Valuation–Valuation Services–Professional Ethics

Unit-2: Asset-Based valuation–Accounting Issues.

Unit-3: Income Based valuation–Discounted Cash Flow Valuation–Free Cash Flow to Firm – WACC – APV Valuation

Unit-4: Market Based Valuation–Relative Valuation Approaches–Problems & Issues

Unit-5: Application of Valuation Techniques; IPOs, Mergers & Acquisitions, Restructuring and Venture Financing – Challenges to valuation

Unit-6: Due Diligence in Valuation– Importance & Impact of Due Diligence Reviews

Unit-7: Special issues & consideration & valuation–Brand Valuation–Valuation of Intellectual Properties

Unit-8: The importance of a symmetric information, agency conflicts Corporate Governance Issues

Suggested Readings:

1. Reily, K. Frank, Investment Analysis & Portfolio Management, South Western, Thompson
2. Damodaran Aswath, Investment Valuation, John Wiley & Sons, Inc.
3. Hearth and Zaima, Contemporary Investments: Security & Portfolio Analysis, Harcourt College Publications.
4. Copeland, T., Koller, T. and Murrin, J., Valuation – Measuring and Managing the Value of Companies, John Wiley & Sons Inc.
5. Palepu, K., Healey, P. and Victor, L., Business Analysis & Valuation using Financial Statements, South-Western College Publishing
6. Marren, J. H., Mergers & Acquisitions – A Valuation Handbook, Irwin Professional Publishing

DSE/Finance: Project Appraisal & Finance
Paper Code: MBAPGMDS2305
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: To explain project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

Unit – I: Identification of investment opportunities – industry analysis review of project profiles – feasibility study.

Unit – II: Project Appraisal – techniques of appraising commercial and social projects. DCF and non-DCF methods – sensitivity analysis.

Unit – III: Project risk assessment – probabilistic cash flow approaches – application of simulation techniques.

Unit – IV: Social cost benefit analysis – value added concept, social surplus indirect impact of projects.

Unit–V: Evaluation of International Projects.

Unit–VI: Project appraisal parameters of select financial institutions.

Unit–VII: Preparation of project report–Case Analysis.

Unit– VIII: Financial structuring – innovative financing alternatives, collaboration, lease financing, equity participation – project finance vis-à-vis corporate finance.

Unit–IX: Managing joint venture projects.

Suggested Readings

1. Machiraju, H.R., Introduction to Project Finance, Vikas Publishing House.
2. Prasanna Chandra, Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
3. Bennet P.Lientz, Kathryn P.Rea, Breakthrough Technology Project Management (Second Edition), Academic Press.
4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House.

**DSE/Marketing: Integrated Marketing Communications &
Promotion Strategies**

Paper Code: MBAPGMDS2306

Credit: Theory-3+Tutorial-1

Contact hrs: 40

Objective: The students will learn the concept and use of Integrated Marketing Communications. They will also be exposed to various tools of promotions and how they are being used.

Unit I: IMC: concepts, meaning, definition, objectives, rationale and steps. Components of IMC. Refining the IMC Program, Role of IT in IMC, Refining the IMC Program, The Value of the IMC Plans, IMC for Small Business, IMC and Entrepreneurial venture.

UNIT II: IMC and Consumer Behaviour, IMC and Industrial Buying Behaviour, IMC and Retail Marketing, IMC and Direct Marketing, IMC and Internet Marketing, IMC and E-Commerce.

UNIT III: IMC Promotional Tools, Trade Promotions, consumer Promotions, Personal Selling, Advertising, Data base Marketing.

UNIT IV: Events and Exhibitions marketing: concepts, definitions, types, Planning for events and exhibitions, Event marketing process-Promotional tools for event and Event Sponsorship.

UNIT V: Public Relations: Concepts, Definition and Objectives, Role of a PR Manager and Agency, Crisis Management in PR, Public Relation Tools, the role of PR in IMC.

UNIT VI: Marketing Communications: Meaning and Importance. Advertising's role in the marketing process, Legal, Ethical and Social Aspects of Advertising. Setting Advertising Goals and Objectives. DAGMAR Approach.

UNIT VII: Advertising Plan, planning and decision making process Advertising Scheduling Advertising Models, Creative Strategies

UNIT VIII: Media Planning and Selection, Media reach and Frequency, Different Media – Print, Audio-visual, Radio, Outdoor, Internet, Direct Mail.

UNIT IX: Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Setting Advertising budget, Advertising agency, Creative Strategies, Audience Analysis, Advertising evaluation: Recognition and Recall studies, Corporate Image and Brand management: Corporate image component, promoting the desired images and corporate names and logos, Branding: brand equity, extension, co-branding.

Unit X: Trade and Consumer Sales Promotions: The nature and objectives of trade promotion, types of trade promotion, trade allowances, trade contest, trade incentives, training programme, vendor support programme, promotion, types of consumer promotion; coupons, premiums, contests, sweepstakes, refunds, rebates, sampling, bonus pack, price off.

Unit XI: Personal selling: Definition, steps in personal selling process, retain selling, business to business selling, principles of personal selling, personal selling in International market.

Unit XII: Public Relation: Definition, public relations on PR, PR tools, jobs of PR executives and PR agency; Sponsorship and event management, Direct and database marketing.

Suggested Readings:

1. Clow, K.E and Baack .D Integrated Advertising, Promotions and Marketing communications. Pearson Education.
2. Kotler, P., Keller, K.L., Abraham, Kand Jha, M. Marketing management: A South Asian Perspective, PHI.
3. Kazmi, H.H.S and Batra, K.S Advertising and Sales Promotion, Excel books
4. Aaker, A.D And Myers, G.H. Advertising Management, Pearson Education
5. BlackSam. How to plan Exhibitions and Conferences from A to Z, Universal Bookstall, New Delhi.
6. Maitland, Fain. How to Plan Exhibitions; Cassell Publications, London, U.K.
7. Raj, Razaq., Walters, Paul., and Rashid, Tahir, Events Management :An Integrated and Practical approach; Sage, New Delhi.
8. Aaker, A. David and Myers, G. Advertising Management, PHI.
9. Kazmi H.H.S. and Batra K.S. Advertising and Sales Promotion, Excel Books. Borden, William H. Advertising John Wiley.
10. Ogilvy, David, Ogilvy on Advertising, Longman.
11. Jethwaney, J. and Jain, S., Advertising Management, Oxford University press.
12. Gupta, R., Advertising Principles and practices, S. Chand & Company Ltd., New Delhi.

DSE/Marketing: Digital & Social Media Marketing
Paper Code: MBAPGMDS2307
Credit:Theory-3+Tutorial-1
Contact hrs: 40

Objectives: The objective of this course is to help students understand the digital marketing and prepare them for its fast-paced world. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made digital marketing extremely important.

Unit-I

1. Digital Marketing Fundamentals, Understanding Digital Marketing Process, Digital Marketing & Traditional Marketing, Digital micro and macro environment. Web sites as market place. Pure Online vs. Brick and click business.
2. Mapping fundamental concepts of Marketing (7Ps, STP), Strategy and Planning for Internet Marketing, e-CRM, Planning for Website design. Search Engine Optimization (SEO).
3. Online Advertising: Display Advertising, Pay-Per-Click Marketing, Cost-Per-Impression (CPI and CPM), Email Marketing, Blogging, Podcasting, RSS.
4. Social and Business Networking, Forums, Affiliate Marketing and Syndication on the Internet, Interactive Advertising, Viral Marketing.
5. E-Commerce and Retailing, On-line retail industry dynamics, Management challenges in on -line retailing. Traditional Offline Businesses in the Online World.
6. Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing. Ethical and Legal Issues.
7. Case studies.

Unit-II

1. Social Media Marketing: An overview, social media marketing & public relations. Logic of Social Media, Social Media Strategy and Planning.
2. Content Marketing: Types of Content-Text-Infographics-Video
3. Content Marketing Strategy: Social media marketing.-Introduction, Types of social media.
4. Facebook for Business How to use world largest social media platform for the business. Facebook fan page and Group, Campaign create, Page promotion, Awareness, Lead generation.
5. LinkedIn: How to use LinkedIn platform to develop business. Company Page creation, Campaign creation on LinkedIn.
6. Twitter: How to use Twitter effectively into the business, Campaign creation on Twitter.
7. Blog: Types of blogs, consumer-generated advertising, Legal and social consequences of blog.
8. YouTube: Develop business through Video content. Live streaming. How to create viral a video.
9. Photosharing Sites: Instagram, Snapchat, Pinterest
10. Social Media's Role on SEO. How effectively it's helpful to improve on search engine.
11. Case Studies.

Suggested Readings :

1. Chaffey, Detal.: Internet Marketing-Strategy, Implementation and Practice: Pearson
2. Ahuja, V: Digital Marketing: Oxford
3. Laudon, K.C, Traver, C.G: E-Commerce-Business, Society, Technology: Pearson

DSE/Marketing: Brand Management
Paper Code: MBAPGMDS2308
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives: The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Unit-1: Introduction to Brand Management – Brand: Meaning, Evolution of brands, Brand- product relationship, assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning: brand vision and visioning process, business of brand; Brand audit: brand reality check and brand appraisal; Brand positioning: choice of context, parity and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management. Brand Hierarchy, Brand Architecture, Brand-customer Relationships, Brand Loyalty and Brand Switching, Brand personality, Strategic Brand Management: Meaning, Steps.

Unit-2: Brand Development – Role of brand name, naming procedure, brand association, Role of Design, Logos and symbols, Importance of Advertising in brand development. High budget route Vs low budget route of brand development. Brand Life Cycle. concept of stretch, line and brand extensions; type of extensions Branding strategies; portfolio decisions, optimal portfolio, portfolio structure, Brand naming decisions: names and meaning, semiotic analysis, semantic name, creation Brand concept management: functional, symbolic and experiential brands

Unit-3: Customer Based Brand Equity – Meaning, Sources, Components, Brand building blocks Model of CBBE.

Unit-4: Brand Identity – Meaning, need for identity, Dimensions of brand Identity, Brand Identity Prism.

Unit-5: Brand Image – Meaning, sources of brand image, brand image and celebrity

Unit-6: Brand Positioning – Meaning, Point of parity and point of difference, Methods of positioning, Brand repositioning.

Unit-7: Brand Development Strategies – Brand Extension: Meaning, Needs, Types, Advantages and Disadvantages of brand extension. Brand dilution. Brand Endorsement: Meaning and types Brand Portfolio: Meaning, Advantages, Types of brands in brand portfolio, Strategies for building brand portfolio, Managing brand overtime: revitalization decisions Brand valuation: valuation process and methods Branding across categories: commodity, industrial, service and consumer products. Branding a cross markets: geographies and cultures. Branding in special areas: sports, political, social cause, digital, entertainment.

Unit-8: Brand Imitation – Meaning, Kinds of Imitation, Factors affecting brand imitation, Imitation Vs Later market entry.

Unit-9: Brand Crisis – Concept of incident and Crisis, Factors influencing brand crisis, Brand Revitalization.

Unit-10: Branding in Different Sectors -Customer, Industrial, Retail and Service Brands. _____

Suggested Readings

1. Aaker, David, A. Managing Brand Equity. New York, FreePress.
2. Cowley, Don. Understanding Brands. London, Kogan Page.
3. Czerniawski, Richard D.& Michael W.Maloney Creating Brand Royalty, AMACOM, NY.
4. Kapferer, JN. Strategic Brand Management. New York, FreePress.
5. Murphy, John A. Brand Strategy Cambridge, The Director Books.
6. Steward,P. Building Brands Directly. London, MacMillan.
7. Upshaw, Lyhh B. Building Board Identity: A Strategy for success in a hostile market place. New York, John, Wiley.

DSE/Marketing: Marketing Research
Paper Code: MBAPGMDS2309
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective

To provide understanding of the concepts of research in the field of marketing research. To equip the students with advanced research tools to conduct research and analysis for effective decision making

Unit-I: Marketing Research: Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution

Unit-II: Research Process: Steps in planning – research purpose and objectives, Converting a manager's problem to a researcher's problem, Problem formulation, research design, data collection, analysis, report presentation, Preparation of the research proposal

Unit-III: Research Design: Types of research-exploratory studies, descriptive studies, causal studies, Types of information needed - behavioural and non-behavioural correlates

Unit-IV: Sources of Data: Primary and secondary source (govt., non-govt. and syndicated research), Errors in data collection

Unit-V: Primary Source – Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing, qualitative research - projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation - types of causation, inferring causal relationships, natural & controlled experiments, experimental designs

Unit-VI: Measurement & Scaling: Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgement methods - verbal, numerical, graphical scales, factorization, constant sum method scales, Multi-item scales – Semantic differential scale, Likert scale, Thurstone scale (equal-appearing, case V), Stapel, considerations in developing scales, reliability and validity of scales

Unit-VII: Sampling: Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques - simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Nonprobability sampling techniques - convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size

Unit-VIII: Analysis of Data: Compilation, tabulation & classification of data, Analytical techniques – univariate analysis, hypothesis testing- parametric and non-parametric tests, bivariate analysis. Overview of some multivariate analysis techniques like multiple regression, discriminant analysis, factor analysis, cluster analysis, multi-dimensional scaling and conjoint analysis, forecasting methods (application and interpretation only), Introduction to Advanced Research Techniques in marketing; Multiple Regression Analysis; Multiple

Analysis of variance; Conjoint Analysis; Canonical, Correlation Analysis; Cluster Analysis; Multi Dimensional Scaling; Structure Equation Modelling; Discriminate Analysis; Logit choice model

Unit-IX: Application Areas: Advertising research, Motivation research, Sales analysis & forecasting research

Unit-X: Case Studies

Suggested Readings:

1. P.Green & D. Tull & GAlbaum: Research for Marketing Decisions; PHI.
2. Boyd & Westfall: Marketing Research: Text &Cases; All India Traveller Bookseller
3. Luck and Rubin: Marketing Research; PHI
4. D.R.Cooper & P.S.Schindler: Marketing Research; TMH
5. Naresh K Malhotra: Marketing Research; Pearson
6. GC Beri: Marketing Research; Tata McGraw Hill.
7. M.J.Schmidt & S. Hollensen: Marketing Research;Pearson
8. Aaker & Day: Marketing Research; Wiley
9. G.Churchill & D. Iacobucci; Marketing Research, South Western
10. S.Easwaran & S.Singh: Marketing Research; Oxford
11. D.George & P.Mallery: SPSS for Windows: Step by Step; Pearson Education

DSE/Marketing: Relationship Marketing
Paper Code: MBAPGMDS2310
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives The aim of the paper is to improve the abilities of students to successfully engage in relationship marketing and to explore contemporary trends and issues related to relationship marketing.

Unit-I: Conceptual Foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context.

Unit-II: Transactional Vs. Relationship formats, Relationship marketing of Services vs. Relationship marketing in Consumer markets.

Unit-III: Buyer seller relationships.

Unit-IV: Relationship marketing in Mass markets, relationship marketing and marketing strategy.

Unit-V: Relationship marketing and distribution channels.

Unit-VI: Customer Relationship Management (CRM), Role of Information Technology in building, maintaining and enhancing relationships, Concept of loyalty ladder, Customer Lifetime Value (CLTV) assessment,

Unit-VII: Customer profitability design and analysis.

Suggested Readings

1. Handbook of Relationship Marketing–Jagdish Sheth, Atul Parvatiyar
2. Leading Through Relationship Marketing–Recharl Batterley
3. Relationship Marketing–S. Shajahan
4. Customer Relationship Management–Jagdish Seth, Atul Parvatiyar, G. Shainesh

**DSE/Human Resource: Human Resource Planning,
Recruitment & Selection
Paper Code: MBAPGMDS2311
Credit: Theory-3+Tutorial-1
Contact hrs: 40**

Objective: This course provides students studying Human Resource Management, as elective, how to assess the correct number of manpower required in an organization and avoid manpower shortages or surpluses. It also teaches the process of filling up positions with the best fit for the job through a robust recruitment and selection process.

UNIT-1 Strategic Staffing

Basics in HR Planning –Concepts and Process of HRP, Considerations – Technology, Finance, Product, Demand.

UNIT-2 HR Planning Process

Methods and Techniques of Demand Forecasting: Managerial Estimates, Trend Analysis, Utilization Analysis: Work Study, Job Analysis; Supply Forecasting: Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand.

UNIT-3 Job Analysis & Job Evaluation

Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluation – Concepts, Methods, Limitations.

UNIT-4 Competency Mapping

Concept, procedures and steps, methods of data collection for mapping, developing competency models from raw data.

UNIT-5 Recruitment

Concept of Recruitment - Meaning, Objectives, Importance and relevance, Process, Types of Recruitment – Internal& External; Traditional Vs Modern; Outsourcing.

UNIT-6 Selection

Selection–Concept, Criteria for Selection, Process, Types of Selection Tests, Use of psychological test, Interview, interviewing skills, errors in selection.

UNIT-7 Employer Branding

Concept of Employer Branding; Link between branding and talent acquisition; role of social media in employer branding.

Suggested Readings:

1. Bennis, M. & Casson, J.: The Manpower Planning Handbook, McGrawHill.
2. Bell, D. J.: Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A.: Managing Human Resources, Thomson.
4. Dessler, G. & Varkkey, B.: Human Resource Management, Pearson
5. Mello, Jeffrey A.: Strategic Human Resource Management, Thomson South Western
6. Roberts, G.: Recruitment & Selection: A Competency Approach; CIPD

7. Sanghi,S: The Handbook of Competency Mapping: Understanding, Designing & Implementing Competency Models in Organizations; Sage
8. Turner,P: Strategic HRP;Jaico
9. Walker,J.W.: Human Resource Planning, McGraw Hill.
10. ILO: Job Evaluation

DSE/Human Resource: Employee Relations
Paper Code: MBAPGMDS2312
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The course aims to assist students to explore key aspects of employee relations, with a focus on the organization of the employment relationship via actors, institutions, systems and procedures, and with reference to potential outcomes in the context of various internal and external environmental forces/conditions.

The course will also shed light on the changing aspects of employee relations and on the new economic and employment trends that are emerging. The course is designed with a cross-national comparative coverage to nurture appreciation of comparative variation in employment relations. In light of the above, this course aims to enable students to:

- appreciate the relevance of the employee relations approach, and associated actors, institutions, and systems to complement the individual and collective orientation of HRM analysis;
- understand continuity and change in employee relations in practice a cross countries in the EU, the OECD and beyond;
- consider the constraints, opportunities and outcomes implied by the presence of unions and joint regulation and employment law;
- make considered judgments about the appropriateness or likely implications of employee relations policies and practices in differing organizational contexts.

Unit-I: Employee Relations: Meaning, Characteristics, Objectives and Factors. Meaning of Employee relations – Characteristics and objectives of Employee relations - Factor of Employee relations Employee relations Prerequisites for sound Employee relations; Employee relations – Importance of harmonious Employee relations.

Unit-II: Disputes: Concept, Forms, Settlement and Prevention of disputes, Meanings, Concept of dispute and conflicts – Forms of dispute – causes of dispute – Methods for prevention and settlement of dispute.

Unit-III: Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions – approach to trade union – Growth and problems of trade union movement in India.

Unit-IV: Bipartite and Tripartite bodies, ILO and National commission on Labour: Concept and objectives Meaning and Concept of bipartite and tripartite-different forms and objectives of bipartite and tripartite body – Concept, objectives and structure of ILO – main recommendations of the First and Second National Commission on Labour.

Unit-V: Workers' Participation in Management: Concept, objective and forms of workers participations in management. Concept and objective of workers participations in management – Various forms of workers participations in management – New Scheme of workers' participations in management (1984) – Workers' Participation in Management Bill 1990 – prerequisites for workers' participation in management – Employee empowerment.

Suggested Readings:

1. Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India, Sinha et. al.
2. Dynamics of Industrial Relations, Himalaya, CB Mamoria
3. Industrial Relations, Text & Cases, Macmillan Publishers India Limited, Ratna Sen

DSE/Human Resource: Performance Management Systems
Paper Code: MBAPGMDS2313
Credit: Theory-3+Tutorial-1
Contact hrs: 40

UNIT-1 Performance Management and Strategic Planning

Introduction to Performance Management -Definition; Evolution; Scope; Process; Difference between Performance Appraisal and Performance Management; Strategic Planning for performance effectiveness

UNIT-2 Performance Management Planning

Planning Process, Organisational & Individual Plans; Team Performance Planning, Performance Agreement, Setting Objectives; Evaluating the Performance Planning Process: Performance Management Cycle-Mid-cycle & End-cycle Review Process.

UNIT-3 Assessing Performance

Performance Appraisal tools –traditional and modern; Performance review and analysis

UNIT-4 Performance Management & Employee Development

Role of Performance Management in Employee Development ; Potential appraisal

UNIT-5 Performance Management and Rewards

Linking performance with reward systems; Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance; Linking Performance to Pay

UNIT-6 Ethics in Performance Management

Ethics – an understanding, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

Reference Books:

1. Armstrong, M.; Performance Management: Key Strategies and Practical Guidelines, Kogan Page
2. Armstrong, M & Baron, A.; Performance Management: A Strategic & Integrated Approach to Achieve Success, Jaico
3. Chadha P.; Performance Management: It's About Performing –Not Just Appraising; MacMillan India Ltd.
4. Rao, T.V; Performance Management and Appraisal System; Sage India
5. Walker, S.; Practical & Effective Performance Management; Universe of Learning Ltd.

DSE/Human Resource: Strategic HRM
Paper Code: MBAPGMDS2314
Credit: Theory-3+ Tutorial-1
Contact hrs: 40

Objective: This course examines the role of HRM in business viability and relative performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of dubious appendage to it. When effectively handled, HRM helps the firm to operate cost-effectively in the industries in which it competes and legitimately in the societies in which it is embedded. The course considers the potential of HRM to enhance organisational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms. The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to Identify and analyze the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Unit-1: Strategic HRM: Concept and Significance of SHRM –Traditional approach vs. strategic approaches to HRM–Strategic Role of HR sub-systems– Human Resource and the Resource-based View of the firm.

Unit-2: Understanding the relationship of HR strategy with corporate strategy and competitive strategy– Changes in HR policies and practices owing to the changes in business and its environment–Issues relating to design and redesign of Work System- HR Outsourcing.

Unit-3: Formulating and implementing Specific HR strategies: Resourcing, Training and Development, Performance Management, Reward, Employment relations etc.

Unit-4: Strategic HRM in the context of Organisational Effectiveness, Culture Management, Merger and Acquisition, Business Process Reengineering, Knowledge Management and Business Excellence.

Unit-5: Improving business performance through strategic HRM–High Performance Work Systems.

Unit-6: Measures of HR functions –Need to measure, ROI, approaches to measure –HR Accounting, HR Auditing–HR Score Card–HR cost monitoring, HR effectiveness index etc.

Suggested Readings

1. Armstrong, M.,—Handbook of Strategic Human Resource Management—aguide to action, Crest Publications, New Delhi.
2. Dessler, Gary —Human Resource Management, Prentice– Hall India, New Delhi, 10th Edition.

3. Cascio, Wayne F—Managing Human Resources— productivity, Quality of work Life, Profits, Tata– McGraw Hill (TMH) , New Delhi..
4. Holbeche, Linda,—Aligning Human Resources and Business Strategy, Bhutterworth Hinemann, New Delhi.
5. Schuler, R.S., and Jackson, S.E.,—Strategic Human Resource Management, Blackwell Publishing.
6. Dreher, George F and Dougherty, Thomas W, —Human Resource Strategy – a behavioral perspective for the General Manager, Tata–McGraw Hill (TMH), New Delhi.
7. Christensen, Ralph—Roadmap to Strategic HR, Prentice–Hall of India, New Delhi.
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann

DSE/Human Resource: Labour Laws
Paper Code: MBAPGMDS2315
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives:

- To provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.
- To elaborate with the importance and role of Industrial Labour Laws
- To understand the various Acts and its applications in the business organizations with terms and conditions of employment

Unit 1: Legal Framework & Evolution of Labour Laws in India: Genesis, Growth, Objectives, Significance and types, Principles of Labour Legislation, Forces Influencing Labour legislations in India, Indian Constitution and Labour Legislation,

Unit 2: Laws Regulating Establishment: Factories Act, 1948, Mines Act, 1952

Unit 3: Laws Relating to Industrial Relations: Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926.

Unit 4: Laws Relating to Social Security: Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, Employees' Provident Funds & Misc. Provisions Act, 1952, Payment of Gratuity Act, 1972.

Unit-5 Other Important Legislations: Contract Labour (Regulation and Abolition) Act 1986, The Inter- State Migrant Workmen (Regulation of employment and conditions of service) Act 1979, The Child Labour (Prohibition and Regulation) Act, 1986, The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1986

Suggested Readings:

1. C.B. Mamoria, Satish Mamoria, S.V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, 2008
2. Industrial and Labour Laws by Savjeev Kumar, Bharat Law House Pvt. Ltd
3. B.D. Singh, Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
4. Industrial Jurisprudence by A M Sarma, Himalaya Publication House, New Delhi.
5. Padhi, P.K, Labor and Industrial Laws. Prentice Hall of India. 2010.
6. Malik.P.L., Hand book of Labour and Laws, Eastern Book company.

Internship
Paper Code: MBAPGSIP2301
Credit: 6
Contact hrs:60

Year-2 Semester-IV

DSE/Finance: Financial Derivatives

Paper Code: MBAPGMDS2416

Credit:Theory-3+Tutorial-1

Contact hrs: 40

Objective: This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

Unit-I: Introduction-Forward contracts, Futures contracts, Options and other derivatives

Unit –II: Forward and Futures–markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures

Unit –III:Options–Markets;Payoffs;RiskNeutralValuation;BinomialOptionPricing Model ; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies

Unit-IV: Other derivatives-Swaps, Warrants, Convertibles

Unit- V:Managementofmarket risk –Stoploss; Delta hedging; Theta; Gamma;Vega;Rho; Scenario Analysis; Portfolio insurance, VaR

Unit–VI: Case Studies/Projects/ Assignments

Suggested Readings:

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
4. Kumar: Financial Derivatives, PHI
5. Stulz: Risk Management & Derivatives, Thomson Learning
6. Varma: Derivatives and Risk Management, Tata McGraw-Hill.

DSE/Finance: International Finance
Paper Code: MBAPGMDS2417
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives:

- To introduce the environment of international finance and its implications on international business.
- To analyse the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.
- To define and measure foreign exchange risks and to identify risk management strategies.
- To explore the sources of long term finance and design financial strategies.
- To integrate the global developments with the changing business environment in India.

Unit-I: International Dimensions of Financial Management : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.

Unit-II: International Monetary System: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO 4L

Unit-III: Balance of Payments (BOP): Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.

Unit-IV: The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency, Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination

Unit-V: Foreign Exchange Exposure & Risk Management: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. 10L

Unit-VI: International Financial Markets : International Banking & Money Market- International banking Services – Capital Adequacy Standards- International Money Markets, International Equity Sources- Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans – Euro notes- International Bond Market

Unit-VII: Financial Management of MNCs : Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market

Segmentation- Causes of Segmentation- International Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure – Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods- Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds

Suggested Readings:

1. Apte, PG: International Financial Management, Tata McGraw Hill.
2. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
3. Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cengage Learning
4. O'Brien: International Finance, OUP
5. Butler: Multinational Business Finance, Thomson Learning
6. Hull: Options, Futures and Other Derivatives, Pearson Education

DSE/Finance: Tax Planning
Paper Code:
MBAPGMDS2418
Credit:Theory-3+Tutorial-1
Contact hrs: 40

Objective: Taxation prepares the students for varied positions in the area of tax consultancy.

Unit 1: Computation of Total Income and Tax Payable

- a) Rate of tax applicable to different assesses(except corporate assessee)
- b) Computation of tax liability of an individual, Firm(excluding application of AMT)

Unit2:Tax Management

a) Provision for Filing of Return

Date of filing of return, relevant forms of return, different types of returns, return by whom to be signed, PAN, TAN

b) Assessment of Return

Self assessment u/s140A,Summary assessment u/s143(1),Scrutiny assessment u/s 143(3) and Best judgement assessment u/s 144.

c) Advance Tax

Who is liable to pay, due dates and computation of advance tax(excluding corporate assesses)

d) Interest & Fees

Section234A,234B, 234C,234F(simple problems on interest and fees)

e) TDS

Provisions regarding TDS from salary, interest on securities, horse racing, lottery.

If any new legislations/provisions are enacted in place of the existing legislations/provisions, the syllabus will accordingly include such new legislations/provisions in place of existing legislations/provisions with effect from such date as prescribed by the UNIVERSITY. Similarly if any existing provision becomes redundant due to changes, it will be left out of the syllabus.

Suggested Readings

1. Singhnia V.K.,and Singhania K,Direct Tax Law and Practice, Taxmann
2. Lal and Vashist, Direct Taxes, Pearson
3. Ahuja and Gupta, Direct Taxes Law And Practice, Bharat
4. Manoharan & Hari, Direct Tax Laws, Snow White
5. Roy, S.K., Principles and Practice of Direct & Indirect Taxes, ABS
6. Sengupta, C.H., Direct & Indirect Taxes, DeyBookConcern
7. Datey V.S.,Indirect Taxes Law And Practice, Taxmann

DSE/Finance: Mergers, Acquisitions & Corporate Restructuring
Paper Code: MBAPGMDS2419
Credit:Theory-3+Tutorial-1
Contact hrs: 40

Course Objectives:

The primary objective of the course is to develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive. This course will cover all major elements of the acquisition process including corporate strategy, valuation, due diligence, financing decisions, transaction structures, restructuring options, takeover defence and integration.

Unit-1: Mergers

Mergers in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

Unit-2: Mergers & Acquisition

A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model

Unit-3: Corporate restructuring

different methods of restructuring – joint ventures – sell off and spin off –divestitures –equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

Unit-4: Merger Process

Merger Process: Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five-stage model – due diligence (detailed discussion).Process of merger integration – organizational and human aspects – managerial challenges of M & A

Unit-5: Valuation

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

Unit-6: Accounting for amalgamation

Pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

Unit-7: Take overs

Takeovers, types, hostile takeover approaches, Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence

Unit-8: Legal and regulatory framework of M & A

Provisions of company's act 2013, Indian Income Tax act 1961–SEBI takeover code, Provisions of Competition Act.

Suggested Readings:

1. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
2. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley.
3. The Theory of Corporate Finance, Jean Tirole, Princeton University Press

DSE/Finance: Behavioural Finance
Paper Code: MBAPGMDS2420
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective:

To help students appreciate the limitations of 'rational' models of investment decision making
To introduce students to an alternate framework for understanding price discovery in the markets
To help students identify persistent or systematic behavioral factors that influence investment behavior Topics

1. Classical Finance and Behavioral Finance
2. Heuristics and Biases in Human Decision making
3. A framework of decision making under risk
4. Real world applications in finance
5. Real world applications to public policy.
6. Investment Decision Cycle: Judgment under Uncertainty
7. Utility/Preference Functions: Expected Utility Theory[EUT]
8. Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage
9. Paradoxes(Allais and Others)
10. Prospect Theory
11. Information Screening Biases
12. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
13. Forecasting Biases
14. Emotion and Neuroscience
15. Group Behavior: Conformism, herding, fatal attractions
16. Investing Styles and Behavioral Finance

Suggested Readings:

1. Nudge: Improving Decisions About Health, Wealth, and Happiness: Richard H. Thaler
2. Misbehaving :The Making of Behavioral Economics :Richard H. Thaler
3. Predictably Irrational: The Hidden Forces That Shape Our Decisions: Dan Ariely
4. The Little Book of Behavioral Investing: How Not to Be Your Own Worst Enemy: James Montier
5. Value Investing And Behavioral Finance: Insights Into Indian Stock Market Realities: Parag Parikh

DSE/Marketing: Consumer Behaviour
Paper Code: MBAPGMDS2421
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The course will apprise the students about the various behavioural aspects namely aspirations, motivations, perceptions, attitude formation etc. in consumer buying decision process.

Unit-I: Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept-The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism

Unit-II: Role of Research in understanding consumer behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings) The consumer research process - Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Input-Process-Output Model of Consumer Behaviour - Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences - Social Class, Culture, Reference Groups, Family Levels of Consumer Decision Making - Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making (economic, passive, cognitive, emotional) Situational Influences- The Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States)

Unit -III: Individual Influences on Consumer Behavior: Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories and Marketing Strategy Maslow's Hierarchy of Needs, Critical evaluation of marketing hierarchy and marketing applications, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives), Discovering Purchase Motives, Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration
Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization), Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price,

perceived quality, price/quality relationship, retail store image, manufacturer's image, Perceived Risk, Types of risk, How consumers' handle risk

Unit-IV: Individual Influences on Consumer Behavior: Learning Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Strategic Marketing Applications of Classical Conditioning), Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning, Modelling or Observational Learning, Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing), Involvement Theory (Media Strategy, Central & Peripheral Route to Persuasion, Elaboration Likelihood Model, Measures of Involvement), Measures of Consumer Learning (Recognition and Recall Measures) Attitude: Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, (Tri-component Model of attitude, Multi-attribute attitude models, Theory of trying to consume, Attitude towards the ad model), Attitude change strategies, Attitude change based on the tri-component model (Changing the Cognitive Component, Changing the Affective Component, Changing the Behavioral Component), Other attitude change strategies (Changing the basic motivational function, Associating the product with a specific group, event, or cause, Resolving two conflicting attitudes, Altering components of the multi-attribute model, Changing beliefs about competitors brands, The Elaboration Likelihood Model) Persuasive Communication Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation

Unit-V: External Influences on Consumer Behavior: Social Class: Social Class Basics, What is Social Class? (Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Social Class Mobility, Geo demographic Clustering, Social Stratification, Social class role and status differentiation and evaluation, Factors responsible for social stratification culture and Subculture -Major Focus on Indian Perspective Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour, The measurement of culture, Content analysis, Consumer fieldwork, Value measurement survey instruments, Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious sub cultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture) Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems

Unit-VI: External Influences on Consumer Behaviour: Family, Reference Groups, Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Modified/non-traditional family life cycle & marketing implications Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups,

Reference group appeals, Celebrities, the expert, the common man, the executive and employee spokesperson, Trade or spokes-characters, Other reference group appeals

Unit-VII: Consumer Influence and Diffusion of Innovations: Opinion Leadership: Dynamics of opinion leadership process, Motivation behind opinion leaders, The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders, Measurement of opinion leadership, Frequency and overlap of opinion leaderships, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non-use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, The evaluation process, Dissatisfaction responses, Marketing strategies and dissatisfied customers, Customer satisfaction, repeat purchases and customer commitment, Repeat purchasers, committed customers and profits, Repeat purchasers, committed customers and marketing strategy

Unit-VIII: CRM & Online Decision Making Customer Relationship Management Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, CRM process for marketing organisations, brand switching behaviour, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM On-line Decision Making: Meaning & Steps

Unit-IX: Case Studies/Assignments/Projects

Suggested Readings:

1. Consumer Behaviour-Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI, 8/E
2. Consumer Behaviour-Hawkins, Best, Coney-TMH, 9/e, 2004
3. Consumer Behaviour in Indian Perspective-Suja Nair-Himalaya Publishers, 2004
4. Consumer Behaviour- Satishk Batra & SHH Kazmi, Excell Books
5. Customer Relationship Management-Peeru Ahamed & Sagadevan Vikas Publishing
6. Customer Behaviour- A Managerial Perspective-Sheth, Mittal-Thomson, 2/e, 2004
7. CRM-Alok Kumar, Chhabi Sinha, 7/e, Biztantra
8. Consumer Behaviour-Henry Assael, 6/e, Thomson

DSE/Marketing: B 2 B Marketing
Paper Code: MBAPGMDS2422
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: Providing a learning platform for the next generation of managers in industrial companies. In this practitioner oriented and international B2B marketing curriculum, managers can find concepts and tools that help to take a more analytical and disciplined approach to sales and marketing of industrial goods.

Unit-I: Introduction: Nature, Scope, Characteristics and Significance of Industrial Marketing; Environmental Forces Affecting Industrial Marketing; Industrial Marketing Vs. Consumer Marketing; Structure and Significance of Industrial Marketing Organisation.

Unit-II: Industrial Buyer and Market Segmentation: Types and Characteristics of Industrial Buyers; Major Types of Industrial Buyers; Major Types of Industrial Buying Decisions; Stages in Industrial Buying Process; Participants in Industrial Buying Process; Industrial Market Segmentation – Concept and Bases; Market Segmentation Strategy for New Industrial Products.

Unit-III: Industrial Product and Pricing: Concept and Types of Industrial Products; Product Life Cycle; Product Portfolio Analysis; New Product Development Process; Causes of New Industrial Product Failures; Industrial Product Pricing – Objectives and Factors; Formulation of Pricing Strategy for Industrial Products; Pricing Methods.

Unit-IV: Industrial Distribution Channels and Promotion: Types of Industrial Distribution Channels; Push and Pull Strategy; Types of Industrial Middlemen; Developing Industrial Marketing Communication Programme; Industrial Marketing Promotion Mix – Personal Selling, Sales Promotion, Advertising and Publicity.

Unit-V: Marketing of Industrial Products in India: Marketing of Natural Raw Materials; Marketing of Component Parts and Process Materials; Marketing of Installations; Marketing of Accessory/Equipments; Marketing of Operating Supplies.

Suggested Readings:

1. Hawaldar, K. Krishna (2002). Industrial marketing, TATA McGraw-Hill Publishing Company Limited, New Delhi.
2. Milind T. Phadtare, (2008). Industrial marketing, Prentice Hall of India Pvt. Ltd, New Delhi.
3. Michael D Hauttand Thomas W Speh (2001). Industrial marketing management, The Dyden Press.
4. Vitale, Robert, Giglierano, Joseph, Pfoertsch, Waldemar (2011). Business to Business Marketing: Analysis and Practice, Pearson Education, New Delhi
5. Robert R. Reeder, Briety & Betty H. Reeder (2001). Industrial marketing, Prentice Hall of India Pvt. Ltd, New Delhi.

DSE/Marketing: International Marketing
Paper Code: MBAPGMDS2423
Credit:Theory-3+Tutorial-1
Contact hrs: 40

Objective: Providing a learning platform for the next generation of managers in international markets. In this practitioner oriented and international marketing curriculum, managers can find concepts and tools that help to take a more analytical and disciplined approach to sales and marketing at international level.

Unit-I Introduction: Concept, Scope and Significance of International Marketing; International Marketing Vs. Domestic Marketing; Factors Affecting International Marketing Tasks; Stages of International Marketing Involvement; Multinational Corporations and their Role in International Marketing.

Unit-II Assessing International Market Opportunities: International Marketing Information System – Concept, Scope and Significance; Establishing Information System; International Marketing Research – Concept, Scope and Significance; Process of International Marketing Research; Collection of Primary and Secondary Data; Problems of Gathering Primary Data; International Marketing Research in Developing Countries.

Unit-III International Marketing Decisions: Market Selection and Entry Decisions; Product Strategy for International Markets – Standardization Vs. Adoption; Branding Decisions; Developing New Products for International Market; International Pricing – Concept, Significance, Factors and Methods; Counter-trade as a Pricing Tool– Types of Counter-trade Problems Involved in Counter-trading; Dumping.

Unit-IV International Distribution System : Channel of Distribution Structures; Distribution Patterns; International Channel of Distribution Alternatives; Factors Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members; International Logistics; Foreign Freight Forwarder; International Advertising – Challenges Involved in International Advertising; Media Planning and Factors Considered in it; International Communication Process; International Advertising and Internet.

Unit-V International Organisation Structure and Control: Structures and Alternatives of Organisation Structure; Choice Criteria; Financial Requirements for International Marketing; Coordination and Control of International Marketing Operations; Cooperative International Marketing–Main Features, Objectives, Advantages and Limitations.

Suggested Readings:

1. Brady, DonaldL. (2015).Essentials of International Marketing, *Routledge Taylor & Francis Group*, New York.
2. Cateora, PhilipR. Et al(2017).International Marketing, McGraw Hill Education, New Delhi.
3. Keegan and Green(2016).GlobalMarketing,*PearsonEducation*, USA.
4. Czinkota,MichaelR.(2012).InternationalMarketing,*CenageLearning*,USA.
5. Jain, SubhashC.(2001).International Marketing Management, *Thomson South-Western*, USA

DSE/Marketing: Strategic Marketing
Paper Code: MBAPGMDS2424
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

Unit-1: Market Situation Analysis.

Unit-2: Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position.

Unit-3: Market Leader Strategies – Expanding the total market, Protecting Market Share, Expanding Market Share.

Unit-4: Market Challenger Strategies

Unit-5: Market Follower Strategies and Market Nicher Strategies

Unit-6: Competitive strategies for emerging, declining and fragmented Industries.

Unit-7: Balancing Customer and Competitor Orientation.

Unit-8: Industry Segmentation and Competitive Advantage.

Unit-9: Product Differentiation and Brand Positioning.

Unit-10: Competitive Pricing

Unit-11: Competitive Advertising

Unit-12: Role of Sales Promotion in Competitive Marketing

Suggested Readings

1. Cravens, DW., Strategic Marketing. Homewood Illinois, Richard D. Irwin.
2. Kaynak, E and Savitt, R., Comparative Marketing Systems. New York, Praegar.
3. Kotler Philip., Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
4. Porter, ME., Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press.
5. Porter, ME., Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, and Free Press.

DSE/Marketing: Rural Marketing
Paper Code: MBAPGMDS2425
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives The basic objective of this course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Unit-1: Introduction – Definition scope of rural marketing, concepts, components of rural markets classification of rural markets, rural vs. urban markets

Unit-2: Rural Marketing environment – Population-occupation pattern –income generation location of rural population expenditure pattern literacy level land distribution land use pattern irrigation development programs infrastructure facilities rural credit institutions rural retail outlet print media in rural areas requirement problems in rural marketing rural demand rural market index.

Unit-3: Rural Marketing Research: Rural Consumer Behaviour, Rural Market Mapping Rural Market Index: Thompson index. Market research (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.) Product and Service Marketing in Rural India: Rural Marketing Mix: Product Planning, New Product Development for Rural Markets, Brand Management in Rural Market and communication media & message, `distribution channels,: Rural Retail Channel Management Marketing Strategies & Tactics with reference to rural markets: FMCGs, Consumer Durables, Services, Agricultural Inputs, Project Shakti of HUL, Project Haryali of Shri Ram Marketing of agricultural produce, Rural Artisans' Products, Rural Industry: Marketing of rural industry, cottage industry, artisan products. Cooperative Rural marketing & Processing societies.

Unit-4: Marketing of agricultural input- Consumable inputs, durable inputs, fertilizers product, price, distribution, promotion. SWOT analysis of fertilizer market agro chemicals product price distribution promotion SWOT analysis of agro chemicals market seeds cattle poultry aqua feeds tractors power tillers irrigation equipments other farm machinery

Unit-5: Marketing of consumables and durables – Product price distribution strategies product redesign modification needs.

Unit-6: Marketing of agricultural Produce and cottage industry products – Marketing of agricultural produce regulated markets formation of cooperative organizations contract farming agricultural exports zone (AEZ) marketing of rural / cottage industries artisan products

Unit-7: Role of financial institutions in rural marketing – Agricultural credit situation types of credit rural credit institutions NABARD commercial banks state cooperative banks (SCB) state cooperative agricultural and rural development banks (SCARDB) regional rural banks RRB local area banks flow of institutional credit to agriculture kisan credit card scheme impact on rural market

Unit-8: Role of cooperative institutions in rural marketing – Cooperatives as organizations structure of cooperative organizations types share of cooperatives in national economy impact of cooperatives on rural marketing

Unit-9: e-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

Suggested Readings

1. RuralMarketing.-RVBadi,NVBadi-HPH,2/e,2005
2. Rural Marketing. -T P Gopaldaswamy- Vikas Publishing House
3. The Rural Marketing Text Book –Pradeep Kashyap, Siddhartha Rant- Biztantra2005
4. Rural Marketing. -Habeb Ur Rahaman-HPH,1/e,2004
5. Rural Marketing.-Text and cases-S.L. Gupta, Wisdom Publication
6. Rural Marketing. –Text and cases-U.C Mathur, Excel Books

DSE/Human Resource: Compensation and Benefits Management
Paper Code: MBAPGMDS2426
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives: This course aims to clarify the principles and basic concepts of compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as Compensation professionals' goals within a human resource department, Ways to strengthen the pay-for-performance link, Ways to strengthen the pay-for-performance link, etc.

Learning Objective

At the end of the course the students will be able to:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Unit – I: Meaning and Concept of Wage and Salary – Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration – Theories of Wage and Salary.

Unit – II: Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay – Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure – Purpose – Types.

Unit – III: Machineries for Wages and Salary Fixation: Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining etc.

Unit – IV: Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) Job Analysis – Job Description – Job Evaluation – Work Study.

Unit – V: Wage Payment System: Time Wage – Piece Wage – Balance Method; Wage Incentives: Meaning – Essentials of a sound incentive Plan – Types of Wage Incentive Plans – Indian Practices.

Unit – VI: Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

Unit- VII: Legislation and Compensation: The Payment of Wages Act, 1936 – the minimum Wages Act, 1948 – the Equal Remuneration Act, 1976. Other Legislations: The payment of Bonus Act, 1965 –the Payment of Gratuity Act, 1971 –the Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Unit–VIII: Case Studies/Projects/ Assignments

Suggested Readings:

1. Employee Rewards: Michael Armstrong; Kogan Page.
2. Reward Management :A Handbook of Salary Administration; Armstrong and Murlis; Kogan Page.
3. Understanding Wage System: A.M.Sarma.
4. R.Henderson; Compensation Management–Rewarding Performance: R.Henderson; Prentice Hall Inc.

DSE/Human Resource: International HRM
Paper Code: MBAPGMDS2427
Credit:Theory-3+Tutorial-1
Contact hrs: 40

Objective: The objective of this course is to develop a diagnostic and conceptual understanding of HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks that have arisen due to increased globalization, growing presence of multinationals and increasing diversity of workforce demands. International HRM is the study of the management of human resources in an international context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Problems, challenges and decisions are analyzed from the point of view of the HR executive or GM who has scorecard responsibility at the organizational level. By focusing on policies, programs, and practices characteristic of organizational efforts to manage human assets worldwide, we will explore the critical impact that these have on the firm's success.

After completing this course students will be able to:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
- Recognize and value cultural differences
- Describe the cultural differences
- Develop successful programs for international as signees(short term/long term)
- Become an expert with regard to issues and practices pertaining to major HRM functions
- Take ownership of their own career and its development
- Evaluate "best practices" across cultures

Unit- I: Introduction to cross cultural management: Significance of Culture for International Management. Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making, Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stoodbeck

Unit-II: Shift in Culture: Culture as a factor in a people's Response to Change, significance of shift in Culture, Economic Factors and Shifts in National Culture ,Foreign Intervention and influence on shifts in Local Cultures. Cross- Cultural Communication: Role of effective communication for international and cross- cultural management and in the field of international marketing, Cross – Cultural Verbal Non- Verbal communication a cross cultures, managing Culture –Specific Perception – Responding the Demographic Change.

Unit-III: Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices – Expatriates or Local Managers? Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams. Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross –culture Negotiation Process with two illustrations from multicultural context {India-Europe / India –US setting, for instance}

Unit-IV: Cross-culture ethics: Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India, China and Japan), US and Europe.

Unit-V: Case Studies/Projects/Assignments

Suggested Readings:

1. International management: Managing Across Borders and Cultural, 4th Ed, "Deresky Helen," Prentice Hall India, ISBN: 81-2227-4
2. The Secret of a Winning Culture: Building High-Performance Teams, "Esen Drlarry, Rchildress John," Prentice Hall India, ISBN: 81-203-1713-0
3. Revitalize Your Corporate Culture: Powerful Ways to Transform You're Company Into A Hiongh- Performance Organisation, "Cashby Franklin", Prentice Hall India, ISBN: 81-203-1693-2

DSE/Human Resource: Team Dynamics at Work
Paper Code: MBAPGMDS2428
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objectives:

1. Define teams and discuss their benefits and limitations.
2. Explain why people are motivated to join teams.
3. Diagram the team effectiveness model.
4. Discuss how task characteristics, team size, and team composition influence team effectiveness.
5. Summarize the team development process.
6. Discuss how team norms develop and how they may be altered.
7. List the factors that influence team cohesion.
8. Will understand the fundamentals of team communication, negotiation skills and conflict resolution process
9. Will be able to apply team building as the effective organization development tool.

Team composition, formation, and development

Team Performance and Motivation-Team Conflict and Leadership

Team Decision Making, Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies

T- group sensitivity training, encounter groups, appreciative enquiry,

Discovering facets of interpersonal trust through Johari window,

Communication skills, Negotiation skills and strategies for team building,

Team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

Suggested Readings: To be updated

DSE/Human Resource: Human Resource Development
Paper Code: MBAPGMDS2429
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The course gives an overview of the need for HRD and HRD practices which can develop the human capital of an Organization and create an optimal HRD climate.

Unit – I: Concept, Scope and Significance of Human Resource Development – Definition – Need for Human Resource Development –HRD sub-system – HRD Process – Strategies of HRD: Organizational Development, Individual Development, Team Development –Functions of HRD Managers – Attributes of HRD Manager.

Unit – II: Training & Development: importance and needs for training – Training vs. Development – Training Needs Analysis -The Process of Training- Training Plan – Types of Training – Non-managerial & Managerial (Management Development)– Training Methods: on the job and off the job; Evaluation of training – Kirkpatrick’s model

Unit – III: Individual Development through Non-Training: Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Counselling.

Unit – IV: Organisational Development: Concept – organizational analysis and methods of organizational development – OD as a part of HRD.

Unit – V: Career Development: Concept and Importance; Issues and Principles – Steps– Career Anchors – Career Development Cycles – Career Need Assessment and Opportunities –Succession Planning.

Unit – VI: Team Development Programmes– Methods and Schemes: Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.

Suggested Readings:

1. Werner, J.M. & Demimonde, R...L.; Human Resource Development; Thomson–South Western
2. Armstrong, M.; A Handbook of Human Resource Management Practices; Kogan Page
3. Wendell, F., Bell, C. & Vohra, V; Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
4. Tripathi, P.C.; Human Resource Development; Sultan Chand.
5. Silvera, D.M.; the Human Resource Development: The Indian Experience; News India Publications, New Delhi.
6. Rao, T.V. & Pereira, D.F.; Recent Experiences in HRD; Oxford & IBH, New Delhi.
7. Rao, T.V.; Future of HRD; Mac Millan India Ltd.

DSE/Human Resource: Human Resource Metrics and Analytics
Paper Code: MBAPGMDS2430
Credit: Theory-3+Tutorial-1
Contact hrs: 40

Objective: The modern business situation makes extensive use of computer programming, quantitative techniques and statistical analyses. The objective of the present course is to make student well acquainted with these tools and techniques. This course will make the student aware about the quantitative techniques which are used in various functions of human resource management. It will also enable the students to apply in formation technology HRM. After completing the course the student will develop a thorough understanding about the various tools and they will be able to use these tools successfully in executing HRM functions

Unit-I: Understanding HR indicators, metrics and data, Data collection, tracking, entry,

Unit-II: Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations,

Unit-III: Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices,

Unit-IV: Staffing, Supply and demand forecasting,

Unit-V: Total compensation analyses, Cost justification–return on investment, Communicating recommendations, Markov Chain analysis

Suggested Readings:

1. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance by Bernard Marr, Kogan Page
2. Human Resource Management: Concepts, Practices and New Paradigm by Amitabha Sengupta, Sage
3. Predictive HR Analytics by Martin R Edwards and Kirsten Edwards, Kogan Page

Research Dissertation
Paper Code: MBAPGPRJ2401
Credit:6