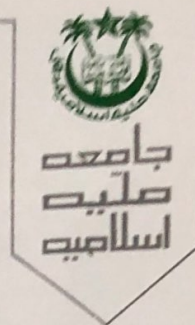


**Centre for Management Studies**

Maulana Mohammed Ali Jauhar Marg, Jamia Nagar, New Delhi-110025  
Tel.: 26981717 Extn. 4350, 4351 Direct : 26985519, Fax : 26985529  
Website : <http://jmi.ac.in>



**Minutes of Meeting**

A meeting of the Committee of Studies of Centre for Management was held on April 26, 2016 at 2.30 PM. The following members were present:

1. Prof U.M. Amin, Hony. Director
2. Prof Abad Ahmad, Special invitee
3. Prof Attam Prakash, Special invitee
4. Prof S.M.Akhtar
5. Prof M.S.Bhatt
6. Prof Amirul Hasan Ansari
7. Prof P K Gupta
8. Prof Rahela Farooqi
9. Dr. Kavita Chauhan
10. Dr. Saif Siddiqui
11. Dr. S Wajid Ali
12. Dr. Taufeeque Ahmed Siddiqui
13. Dr Sunayana
14. Dr S. Veeramani
15. Dr Yasmeen Rizvi
16. Mr Shamikh Ahsan

Prof Kuriakose Mamkottam, could not attend the meeting.

The meeting considered the agenda items and resolved as under:

1. **Consideration of application by Ms Ratika Sikand, research scholar under the supervision of Dr Yasmeen Rizvi for minor change of her Ph.D topic:**

The Committee considered application of Ms Ratika Sikand research scholar, duly forwarded and recommended by Dr Yasmeen Rizvi, her supervisor for minor change in Ph.D topic. The members resolved that her request may be accepted and she may be allowed to change her topic of research from "Study the impact of learned helplessness by taking into account attribution style on job involvement" to "STUDY OF THE RELATIONSHIP BETWEEN LEARNED HELPLESSNESS, ATTRIBUTION STYLE, DEMOGRAPHIC FACTORS AND JOB INVOLVEMENT"

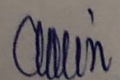
2. **Consideration of broad curriculum structure of MBA (Full time) programme.:**

The Committee of Studies considered the revised curriculum structure of MBA (Full time) programme incorporating some minor changes. The document indicating the proposed changes was circulated by Prof P.K.Gupta, academic coordinator of MBA (Full time ) programme. The Committee considered and deliberated on the proposed changes and the same were approved. The revised curriculum structure to be effective wef the academic session starting July,2016 is attached herewith.

3. **Consideration of broad curriculum structure of MBA (IB) programme:**

The members of the Committee of Studies considered and discussed at length the proposed curriculum structure of MBA (IB) programme incorporating major changes in the same. In this regard, a committee was constituted earlier and a faculty workshop was conducted subsequently. The recommendations of these were discussed in detail. After prolonged deliberations and valuable suggestions from Prof Attam Prakash former Professor, Indian Institute of Foreign Trade, Prof R.M.Joshi, currently Professor at Indian Institute of Foreign Trade, other experts and faculty members, curriculum structure of MBA (IB) programme was approved. The revised structure will be applicable from the academic session starting July, 2016 and is attached herewith.

The Committee of Studies also discussed the detailed syllabi of MBA (IB) programme and mostly finalized the same. However, in few areas it was decided that the revised syllabi will be refined and prepared by respective faculty members which will be incorporated in the revised syllabi document. The members of the Committee of Studies in principle approved the above proposition.

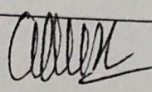
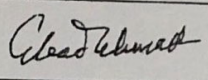
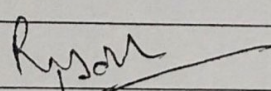
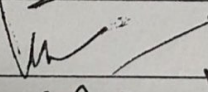
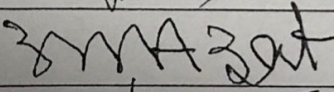
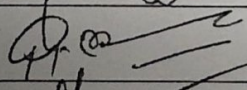
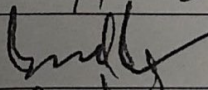
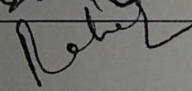
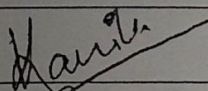
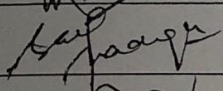
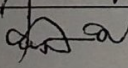
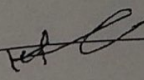
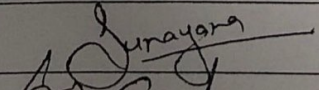
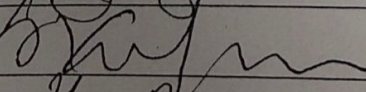
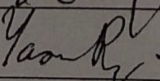
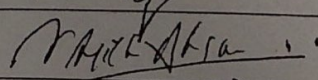
  
(Prof U.M.Amin)  
Hony Director



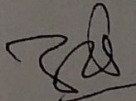
**Centre for Management Studies  
Jamia Millia Islamia  
New Delhi**

**Attendance**

Meeting of the Committee of Studies of the Centre held on 26.04.2016 at 2.30 PM

S.NO.	NAME OF THE FACUTY/Committee MEMBER	SIGNATURES
1	Prof. U.M Amin, Hony. Director	
2	Prof. Abad Ahmad	
3	Prof. Kuriakose Mamkottam	
4	Prof. R.M.Joshi	
5	Prof S.M. Akhtar	
6	Prof M.S.Bhat,	
7	Prof Amirul Hasan Ansari	
8	Prof. P.K. Gupta	
9	Prof. Rahela Farooqi	
10	Dr Kavita Chauhan	
11	Dr Saif Siddiqui	
12	Dr Syed Wajid Ali	
13	Dr Taufeeque Ahmad Siddiqui	
14	Dr Sunayana	
15	Dr S Veeramani	
16	Dr Yasmeen Rizvi	
17	Mr Shamikh Ahsan	

Prof Attam Parkash, Former Professor, IIFT  
Special Invitee  
Dr Manzoor

Altam Parkash  




### Semester-I

S. No.	Course Code	Course Name
01	MBA CP-101	Management Concepts and Organizational Behaviour
02	MBA CP-102	Quantitative Methods
03	MBA CP-103	Managerial Economics
04	MBA CP-104	Human Resource Management
05	MBA CP-105	Business Communication
06	MBA CP-106	Financial Accounting
07	MBA CP-107	Marketing Management
08	MBA CP-108	IT Applications in Management

### Semester-II

S. No.	Course Code	Course Name
01	MBA CP-201	Organization Structure, Dynamics and Change
02	MBA CP-202	Management Science
03	MBA CP-203	Economic Environment of Business
04	MBA CP-204	Financial Management
05	<b>MBA CP-205</b>	<b>Methodology of Business Research</b>
06	MBA CP-206	Operations Management
07	MBA CP-207	Information Systems for Management
08	MBA CP-208	Accounting for Managerial Decision Making

### Semester-III

S. No.	Course Code	Course Name
01	MBA CP-301	Business Policy and Strategic Management
02	<b>MBA CP-302</b>	<b>Comprehensive Corporate Analysis</b>
03	<b>MBA CP-303</b>	<b>Legal Environment of Business</b>
04	MBA CP-304	Summer Training Project
05		Optional I
06		Optional II
07		Optional III
08		Optional IV
09		Optional V

### Semester-IV

S. No.	Course Code	Course Name
01	MBA CP-401	Business Ethics and Corporate Governance
02	<b>MBA CP-402</b>	<b>e-Business</b>
04	MBA CP-403	Project Study
05		Optional I
06		Optional II
07		Optional III
07		Optional IV

Note: One elective in HR Stream has been added as follows:

Course Code	Course Name
MBA HR-3313	HR Analytics

## MBA CP-101

### Management Concepts and Organizational Behaviour

#### Objectives

To help students gain an understanding of some basic behavioural processes in an organisation. The course aims to adopt a diagnostic approach to understanding people with the purpose of increasing their personal effectiveness and ensuring their positive contribution towards enhancing organisational performance.

#### Contents

Introduction to Organisational Behaviour: Evolution of OB; Managerial Roles, and Managerial Functions. The Changing Context: The Changing Context of Organisations, Globalisation and Concerns of OB. Positive Perspective: Categories of Positive Approach, Positive Thinking, Intervention with Positive Approach. The Attributional Process – Internality and Optimism: Internality and Externality, Consequence of Internality, Developing Internality, Optimism, Rumination and Flow. Foundations of Individual Behaviour: Different factors for Individual Behaviour; Personality and Personal Effectiveness: Theories of Personality; Transactional Analysis, Transactional Managerial Styles. The Perceptual Process, Attitudes, and Values. The Learning Process: Learning, Learning Theories - Adult Learning Theories, Social Learning Theories, Experiential Learning Theory. The Motivational Process: Theories of Motivation, Motivating through Work, and Managing Work Motivation. Roles and Role Effectiveness. Decisional Process and Consensus Building. Informal Groups and Group Dynamics. Conflict Management: Sources of Conflict, Types of Conflict, Conflict Management and Conflict Resolution. Leadership Theories and Styles: Goleman's Leadership Theory, Black & Mouton Leadership Theory, and Reddin's 3D leadership Theory; Some Recent Theories of Leadership. Developing Leadership for Tomorrow: Paradigm Shift in the Areas of Leadership, Mechanism for Leadership Development, Emerging Patterns of Leadership.

#### Suggested Text

- Pareek, Udai and Khanna, Sushama (2012), *Understanding Organisational Behaviour*, Oxford University Press.
- Luthans, Fred (2011) *Organisational Behaviour*, Pub: Tata McGraw-Hill.
- Robbins, S. P.; Judge, T.A.; Vohra, N. (2012). *Organisational Behaviour*, 14<sup>th</sup> ed., Pub: Pearson.

#### Additional Readings

- Greenberg, J.; Baron, R. A. (2009). *Behaviour in Organisations*, 9<sup>th</sup> ed., Pub: Prentice Hall of India (PHI).
- Mullins, L. J. (2012). *Management and Organisational Behaviour*, 7<sup>th</sup> ed., Pub: Pearson.
- Mc Shane, S. L.; Glinow, M. A. V.; Sharma, R. R. (2012). *Organisational Behaviour*, 4<sup>th</sup> ed., Pub: Tata McGraw Hill.
- Gordon, J. R. (2010). *Organisational Behaviour*, 7<sup>th</sup> ed., Pub: Allyn & Bacon.

## MBA CP-102

### Quantitative Methods

#### Objective

The objective of this course is to familiarise the quantitative aspect of managerial decision making covering the various applications from mathematics and statistics.

#### Contents

Introduction of quantitative methods and their applications in management decision making, statistical terms and concepts, scales of measurement, data sources, collection and presentation of data, sampling methods.

Descriptive Statistics: Measures of central tendency: mean, weighted arithmetic mean, median, quartiles, mode, properties and applications of each. Measures of dispersion: Range, Quartile deviation, Mean deviation, Standard deviation, coefficient of variation; Measures of Skewness, Moments and Kurtosis

Time Series Analysis: Business forecasting, components of time series, methods of analysis of time series, free hand method, semi averages, moving averages, least squares, exponential smoothing, measurement of seasonal variations, cyclic and irregular variation. Index Numbers: Meaning and types of indices, weighted and un-weighted index numbers, construction of index numbers, tests for adequacy of index numbers, chain based indices, base shifting, splicing, consumer price index.

Correlation analysis: Types of correlation, Methods of studying correlation- Scatter diagram, Karl Pearson's Coefficient, Spearman's Rank correlation, concurrent deviation, correlation of bivariate grouped data, concepts of partial and multivariate correlation. Regression analysis: Regression lines and equation, Linear bivariate regression model, regression coefficients, coefficient of determination, estimation of value of unknown variable

Probability concepts, probability distributions: Binomial, Poisson and Normal Distributions, their characteristics and applications. Statistical Estimation: Interval estimation, interval estimation of the population mean, estimation of confidence interval, sample size estimation, Testing of Hypothesis: Formulation of hypothesis, Z-test, F-test, t-test and chi-square test. Introduction to LPP.

#### Suggested Text

- Levin, R. and Rubin, D (2011), *Statistics for Management*, New Delhi: Pearson Education Press.
- Black, K. (2009), *Business Statistics for Contemporary Decision Making*, New Delhi: Wiley India Pvt. Ltd.

#### Additional Readings

- Boot and Cox, *Statistical Analysis for Managerial Decisions*, New Delhi: Tata McGraw Hill.
- Render and Stair, *Quantitative Analysis for Management*, New Delhi, Prentice-Hall.
- Anderson, D.R.; Sweeny D.J.; and Williams, T.A. (2002), *Statistics for Management and Economic*, New Delhi: Cengage Learning India.
- Aczel, A. and Sounderandian, J. (2006), *Complete Business Statistics*, New Delhi: Tata McGraw Hill.
- Newbold, P. (2009), *Statistics for Business and Economics*, New Delhi: Pearson.
- Webster, A. (2010), *Applied Statistics for Business and Economics*, New Delhi: Tata McGraw Hill.
- Bajpai, N. (2010), *Business Statistics*, New Delhi: Pearson.
- Bowerman, B.L.; O'Connell, R; and Orris, J.B. (2011), *Essentials of Business Statistics*, Tata McGraw Hill/Irwin.
- Beri, G.C. (2011), *Business Statistics*, New Delhi: Tata McGraw Hill.
- Srivastava, T.N., *Business Research Methodology*, Tata McGraw.
- Hair and Black, *Multivariate Data Analysis*, Pearson.



## MBA CP-103

### Managerial Economics

#### Objectives

The Objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable their capability to apply this knowledge in business decision-making. While conducting the course emphasis is given considering the complexity of decision making due to changing business scenario over time in the context of globalization.

#### Contents

Concept of Managerial Economics: Nature and scope of Managerial Economics, Nature of Business Decision-making. Theories of Firm: Managerial and Behavioural Theories of Firm Sales Maximization, Growth Maximization, Satisfying theory of Firm, Nature and Function of Profits, Profit Maximization, Organizational Slack, Ownership and Control. Marginal Analysis, Optimization.

Demand Analysis: Theories of Demand, Indifference and Revealed Preference Approach, Income and Substitution Effects, Demand Functions and Demand forecasting, Managerial Applications.

Production and Cost Analysis: The Production Function, Returns to Scale, Productivity Measurements, Constrained Optimization Approach to Developing Optimal Input Combination Relationships, Derivation of Cost Curves, Firm Size and Plant Size, Managerial Applications, Learning Curves, Economies of Scope. Break-Even Analysis;

Market Structures: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Profit Maximization under different Market Structures, Non-Price Competition; Characteristics,

Pricing Strategies of firms: Cost plus Pricing, Pricing of Inputs, Applications, Decision making under Risk and Uncertainty.

#### Suggested Text

- Baumol W.J. (2009), *Economic Theory and Operations Analysis* (4<sup>th</sup> edition), Prentice Hall of India, New Delhi.
- Peterson H.C., and Levis W.C., Sudhir K.J., (2009), *Managerial Economics*, Prentice Hall of India, New Delhi.
- Koutsoyiannis, A., (2010), *Modern Micro Economics*, (2010) McMillan Press, New Delhi.

#### Additional Readings

- Salvatore. D. (2007), *Managerial Economics* (6<sup>th</sup> edition), Oxford University Press. Mark H.
- (2009), *Fundamentals of Managerial Economics* (9<sup>th</sup> edition), Cengage Learning. Brickley J.A.,
- Smith C.W. and Zimmerman J.L. (2008), *Managerial Economics and Organizational Architecture* (5<sup>th</sup> edition), Tata McGraw Hill Publishing Co. Ltd, New Delhi.
- Hirschey M., (2010), *Managerial Economics: An integrative Approach* (1<sup>st</sup> edition) Cengage Learning.

## **MBA CP-104**

### **Human Resource Management**

#### **Objective**

The objective of the course is to enable the students to understand the key concept, systems and process about management of people and provides a framework of using HR practices for organizational excellence.

#### **Contents**

Foundation Of Human Resource Management (HRM) - Meaning, definition, nature and scope, characteristic, objectives, theoretical framework, models of HRM, Difference between Personnel Management and HRM, Opportunities and challenges in HRM, HRM functions, Business strategy and HRM, Qualities and role of HR managers.

Acquisition Of Human Resources - Human Resource Planning(HRP): need , objectives, pre-requisites, determinants, HRP models, HRP process, types of HRP, benefits, Job Analysis (JA): sources, methods, process, uses, importance, job description, job specification, Recruitment and Selection: sources, process, barriers, objectives, impact, e-recruitment, objectives of selection, selection tests, interview, induction, placements and employee socialization.

Appraising and Rewarding Human Resources - Performance Appraisal (PA) and Feedback: approaches, methods/techniques of PA, process of PA, interview, elements, designing and conducting PA, potential problems in PA, suggestion for improved PA. Job Evaluation (JE): principles, process, methods of JE, importance, limitations. Employee Compensation: definition, compensation strategy, factors, determinants, structure, theories, wage differentials, models, Incentives and fringe benefits – meaning, types, job-based pay, skill-based pay, performance-based pay, executive compensation

Development of Human Resources - Human Resource Development (HRD): theoretical framework of HRD, functions, benefits, importance, barriers to HRD, Training and Development: models, methods, training process, training evaluation, barriers, competency based training and assessment, current trends, career planning and development and succession planning

Employee – Management Relations - Industrial Relations (IR): approaches, models, theories, Industrial relation in India, industrial disputes management and disputes resolution and conflict management, Trade union, participative management, collective bargaining and Negotiation, Discipline and grievance handling, Grievance redressal mechanism, International perspective of HRM

Contemporary issues in HRM- Human resource management in technology-driven environment, knowledge management, Talent management, learning and performance, Balanced scorecard, HR scorecard, employee retention, HR audit, Corporate social responsibilities and HRM

#### **Suggested Text**

- Tapomoy Deb, (2009), Managing Human Resource and Industrial Relations ( First edition), Excel Books, New Delhi
- John. M. Ivancevich (2005), Human Resource Management (3<sup>rd</sup> edition) Tata McGraw Hill Publishing Co. Ltd, New Delhi..
- Gary Dessler (2011), Human Resource Management (Twelfth edition) Pearson Prentice Hall of India, New Delhi
- VSP Rao (2005), Human Resource Management, Text & Cases (2<sup>nd</sup> edition) , Excel Books, New Delhi

#### **Additional Readings**

- Udai Pareek and T.V Rao (2005), Designing and managing Human Resource System, (5th edition), Oxford and IBH, New Delhi
- John Storey (2008), Human Resource Management – A critical text – Thomson Publications
- Micheal Armstrong (2010) Handbook of Human Resource Management Practice (11th edition) - Kogan Publications.

## **MBA CP-105**

### **Business Communication**

#### **Objective**

Business Communication encompasses theoretical and practical aspects of business issues in contexts students will encounter throughout their lives. The course fosters intellectual, social and moral development by encouraging students to think critically about the role and ethical responsibilities of business to society. The course of study provides rigour and depth and lays an excellent foundation for students in tertiary study and for their future employment.

#### **Contents**

Understanding Business Communication - Communication: Meaning, Definitions and nature, Elements and process of communication, Functions of human communication, Role of a manager, Various forms of communication, Intra-personal, Inter-personal, communication barriers, Communication barriers, Effective managerial Communication, Strategies for improving Organizational communication, Non-verbal communication, cross –cultural communication, Technology - enabled business communication.

Understanding Functional Communication Needs - Communication across functional area: Human Resource communication, Integrated Marketing communication, financial communication, Corporate governance, Corporate communication: Ethics in Business communication: ethical code in communication, Ethical Dilemmas facing managers, Strategic approach to corporate ethics, Ethical communication on the Internet. Developing Oral Communication Skills For Business - Effective listening: meaning, process, advantages, myths, Types of listening: Informative listening, attentive listening, Relationship listening, Critical listening, Discriminative listening, effective and ineffective listening, Barriers of effective communication, other barriers, listening skills at different managerial level, Strategies for effective listening, Business Presentations and public speaking, Meeting and conferences, Group discussion and Team presentation. Written Communication and Documentation - Introduction, importance, types of Business messages, Direct and Indirect approaches to Business message, direct approach, Indirect approach, five main stages of writing business messages, Business correspondence, kinds of Business letters, Business Reports and Proposals,

#### **Suggested Text**

- Basic Business Communication –Lesikar and Flatley, Tata McGraw Hill, 10/e, 2005.
- Business Communication- Meenakshi Raman and Prakash Singh, Oxford Pub.2/e, 2012.
- Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- Business Communication and Organisational Management – Rohini Aggrawal –
- Taxman Business Communication, M.K. Sehgal & V. Khetrapal, Excel Books.

#### **Reference Books**

- A Handbook of Commercial Correspondence – A . Ashley – Oxford University Press.
- Effective Technical Communication By M Ashraf Rizvi .- TMH, 2005.
- Contemporary Business Communication - Scot Ober-Biztantra, 5/e Business Communication – Krizan, Merrier, Jones- Thomson Learning, 6/e, 2005.



## MBA CP-106

### Financial Accounting

#### Objective

The basic purpose of this course is to develop a strategic and policy perspective with respect to the generally accepted principles of financial accounting and utilisation of accounting information for general purpose decision making in an organisation.

#### Contents

Financial Accounting: Nature and scope, Accounting Theory - Concept and Conventions, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, Generally Accepted Accounting Principles (GAAP), IFRS, Harmonization of Accounting Standards: Meaning, Accounting Standards in India, Significance, Preparation of Financial Statements, Corporate Balance Sheet–Terms, Contents and Format.

Accounting Process: recording of transactions, Final Accounts of a Sole-Trader, Final Accounts of Not-For Profit Organizations

Corporate Accounting: Issue, forfeiture and reissue of forfeited shares, Issue of rights and bonus shares, Buy-back of shares, Issue and Redemption of Preference Shares and Debentures

Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Change of method as per revised AS-6, Inventory valuation, Methods, Policies of Indian Companies.

Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies.

Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information, Cash Flow Statement, Preparing a statement of cash flows

#### Suggested Text

- A. Sehgal and D. Sehgal(2010), *Fundamentals of Financial Accounting*, Taxmann, New Delhi.
- Spiceland, J.D. (2009), *Financial Accounting* (International Edition), New Delhi: Tata McGraw
- Hill. Anthony, R.N., Hawkins, F.D., & Merchant, K.A., "*Accounting: Text and Cases*", 2006, Tata McGraw Hill, New Delhi.

#### Additional Readings

- Belverd, E., Needles, Jr and Powers, M. (2005), *Principles of Financial Accounting*, New York:Houghton, Mifflin.
- Narayanaswamy, R., "*Financial Accounting: A Managerial Perspective*", 2008, Prentice Hall of India, New Delhi.
- R.L. Gupta and V. K. Gupta, *Principles and Practice of Accountancy*, Sultan Chand and Sons, New Delhi.
- P.C. Tulsian, *Financial Accounting*, Tata McGraw Hill, New Delhi.
- American Accounting Association: *The Accounting Review*
- Institute of Chartered Accountant of India: *The Chartered Accountant*

# MBA CP-107

## Marketing Management

### Objective

The objective of this course is to give the students an insight into one of the most important functional area of business management i.e. Marketing. It introduces them to the concepts, strategies and contemporary issues involved in the marketing of products and services and acquaints them with the major decision areas in the field of marketing. It also makes them aware about the importance of planning, organizing and controlling the marketing efforts for achieving the goals and objectives of the organization.

### Contents

Introduction: Understanding Nature and Scope of Marketing Management, Key Marketing Concepts, Marketing philosophies, Strategic Marketing Planning Process, Customer value. The Marketing Environment: Organization's Internal Environment, Monitoring and Analyzing Micro and Micro-External Marketing Environment.

Identification and Selection of Market Classification: Consumer and Business Markets, Consumer Buying Behaviour, Business Buying Behaviour. Market Segmentation, Targeting and Positioning, Differentiation Strategies, Competitor Analysis.

Product Planning and Development: Product Characteristics and Classification. Branding, Packaging and Labelling Decisions, New Product Development Process, Stages in NPD Process, The Consumer Adoption process, The Concept of Product Life Cycle (PLC), Stages of PLC and Marketing Strategies.

Pricing Decisions: Meaning and Importance of Price, Pricing Objectives, Setting and Modifying the Price, Initiating and Responding to Price Change, Factors Influencing Price Determination and Pricing Methods.

Distribution Decisions – Nature and Functions of Channels, Channel Design Decisions, Channel Management and Modification Decisions, Managing conflicts and Control in Channels. Retailing, Wholesaling and

Logistics. Marketing Communications: Role of Promotion, Integrated Marketing Communication, Promotion Mix Decisions, Setting the Objectives and Establishing the promotions Budget, Deciding the Promotion Mix: Advertising, Sales Promotion, Publicity, Personal Selling and Sales Management.

Managing Holistic Marketing Organization: Internal Marketing, Emerging Issues and trends in Marketing, Socially Responsible Marketing, Cause Related Marketing, Social and Rural Marketing, Role of Social Media, Viral Marketing and Green Marketing.

### Suggested Text

- Kotler P. and Armstrong, G., (2007), *Principles of Marketing* (12<sup>th</sup> edition), Prentice Hall of India, New Delhi.
- Kotler P., Keller K. L., Koshy A. and Jha M. (2008), *Marketing Management: A South Asian Perspective* (13<sup>th</sup> edition), Pearson Education, New Delhi.
- Stanton William J., Etzel M.J., Walker B.J., Pandit Ajay (2010), '*Marketing Concepts and Cases*' (14<sup>th</sup> edition), Tata McGraw-Hill Publishing Company Limited, New Delhi.

### Additional Readings

- Ramaswamy V.S. and Namakumari S. (2010), *Marketing Management: Global Perspective-Indian Context* (4<sup>th</sup> edition), Macmillan India Limited, New Delhi.
- Iacobucci D. (2006), *Kellogg on Marketing* (1<sup>st</sup> edition), Wiley, New Jersey.
- Saxena R. (2010), *Marketing Management* (4<sup>th</sup> edition), Tata McGraw Hill Publishing Co. Ltd, New Delhi.
- Winer R. and Dhar R. (2010), *Marketing Management* (4<sup>th</sup> edition), Prentice Hall of India, New Delhi.



## **MBA CP-108**

### **IT Applications in Management**

#### **Objective**

The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

#### **Contents**

Computer Hardware and Number System: - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development. Data Analysis using Spreadsheets Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

Data Communication and Networks: Concepts of Data Communication, Types of Data- Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

#### **Suggested Text**

- ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
- Turban, Rainer and Potter (2006). Introduction to information technology, 2nd Edition, John Wiley and Sons.

#### **Additional Readings**

- Turban Efraim, Ephraim McLean, James Wetherbe (2006). Information Technology for Management - Transforming organizations in the digital economy, 4th Edition, Wiley India.
- Joseph A. Brady and Ellen F Monk (2007). Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
- Saini A. K. and Pradeep Kumar (2003). Computer Applications in Management, Anmol Publications.
- Deepak Bharihoke, (2009). Fundamentals of Information Technology, 3rd Edition, Excel Books.

## **MBA CP-201**

### **Organization Structure, Dynamics and Change**

#### **Objective**

The course provides students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in various agencies, human service organizations, community organizations and other settings. It provides students with both the conceptual framework and the practical skills needed to design, implement and evaluate effective change and OD programs.

#### **Contents**

Understanding Organizational Structure, System and Design - Introduction, Role Of Structure In Organization, Definitions and Principles On An Organization, System View Of An Organization, Organizational Systems And Structure, Types Of Organizational Structure, Organizational Design And Models, Role Of Critical Success Factors On Organizational Design. Socio-Technical System

Introduction To Organizational Change - Introduction, Need For Organizational Change, Philosophy Of Organizational Change, Kotter's Eight-Step Model, Organizational Change, Transformation And Renewal, Change Triggers, Different Types Of Change, Strategies Of Change Management, ABC Technique And Organizational Change, Integrative Approach To Organizational Change.

Organizational Change Proceses, Effectiveness And Excellence - Organizational Change Process, Pillars Of Organizational Change, Scenario Planning For Effective Organizational Change Process, Excellence Model Of Peters And Waterman, Management By Objectives For Organizational Effectiveness, TQM And Organizational Excellence, Managerial Roles Theory For Achieving Organizational Effectiveness And Excellence Technology Manegement, Culture And Change- Technology Management, HRM And Technology Management, Technology Planning, Transfer, Innovation, Proactive And Reactive Technological Cultures, Employee Attitudes In The Organizational Change Process, Performance Driven Organizational Change, Managing Change Through Balance Scorecard And HR Scorecard.

#### **Suggested Text**

- Dipak Kumar Bhattacharyya. Organizational change and Development, Oxford publication
- 2011. French & Bell: Organizational Development: Behavioral Science Interventions for Organizational Development, 6th Ed, Jr. Prentice Hall of India.

#### **Additional Readings**

- Khandwalla, P.N. Organizational Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
- Cummings and Worley. Theory of Organization development and change: Cengage publication



## MBA CP-202

### Management Science

#### Objective

The objective of this course is to familiarise the participants with various operations research models and techniques and develop a skill set to apply these in various spheres of managerial decision making.

#### Contents

Need and importance of models in decision-making, Concept and significance of Operations Research (OR), history and evolution of OR, classification of models, Operations Research Models and their applications in business and management. Linear Programming Problem (LPP) formulation and applications. Linear Programming Problem (LPP) involving two variables, solution of LPP by graphical method, special cases in LPP: Alternate (multiple) solutions, Unbounded solution, infeasible solution and redundancy.

Linear Programming Problem (LPP) involving more than two variables, solution by Simplex method, feasible and optimal solution, Slack, surplus and artificial variables, Big-M method. Duality in LPP and its economic interpretation.

Assignment model, Hungarian algorithm, Maximization case in assignment, multiple optimal solutions, unbalanced assignment problems, restrictions on assignment, flight scheduling problem.

Transportation model, initial feasible solution by North-West Corner Method (NWCM), Least Cost Method (LCM) and Vogel's Approximation method (VAM), Optimal solution by Modified distribution (MODI) method, unbalanced supply and demand, degeneracy, alternative optimal solutions in transportation, maximization transportation problems, Trans-shipment.

Project Management: Critical Path method (CPM) and Programme Evaluation and Review Technique (PERT), network components and precedence relationship, Critical path analysis-determination of earliest event times by Forward Pass Method and determination of latest allowable event times by Backward Pass Method, Float of an activity and an event.

Project scheduling with uncertain activity times-estimation of project completion time, project time-cost trade off, project crashing.

Theory of Games: Games with and without Saddle point- two-person zero sum games, pure strategies (games with saddle point), mixed strategies (games with no saddle point), principle of dominance.

Sequencing-2 machines n jobs, 3 machines and n jobs.

Elementary queuing theory- Single server-single channel models.

#### Suggested Text

- Taha, Hamdy. A, *Operations Research-An introduction* Prentice-Hall.

#### Additional Readings

- Render, B. and Stair, R.M., *Quantitative Analysis for Management*, Prentice Hall of India, New Delhi.
- Sharma, J.K., *Operations Research*, Sultan Chand, New Delhi.
- Gupta, P and Hira, K, *Operations Research*, Sultan Chand & Sons, New Delhi.
- Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw Hill.

## MBA CP-203

### Economic Environment of Business

#### Objective

To familiarize the students with the overall macroeconomic environment and its impact on business and society and enable them to link key macroeconomic variables in the decision making process of businesses

#### Contents

Business Environment: Meaning, Nature and Significance - Economic and non-economic environment of business; defining competitive business environment; macroeconomic variables' effect on business; "Laissez faire" to government intervention and back in economic activities and consequences for business.

Macroeconomic Frame -National Income Accounting: circular flow of income, concepts of national income and measurement. Consumption and investment functions; concepts of multiplier and accelerator; aggregate supply and aggregate demand; Keynesian Income determination and equilibrium; inflationary and deflationary gap; business cycles. Application of the above in business sector. Practical problems and solutions.

Economic Environment: An Analysis - Managing the Economy: A Theoretical Perspective—Keynesian vs. Monetarism; Demand side and Supply side Economics. Economic Policies influencing macro variables- Monetary, Fiscal, Trade and overall Industrial policy regime. Use of the policy frame in business decision-making and impact effect on the various sections.

Planned Development in India - Objectives, Targets and strategies of the latest Plan: A brief evaluation of the Indian planning.

Economic Reforms - LPG strategy; Assessment, achievements and shortcomings; Second generation economic reforms; Improving sectoral productivity and growth ; Issues related to 'twin deficits', infrastructure and governance deficits .Labour and social security reforms. Corporate Social Responsibility and corporate governance

External Dimensions of Development - Globalisation and its effect on Indian industry; FDI: concept and determinants; FDI and FII flows. WTO and India: Implications for Indian economy, business and society

#### Suggested Text

- Dornbush, Fisher and Startz(2012), *Macroeconomics*, Mc Graw Hill, latest ed.
- Sheikh Saleem(013), *Business Environment*, Pearson.

#### Additional Readings

- Adhikary, M.(2013), *"Economic of Business Environment"*, Sultan Chand and Sons, New Delhi.
- Aswathappa. K., (2012),*"Essentials of Business Environment"*, 7<sup>th</sup> Ed. Himalayan Publishing House, New Delhi.
- Cherunilam, Francis, (2013) *"Global Economy and Business Environment"*. 1st Ed. Himalayan Publishing House, New Delhi.
- Cherunilam, Francis, (2002), *"Business Environment Text and Cases"*, 12<sup>th</sup> Ed. Himalayan Publishing House, New Delhi.
- Davis and Bloxastron(2010), *"Business, Society and Environment"*, McGraw Hill, New Delhi



# MBA CP-204

## Financial Management

### Objective

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization, which encompasses much of modern corporate finance and its implication for decision-making in the present context.

### Contents

Financial Management – An Overview Evolution of finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept.

Strategic Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, Accounting rate of return, NPV, IRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, APV, MIRR

Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach.

Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk, International dimensions in cost of capital

Strategic Financing Decisions - Capital Structure, Theories and Value of the firm - Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress.

EBIT-EPS Analysis - Concept of leverage, Types of leverage: Operating leverage, financial leverage, Combined leverage; EBIT-EPS Analysis.

Dividend Decisions -Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice.

Working Capital Management -Working capital policies, Risk – Return trade off, Inventory Management- Models, Valuation, Systems, Cash Management Models, Receivables management – Factoring, Credit Policy Decisions.

### Suggested Text

- Damodaran A. (2010), *Corporate Finance – Theory and Practice*, Wiley India.
- Brealey, Myers, Allen and Mohanty(2007), *Principles of Corporate Finance*, Eighth Edition. Tata Mc-Graw Hill 2007

### Additional Readings

- Brigham and Phillip Daves, *Intermediate Financial Management*, Seventh Edition. South Western
- 2005 Brigham and Houston, *Fundamentals of Financial Management*, Twelfth Edition Thomson
- 2006 Keown, Martin, Petty and Scott, Jr. *Foundations of Finance*, Sixth edition. Pearson Prentice
- Hall 2008 Megginson, Smart and Gitman, *Corporate Finance*, Second Edition, Thomson 2009
- Prasanna Chandra, *Financial Management*, Seventh Edition, Mc-Graw Hill 2008 Ross:
- *Fundamentals of Corporate Finance*, Eighth Edition, Tata Mc-Graw Hill, 2007
- Van Horne *et.al.* *Fundamentals of Financial Management*, Twelfth Edition, Pearson Education
- 2008 Watson and Anthony Head, *Corporate Finance–Principles and Practice*, Second Edition, Pearson Education 2002.

## **MBA CP-205**

### **Methodology of Business Research**

#### **Objective**

This course provides an overview of the nature, scope, and significance of business research and research methodologies. The course aims to develop skills in primary and secondary research methods with applications to specific problems, using qualitative and quantitative methods for investigation and reporting.

#### **Contents**

Introduction to Business Research Methods; Role of Research and the Research Process, Identifying a Research Problem

Reviewing the Literature, Specifying a Purpose, Research Questions and Hypotheses, or Central, Questions and Sub-questions

Collecting Quantitative Data- Analysing and Interpreting Quantitative Data; Sampling Techniques, Steps in Sampling, Types of Sample Design – Probability and Non-probability Sampling Designs, Size of Sample, Sampling Errors, Concept of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Data Collection Methods – Primary vs. Secondary Data, Questionnaire Development Process, Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Processing of Research Data – Editing, Coding, Classification and Tabulation.

Measures of Central Tendency, Measures of Dispersion and Skewness, Testing of Hypotheses, Advance Techniques of Data Analysis – Correlation and Regression Analysis, ANOVA, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Data Analysis by Software Packages.

Collecting Qualitative Data - Analysing and Interpreting  
Qualitative Data Evaluating and Reporting Research

#### **Suggested Text**

- Creswell, John W. (2012). Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research. Upper Saddle River, NJ: Pearson Merrill Prentice Hall.

#### **Additional Readings**

- American Psychological Association. (2010). Publication manual of American Psychological Association (6th ed.). Washington, D.C.:
- Creswell John W. (2009). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (3rd Edition). Los Angeles, CA: Sage Publications.
- Donald R Cooper, Pamela S Schindler, J K Sharma (2012) Business Research Methods, Tata McGraw Hill, ISBN: 10-1259001857

## MBA CP-206

### Operations Management

#### Objective

This course is designed to acquaint students with the basic concepts of Operations in an Manufacturing or a Service Organization. The course would enable the students to apply the concept of value addition in any task they perform in the different activity they perform. The course will also help them to understand how to increase productivity, efficiency and be competitive through operations.

#### Contents

Introduction to Operations Management. Historical development of Operations Management and Current Issues in Operations Management. Major decisions which fall under the function of OM. Distinction between Product and Services. Productivity Measurements, Learning Curve, Operations Strategy as a Competitive Weapon.

Different types of processes and its relation to degree of customisation and volume. Break-even analysis in deciding process decisions. Job design decisions, flow diagrams, process charts, Product design decisions - concept of re-engineering, value analysis, value engineering, concurrent engineering, designing for manufacturing and assembly, QFD,

Facility Location - Scoring model, Load distance model, centre of gravity model, Warehousing location models.( both transportation and transshipment models only concepts), Facility Layout – Process layout, product layout, Hybrid layout, fixed position layout , Muthur's grid, cycle time, throughput time, Little's law, assembly line operation and its efficiency.

Inventory management – ABC and VED analysis, Economic order quantity and Economic lot size, Sensitivity of EOQ and its implications. Continuous and Periodic review replenishment policies, concept of safety stock and reorder level.

Aggregate Planning, -- Basic strategies: Chase strategy and level production strategy, Outsourcing strategy. Concept of Bill of Material, Material Requirement Planning. Capacity management.

Supply Chain strategy – types of supply chain (Hau-Lee Uncertainty matrix), Bull Whip Effect, Mass customisation, cross-docking, Lean Manufacturing – Elimination of waste, Toyota Production system, Quality Management – dimensions of quality, costs of quality, quality control charts, ISO 9000 and 14000 standards, Continuous improvement concept.

#### Suggested Text

- Krajewski and Ritzman(2012), *Operations Management*, Pearson Education India.

#### Additional Readings

- F. Robert Jacobs, Nicholas J. Aquilino and Chase, Richard B. (2009), *Operations Management*, McGraw Hill.
- Russell, Roberta S. and Taylor, Bernard W. (2010), *Operations Management*, Wiley Inc.
- Joesph Martinech(2008), *Production and Operations Management*, Wiley India Pvt. Limited

## **MBA CP-207**

### **Information Systems for Management**

#### **Objective**

The purpose of this course is to develop a basic understanding about the information systems and their use in management. The Student is also familiarized with concepts and use of Artificial Intelligence in Business.

#### **Contents**

Introduction: Concept and characteristics of Information, Information Systems, Strategic business objectives and dimensions of Information Systems. Contemporary approaches to Information Systems. Business Processes and Information systems Types of information systems in an organisation. International Information Systems. Impact of Information Systems on Organisations and Business Firms. Porter's Competitive Forces Model. Information System Strategies for Dealing with Competitive Forces.

Issues, Planning and Development: Ethical, Social and political issues raised by Information Systems. Moral Dimensions of Information Systems . Systems Development Life Cycle(SDLC) Structured and OO Methodologies, SDLC.

Decision Making and Information Systems: Business value of improved decision making, Simon's model of Decision Making ,Types of Decisions and decision making process , MIS –Concepts ,Characteristics of an effective MIS ,Constraints and limitations of MIS , Application of MIS, Decision Support systems (DSS).Types of Decision Support systems. Components and Architecture of a DSS .Applications, advantages and limitations of a DSS. Overview of GDSS. Executive Support Systems (ESS), Role of ESS in firm. Business value of ESS.

Enterprise Systems and Knowledge Management Systems: Enterprise Systems and Enterprise Software. Information Systems and Supply Chain Management (SCM), SCM Software.CRM Systems and CRM Software. Dimensions of Knowledge and Knowledge Management Value Chain. Types of Knowledge Management systems. Application of Artificial Intelligence in KMS, Data Mining, Neural Networks, Fuzzy Logic, Expert Systems (ES)-Introduction ,Components and Working of ES ,Examples of Successful Expert Systems.

Database Management Systems & Security of Information Systems: Basics of RDBMS. Functional Dependency and Normalization .Approaches to Database Programming . Data Mining, Data Warehousing and OLAP. Emerging Database Technologies. Security and control of Information systems

#### **Suggested Text**

- Ken Laudon Jane Laudon and Rajanish Dass "Management Information System :Managing The Digital Firm" Pearson
- O'Brien , 'Management Information Systems' Tata McGraw Hill ,New
- Delhi Ralp Stair 'Information Systems', Cengage Publications

#### **Additional Readings**

- Elmasri , and Navathe ' Fundamentals of Database Systems ',Pearson Education
- Peter Norvig and Stuart J Russell 'Artificial Intelligence: A Modern Approach '
- Printice Hall Roger S Pressman 'Software Engineering' McGraw Hill
- Nirmalya Bagchi 'Management Information Systems', Vikas Publishing
- House Rajaraman" Analysis and Design of Informations Systems" PHI



## MBA CP-208

### Accounting for Managerial Decision Making

#### Objective

The objective of this course is to provide a comprehensive framework for the use cost and management accounting concepts and techniques for managerial decision making in manufacturing and service organisations.

#### Contents

Managerial Decision Making Process - Changing Role of Managerial Accounting, Cost Accounting and management Accounting, Cost Accounting: Meaning, scope and functions of cost accounting; cost classification-direct and indirect cost, variable and fixed cost, controllable and non-controllable cost, differential and marginal cost; Cost concept, sunk cost, out of pocket cost, imputed cost, replacement cost, opportunity cost; Cost allocation and Apportionment.

Product Costing and Cost Accumulation, Activity-Based Costing and Management- Activity Analysis, Cost Behaviour, and Cost Estimation, Process and Batch Costing, Hybrid Product-Costing Systems, Hierarchical cost systems (ABC).

Cost analysis and Cost control; Variable and absorption costing; Marginal Costing, Cost-Volume-Profit analysis; Relevance of costs and Marginal costing, Break-even analysis, Using marginal costing for managerial decision making, Make or buy decision; Decision on product priorities; Profit decision, Margin of safety.

Budgeting: Objectives and functions of a budget; Essentials of Budgeting; Types of Budget; Budgeting and Budgetary Control; Production budget; Fixed and flexible Budget; Cash Budget; Budgetary process; Budget Administration; Zero-Base Budgeting.

Standard Costing and Variance Analysis: Variance Computation and its attribution, Responsibility Accounting, Criteria for divisional performance measurement. Standard costing fits with such modern management practices as JIT, Kaizen, TQM and benchmarking, Learning curve analysis. Performance measurement and transfer pricing, Recent developments in the field of Accounting.

#### Suggested Text

- Hilton, Ronald W. and Michael Favere-Marchesi (2013). *Managerial Accounting*, W/Connect Access Card. 2nd Canadian edition. New York: McGraw-Hill/Irwin, 2013.
- Horngren, C.T., Datar, S.M., and Rajan, M.V. (2012). *Cost Accounting: A Managerial Emphasis*. 14th edition, Pearson, (Global edition).

#### Additional Readings

- Horngren, C.T., Sundem, G.L., Stratton, W.O., Schatzberg, J. & Burgstahler, D.(2007), *Introduction to Management Accounting*, Pearson Education, New Delhi.
- Hilton, R.W. (2008), *Managerial Accounting*, New Delhi: Tata McGraw Hill.
- Anthony A. Atkinson, Robert S. Kaplan, E. M. Matsumura and S. Mark Young (2011) *Management Accounting: Information for Decision-Making and Strategy Execution*, Pearson Education.

# MBA CP-301

## Business Policy and Strategic Management

### Objective

The course has been designed to facilitate students to develop a holistic perspective of the organization and introduce the participants to with tools and techniques to formulate and implement business strategies.

### Contents

Introduction to Business Policy & Strategic Management - Genesis, evolution, concept and characteristics. Policy versus Strategy. Reasons for growing importance of Strategy. Types and levels of Strategy. Strategic management model.

Establishing Business intent - Understanding Strategic intent. Vision, Mission and Objectives. Vision versus Mission, The Mission and Business definition, Process of developing a mission statement, writing and evaluating a mission statement. Nature and characteristics of Objectives and Goals, Long-term objective setting.

External Environmental Analysis - Nature, Characteristics, types and approaches of External environment, Key external forces, Competitive analysis, Industry analysis, The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM). Internal Analysis and Assessment - Nature, characteristics and approaches, Key internal forces. Analysis of strengths and weaknesses, The Internal Factor Evaluation (IFE) Matrix.

Types of Strategies -Long term objectives, Not managing by objectives, Corporate level strategies; Integration strategies, Intensive strategies, Diversification & concentration strategies and defensive strategies. Stability, Retrenchment and Restructuring strategies. Business level strategies; Generic business strategies including Cost leadership, Differentiation and focus strategies. Business strategies for different market/industry evolution stages.

Strategic Analysis and choice - Nature of strategic analysis, Strategic analysis and choice at the corporate level, Experience curve. A comprehensive Strategy formulation framework, The input stage, the matching stage, TOWS matrix, SPACE matrix, BCG matrix, The IE matrix, The grand strategy matrix, The decision stage, the Quantitative Strategic Planning Matrix (QSPM).

Competitive advantage and Value chain -Concepts. Contemporary issues before value chain, Role of value chain for getting sustainable competitive advantages.

Strategy Implementation – Nature, Barriers to, Strategy formulation and implementation - models. Structural implementation; structural considerations, types of organization structures, Organization design and change, Structures for Business and corporate strategies. Behavioral implementation: Strategic leadership, corporate culture and Strategic Management, Corporate Politics and Power, Personal values, business ethics and CSR. Functional and Operational implementation; Functional strategies, Financial, Marketing, Operations, HR, Information plans and policies. Integration of functional plans and policies. Strategic Evaluation and Control - Nature and importance, Premise, Implementation and Operational control techniques.

Application of Strategic Management Concepts and Tools - Case Study analysis framework; approaches to case analysis, preparing for case analysis and discussions, written and oral presentation of cases, group discussions, industry analysis. Limitations of case method.

### Suggested Text

- Fred R. David, *Strategic Management*, 9<sup>th</sup> Edition, Pearson Education.
- John A. Pearce II & Richard B. Robinson Jr., *Strategic Management*, A.I.T.B.S. Publishers & Distributors, Delhi
- Lawrence R. Jauch, Rajiv Gupta and William F. Gluick, *Business Policy and Strategic Management*, Frank Bros. & Co. (Publishers) Ltd. New Delhi.
- Pankaj Ghemawat, *Strategy and the Business Landscape*, Pearson Education.

**Additional Readings**

- Grant, R.M. (2005) Contemporary Strategy Analysis, 5th ed., Blackwell Publishing.
- Hitt, M., Ireland, D., Hoskisson, R. (2004) Competitive Startegy: Competitiveness and Globalization, 6th ed., Cengage Learning.
- Leavy, B. and McKiernan, P. 2009. Strategic Leadership: Governance & Renewal. Palgrave
- Ackermann, F. and Eden, C. 2011. Making Strategy. Sage
- Mintzberg, H., Ahlstrand, B. and Lampel, J. (2008). The Strategy Safari. NY: Free Press.

## **MBA CP-302**

### **Comprehensive Corporate Analysis**

#### **Objectives**

To equip the students with a sound knowledge of the corporate analysis process, tools and techniques. The course follows a diagnostic approach and creation of an in-depth evaluation of a corporate entity.

#### **Contents**

Corporate Analysis – meaning, nature and scope; Tools and techniques; Various perspectives of analysis,

Sources of data, Published and Unpublished data, Data Validation Exploring key aspects of evaluation –

Methodologies and perspectives

Analysis of business models, corporate culture and strategies, Environmental analysis, Analytical tools applied to functional strategies.

Case applications – evaluation of organisational structure, corporate health, positioning and growth opportunities

Preparation of corporate analysis reports, MS office tools and applications.

#### **Suggested Text**

- Jenster Per and Hussy David(2001), *Company Analysis: Determining Strategic Capability*, Wiley.
- David Williamson, Peter Cooke, Wyn Jenkins and Keith Michael Moreton(2013), *Strategic Management and Business Analysis*, Routledge.

#### **Additional Readings**

- Bob Valuse(2009), *Guide to Analysing Companies*, Bloomberg Press; 5 edition.
- EmrahYayici(2015), *Business Analysis Methodology*, EMRAH YAYICI .
- James Cadle, Malcolm Eva and Keith Hindle(2014), *Business Analysis*, BCS, The Chartered Institute for IT.3rd edition.
- PhanishPuranamand Bart Vanneste(2016), *Corporate Strategy: Tools for Analysis and Decision-Making*, Cambridge University Press.
- Robert M. Grant (2009), *Contemporary Strategy Analysis*, Wiley.
- Palepu and Healy (2015), *Key Features of Business Analysis Valuation: Using Financial Statements*, Cengage Learning.
- Alexander Osterwalderand YvesPigneur(2011), *Business Model Generation*, Wiley.



## MBA CP-303

### Legal Environment of Business

#### Objective

This course aims at educating the students about the important legislations relating to trade, business and commerce, protection of consumers and the general public and the basic laws affecting the operations of business. The judicial attitude towards these regulations is focussed.

#### Contents

Constitutional Framework of freedom of trade, commerce and intercourse guaranteed to citizen under Article 19 and 301-305.

Indian Contract Act, 1872-Nature of Contract; Offer and Acceptance, Capacity to Contract, Consideration, Free Consent, Unlawful Agreements, Void Agreements, performance, Discharge of contracts, Remedies in case of breach of contract, Quasi Contracts.

Sale of Goods Act, 1930- Sale of Goods; Sale and Agreement to Sell; Conditions and Warranties; Doctrine of Caveat Emptor, Transfer of Property, Performance of Contracts, Unpaid Seller's Rights, Auction Sale.

The Companies Act, 2013 -Nature and Types of Companies; Formation. Memorandum and Articles of Association; Prospectus; Allotment of shares; Shares and Share Capital; Membership; Borrowing Powers; Management and Meetings; Accounts and Audit; Compromise Arrangements and Reconstruction; Prevention of Oppression and Mismanagement; Winding Up.

Consumer Protection Act, 1986 – Consumer Defined, Consumer Complaint-goods and services; unfair and restrictive trade practices; right of consumers; Adjudicatory Bodies – District Forums; State Consumer Disputes Redressal Commission; National Consumer Disputes Redressal Commission- their constitution-powers and procedure; Appeal to Supreme Court.

Negotiable instruments- concepts, kinds, holder and holder in due course Negotiation and Assignment, Dishonour and Discharge of a Negotiable Instrument.

FEMA 1999 – Foreign Exchange, Dealing in Foreign Exchange, Transactions and RBI Approval.

Penalties Competition Act 2002 – Trade Practices, Remedies, Environment Protection Act, 1986 –

Control of environment, Air and water pollution, central pollution control board, EIA, Public Liability Insurance, National Environment Tribunal.

International Business Laws – Overview, **Moot court for Managers**

#### Suggested Text

- Daniel, Albuquerque(2013), *Legal aspects of Business*, Oxford University Press, 2013.
- Tejpal Sheth(2012), *Business Law*, Pearson education.
- Akileshwar Pathak(2010), *Legal Aspects of Business*, Tata Mc Graw Hill.

#### Additional Readings

- Avtar, Singh(2013), *Company Law*, Eastern Book Company. D.D. Basu, Constitutional Law of India, 1998.
- P.C. Tulsian(2013), *Business Law*, S.Chand.
- Tuteja, S K.(2012), *Business Law For Managers*. New Delhi, Sultan Chand.

## MBA CP-304

### Summer Training Project

#### Objective

The primary objective of summer training project is to gain through practical experience in organisations, a sound appreciation and understanding of the theoretical principles studies in different courses of the programme. Training is primarily oriented towards developing the skills, knowledge and attitudes needed to make an effective start as a member of the management profession.

#### Contents

The training is to be conducted in the selected organisation in the respective specialisation area chosen by the student and approved by the centre. During the course of training, the student has to understand the business model and functioning of the organisation in which the training is conducted. The student has to work on the project assigned by the organisation or on any project chosen by the student and approved by the supervisor in the respective organisation.

After the completion of training the student has to submit a project on the work done to the centre that *inter-alia* includes the organisation profile, business model, learnings and research work carried out during the course of training.

#### Suggested Text

- Fred Pyrczak (2011) Writing Empirical Research Reports: A Basic Guide for Students of the Social and Behavioral Sciences, Pyrczak Publishing.
- Martin Skitmore (2009), Writing Research Reports, Anmol Publications.

#### Additional Readings

- Ranjit Kumar (2010), *Research Methodology A Step-by-Step Guide for Beginners*, Sage.
- Creswell, Dr. John W. (2008), *Research Design: Qualitative, Quantitative, and Mixed Methods*, Sage.
- Nicholas Walliman (2010), *Research Methods: The Basics*, Routledge.
- Jim D. Lester Jr., James D. Lester (2008), *Writing Research Papers: A Complete Guide*, Books a la Carte Edition (14th Edition), Pearson.

# MBA CP-401

## Business Ethics and Corporate Governance

### Objective

The basic objective of the course is to expose students to the value system that governs the working of business organizations and the issues and code of corporate governance.

### Contents

Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.

The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.

Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers.

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility.

### Suggested Text

- Velasquez (2006), *Business Ethics – Concepts and Cases*, Prentice Hall, 6th Ed.

### Additional Readings

- Laura P Hartman and Abha Chatterjee(2007), *Business Ethics*, Tata McGraw Hill.
- Bhatia S.K. (2000), *Business Ethics and Managerial Values*, Deep & Deep Publications Pvt.Ltd
- Reed Darryl and Sanjoy Mukherjee(2006), *Corporate Governance, Economic Reforms & Development* Oxford.
- Mathur UC (2005), *Corporate Governance & Business Ethics*, Mc Millan.

## **MBA CP-402**

### **e-business**

#### **Objective**

This course introduces students to various aspects and models for e-business. At the end of the course participants should have an understanding of the impacts which e-business is having on society, markets and commerce. Students should also become aware of the global nature of e-commerce and how traditional means of doing business will need to change in the electronic age.

#### **Contents**

##### **Unit-I Electronic Business-Introduction**

Understanding new internet technology and business, objectives of E-business, Transition from traditional business to E-business, Contributors to E-business' success, E-business and E-commerce, Advantages of E-business, Benefits for the retailer, Establishing E-business, Business Environment, The contribution of E-business technologies to economic growth, market competitiveness and productivity.

##### **Unit-II E-business competitive and business strategy**

E-business models, Competitive advantage and competitive strategy, E-business conceptualization and trends, Value drivers of E-business, Role of E-business and E-commerce in building competitive advantage, Building competitive advantage through E-business, Competitive advantage and competitive environment, E-business as a strategic tool, Strategic positioning of E-business, Value and Strategic positioning in E-business, The effects of E-business on industry structure.

##### **Unit-III Technology of E-business**

E-business technologies, Hardware, B2B integration, Data standardization and integration, Back-end systems: Internet technology-A background, the internet, packet switching, internet protocol, TCP/IP protocol, IP address, client/server computing, other internet protocols, utility programs, Online Payment Systems and Methods, Security and risk handling in online payments, Fraud detection in online payments, E-business security policy, Dimensions of E-business security, Designing E-security policy for business, Information classification.

##### **Unit-IV E-market**

Electronic market, Various operating modes of E-markets, Contextual E-marketing, E-marketing communication, How E-markets work, Transactions at E-markets, E-business advertising.

##### **Unit-V Application of E-business technologies**

Characteristics of E-business applications, Classification of E-business applications, From information processing to knowledge world, Knowledge management platform, Digital marketing, Customer retention and E-CRM, Viral marketing, Future of E-business.

#### **Suggested Readings**

- Rayudu C. S. (2007). e-Business, Himalaya Publishing House.
- Kalakotta R. & Robinson M. (2009). E-Business: Roadmap for Success, Pearson Education Reprint, New Delhi.
- Schneider (2008). E-Commerce Strategy technology and implementation, 1st edition, Cengage Learning, India.
- Bajaj, Kamlesh K. & Debjani N. (1999). E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.
- Chaffey (2008). E-Business & E-Commerce Management, 3rd edition, Pearson Edu.
- Amor D. The E-Business (R) Evolution, PHI Learning, New Delhi.



## MBA CP-403

### Project Study

#### Objective

The objective of this course is to prepare the students to be able conduct a comprehensive research study on any managerial problem utilising their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program.

#### Contents

The study involves the research into the macro or micro level issues and problems of industry, firm or economy. The project study involved substantial use of substantial primary or secondary data. The student is expected to conduct a detailed survey of literature and analysis of data within a sound research framework. The project study involved development of research proposal, its approval with the concerned supervisor and presentations. After the end of the project, a well-structured report has to be submitted to the centre along with certificate from the supervisor annexed to the report. The project study topics inter-alia include -

- Study aimed at inter-organizational comparison or validation of a theory or model or a survey of

management practices with reference to particular

- industry A thorough case study of Industry or segment
- Field study (empirical study) with respect to any research issue.
- Feasibility Study

The format of the report include-

- Expected format (as amended from time to time) for preparation of the proposal
- Introduction and Statement of the Problem
- Literature Survey
- Research Objectives
- Research Design and Methodology
- Hypothesis/Research Constructs
- Data Sources, Sampling Framework
- Analysis and Findings
- Concluding Remarks/Suggestions
- Bibliography/Appendices, if any

Two copies of the report in specified format (hard bound) should be submitted by the student to the centre and a copy in CD to the supervisor.

#### Suggested Text

- Fred Pyczak (2011), *Writing Empirical Research Reports: A Basic Guide for Students of the Social and Behavioural Sciences*, Pyczak Publishing.
- Martin Skitmore (2009), *Writing Research Reports*, Anmol Publications.

#### Additional Readings

- Ranjit Kumar (2010), *Research Methodology A Step-by-Step Guide for Beginners*, Sage.
- Creswell, Dr. John W. (2008), *Research Design: Qualitative, Quantitative, and Mixed Methods*, Sage.
- Nicholas Walliman (2010), *Research Methods: The Basics*, Routledge.
- Jim D. Lester Jr., James D. Lester (2008), *Writing Research Papers: A Complete Guide*, Books a la Carte Edition (14th Edition), Pearson.

# Finance

## MBA FM-3102

### Security Analysis and Portfolio Management

#### Objective

The basic objective of the course is to conceptualise the students about various investment decisions related to financial assets. It would make them aware of the functions of securities market and techniques involved in portfolio management.

#### Contents

Investment: Meaning, Nature and Scope, Decision Process, Investment Alternatives, Investment Risks, Interest Risk, Market Risk, Inflation Risk, Default Risk, Systematic and Unsystematic Risk, Valuation of Securities.

Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.

Security Analysis - Fundamental - Economy, Industry and Company Analysis; Technical Analysis - Dow Jones Theory, RSI, Elliot Wave Theory, Efficient Market Hypothesis, Dow Jones Theory etc.

Financial Derivatives - Options, Futures and Swaps - Nature, Valuation and Trading Mechanisms, Employee Equity Options and Compensation, Real Options

Portfolio Management - Portfolio Selection and Portfolio Theories – Markowitz Model, Tracking Error, Capital Assets Pricing Model, Arbitrage Pricing Theory, APT vs. CAPM, Deriving SML, Multifactor Models- Fama French Model, Chen-Roll-Ross Model, Portfolio Risk & Beta Estimation, Constructing 'Best' Portfolio, Sharpe Portfolio Optimisation, Utility Functions and Portfolio Choice Portfolio Revision, Sorotino Ratio, Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Fama Decomposition, Portfolio Reconstruction, Asset Allocation Strategies, International Diversification, Managed Portfolios.

#### Suggested Text

- Chandra Prasanna (2007), *Investment Analysis and Portfolio Management*, Mc Graw Hill Education (India) Pvt. Ltd., Delhi
- Fischer and Jordon (2012), *Security Analysis and Investment Management*, Pearson India.
- Damodaran, Aswath (2009), *Damodaran on Valuation-Security Analysis for Investment and Corporate*
- Elton Edwin J., Martin J Gruber, Stephen J. Brown and William N. Goetzmann (2008), *Modern Portfolio*
- Luenberger David G. (2008), *Investment Science*, Oxford University Press, Delhi

#### Additional Readings

- Ranganatham (2004), *Investment Analysis and Portfolio Management*, Pearson.
- Jack Clark Francis and Dongcheol Kim (2013), *Modern Portfolio Theory: Foundations, Analysis, and New*
- Frank Reilly and Keith Brown(2011), *Investment Analysis and Portfolio Management*, Thomson Press.
- John L. Maginn, Donald L. Tuttle, Dennis W. McLeavey and Jerald E. Pinto (2007), *Managing Investment Portfolios: A Dynamic Process* (CFA Institute Investment Series), Wiley Finance.

## MBA FM-3103

### Financial Modelling

#### Objective

This course is designed to help the students learn the application of MS-Excel and VBA concept in various areas of financial modelling.

#### Contents

Principles of Modelling, Risk Modelling, Excel and VBA in Financial Modelling, Components of a financial model, building the template, filling in the historical data, identifying assumptions and drivers, forecasting various schedules and financial statement, building the supporting schedules, various approaches to valuation, key ratios, financial ratios and company analysis, building cases and sensitivity analysis - looking at the probabilistic analysis of the best and worst case scenario.

Excel as a tool in Financial Modelling - Excel concepts - Basic commands; Functions - math's, logical, look up, date, text and financial; Chart, diagram, picture, background, auto format, conditional formatting, style, filter, sort; Formulas and macros; What if analysis, pivot table, pivot chart, scenario, goal seek, problem solver tool, advanced filter.

Modelling Applications - Cash Ratios and Non Cash Valuations- Cash Ratio - Structured model with a menu & accounting statements, Calculating key financial ratios, Deriving an international cash flow; Non Cash Flow Valuations - Accounting methods, Dividend discount models, Market-based methods – EPS and multiples, Fundamental Valuations. Forecasting Methods and Initial Valuations - Review of forecasting methods, relationship between company and financial strategy, identifying and forecasting key drivers, linkages and modelling problems, deriving free cash flow; Cost of capital and initial valuation - alternative theories – bonds and arbitrage pricing theory, CAPM constituents, asset and equity betas, mathematical derivation, methods of adding terminal value, equity valuation.

Other Applications - Bond Prices and Duration, Option and Option Portfolios - Binomial option Pricing, BS Model, Swap Valuations

#### Suggested Text

- Day, Alastair (2008), *Mastering Financial Modelling in Microsoft Excel: A practitioner's guide to applied corporate finance*, 2nd edition, Pearson Education.
- John Tjia (2009), *Building Financial Models*, McGraw-Hill Finance & Investing.

#### Additional Readings

- Financial Valuation and Modelling (2011), Workbook from NSE.
- Jonathan Swan, (2005). *Practical Financial Modelling a guide to current practice*, 2<sup>nd</sup> edition, CIMA publishing Publication.
- Haug, Espen (2006). *The Complete Guide to Option Pricing Formulas*, McGraw-Hill, New York
- Proctor, K Scott (2009), *Building Financial Models with Microsoft Excel: A Guide for Business Professionals*, 2nd Edition, Wiley Finance.
- Michael Rees (2008), *Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level*, Wiley Finance.
- John Charnes (2012), *Financial Modelling with Crystal Ball and Excel*, Wiley Finance.
- Chandan Sengupta (2009), *Financial Analysis and Modelling Using Excel and VBA*, Wiley Finance.

## MBA FM-3104

### International Financial Management

#### Objective

To educate the students as regards the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, hedging against exposure risk, problems and techniques in financial management of the Multi National Corporations

#### Contents

International Economics - Foreign Exchange Market, Regulation, Trade Theories, International Monetary Systems, BOP – Concept and measurement

Types of Foreign Exchange Markets and Transactions- Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates

Organization of the Foreign Exchange Markets – Currency Futures, Currency Options, Currency Swaps, other Instruments

Theory and practice of Forecasting Exchange Rates - Fundamental Parity Relationships, Structural Models of Exchange Rate Determination, Exchange Rate Forecasting

Foreign Exchange Exposure Management - Foreign Exchange Exposures and risk, Types, measurement, management, Tax Implications, Tax Treatment of Foreign Exchange Gains and Losses

International Project Appraisal and Cost of Capital- Various techniques of International Project Appraisal, determining the Cost of Capital, The International CAPM, Country Risk Assessment, International Financing - The International Financing Decision, Evaluating Borrowing Options, International Equity Financing, Project Finance, International payment systems.

Short-term Financial Management in a Multinational Corporation - Short-term Borrowing and Investment, Cash Management.

#### Suggested Text

- Maurice, Levi(2011), *International Finance*, McGraw Hill.
- Apte P G(2011), *International Financial Management*, McGraw Hill.

#### Additional Readings

- Aliber, R.Z. (1978), *Exchange Risk and Corporate International Finance*, London, Macmillan.
- David K Eiteman(2010), *Multinational Business Finance*, Pearson Education
- Michael Melvin(2011), *International Money and Finance*, Pearson Education
- Shapiro, A.C. (2012), *International Financial Management*, Pearson India
- Thummuluri Siddaiah(2009), *International Financial Management*, Pearson Education
- Yadav, S.S. et. Al(2010), *Foreign Exchange Markets*, Macmillan India.



## MBA FM-3105

### Management of Financial Services

#### Objective

The objective of this course is to conceptualise the various financial services and their role in the overall financial system.

#### Contents

Introduction to Financial Markets and Institutions - Role of financial markets, classification and structure of financial markets, market participants and internationalisation, efficiency of financial markets

Financial Institutions – Types, Role and Importance, Introduction to Assets and Liabilities of Financial Institutions and their management, International Aspects of Financial Institutions, Financial Planning of Financial Institutions, Nature and Scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services

Stock Exchange Operations; Mutual Funds; Merchant Banking Services: Managing of issue shares and bonds - Mobilizing of Fixed Deposits; Inter corporate Loans; International Finance

Other Financial services – Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring, Forfaiting and Bill Discounting, Insurance; Corporate Restructuring

The Tax Environment and Financial Services; Pricing Financial Services, Marketing and Strategic Aspects

#### Suggested Text

- Khan, M.Y., (2011), *Financial Services*, McGraw Hill.
- Siddaiah, (2011), *Financial Services*, Pearson India.

#### Additional Readings

- Pandian, P.,(2009), *Financial Services and Markets*, Vikas Publication, Delhi.
- Clifford, G., (2011), *Financial Markets, Institutions and Financial Services*, Phi Learning India.
- Rose, P. and Hudgins, S. (2010), *Bank Management & Financial Services*, McGraw Hill India.
- S Gurusamy (2009), *Merchant Banking & Financial Services*, McGraw Hill India.
- Peter Rose and Sylvia Hudgins (2012), *Bank Management & Financial Services*, McGraw-Hill/Irwin.
- Jillian Farquhar and Arthur Meidan (2010), *Marketing Financial Services*, Palgrave Macmillan.
- Shanmugam R (2010), *Financial Services*, Wiley India.

## MBA FM-3114

### Mergers, Acquisitions and Corporate Restructuring

#### Objective

The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate entities with a focus on mergers and acquisitions.

#### Contents

Mergers & Acquisitions (M&A) - 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.

M & A: strategic perspective, industry and product life cycle analysis, strategic approaches to M&A, SWOT analysis, BCG matrix,

Corporate restructuring: different methods of restructuring, joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buyouts (LBO), management buyouts, master limited partnerships, employee, stock ownership plans (ESOP)

Merger Process: Dynamics of M&A process, identification of targets negotiation, closing the deal, due diligence, Process of merger integration, organizational and human aspects, managerial challenges of M & A Valuation: valuation approaches, discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate, control, valuing of LBO, Methods of financing mergers, share exchange ratio, mergers as a capital budgeting decision

Takeovers: types, hostile takeover approaches, takeover defences, Legal and regulatory framework of M & A: provisions of Companies Act, 1956, Income Tax Act, 1961, SEBI Guidelines

#### Suggested Text

- Weston F, Kwang S C, and Susan E H(2010), *Mergers, Restructuring and Corporate Control*, Pearson.
- Chandrashekar Krishna Murthy & Vishwanath, S.R, (2008), *Merger Acquisitions & Corporate Restructuring*, Sage Publication.

#### Additional Readings

- Sudi Sudarsanam(2003), *Value Creation from Mergers And Acquisitions*, Pearson Education.
- Shiv Ramu(1998), *Corporate Growth through Mergers and Acquisitions*, Response Books
- P Mohan Rao(1990), *Mergers and Acquisitions*, Deep and Deep Publications
- Majumdar A.K. and G. K. Kapoor(2012), *Company Law & Practice*, Taxmann Publications.
- Ravindhar Vadapalli(2007), *Mergers acquisitions and Business valuation*, Excel books.
- Patrick A. Gaughan(2007), *Mergers, Acquisitions, And Corporate Restructurings*, Wiley India.
- Arzac Enrique R. (2007), *Valuation For Mergers, Buyouts, And Restructuring*, Wiley Finance.
- B Rajesh Kumar(2010), *Mergers & Acquisitions: Text & Cases*, Wiley Finance.
- Perrault E (2013), *Mergers and Acquisitions: Practices, Performance and Perspectives*, Wiley Finance.
- Patrick A. Gaughan (2013), *Maximizing Corporate Value through Mergers and Acquisitions: A Strategic*
- Steven M. Bragg (2008), *Mergers and Acquisitions: A Condensed Practitioner's Guide*, Wiley Finance.
- Godbole (2009), *Mergers, Acquisitions and Corporate Control*, Vikas, Delhi.

## MBA FM-3117

### Behavioural Finance

#### Objective

Behavioural Finance seeks to incorporate the psychological biases of decision makers into models that explain the economic underpinnings of firm and market behaviour. Behavioural finance uses insights from individual and group psychology to understand the persistent biases that are observed in financial decision makers. It uses these insights to draw conclusions about the impact on markets and prices

#### Contents

Introduction to Behavioural Finance –Definition, History and Major Contributions, Behavioural Themes – Heuristics, Framing, Market Inefficiency

Theoretical Foundations- Asset Pricing and Market Efficiency, Prospect Theory, Expected Utility Theory, Frames for Actions, Contingencies and Outcomes, Investor Behaviour and Asset Allocation Process, Drivers of Investor Behaviour –Biases, Other Heuristics, Emotions, Investor Personality Traits

Asset Pricing –Momentum, Herding, Biases, Information Anomalies, Noise Trading, Learning, Bubbles, Valuation Puzzles, IPO Dilemma, Reactions

Corporate Finance - Rational Managers and Irrational Investors, Project Financing, Dividend Policy, Money Management: Behavioural Investing and Neuro Finance and the Trader's Brain, Entrepreneurial Hyper Intensity

Investor Specific Behaviour Issues - Pension Investors, Mutual Funds, Private Equity Investing, Client Education and Management, Private banking-Product Design and Allocation

#### Suggested Text

- Pompian, Michael M. (2012), *Behavioural Finance and Wealth Management, How to Build Optimal Portfolios That Account for Investor Biases*, John Wiley & Sons, Inc.
- Forbes, William (2009), *Behavioural Finance*, Wiley India.

#### Additional Readings

- Parikh, Parag (2008), *Behavioural Finance*, Tata McGraw Hills, India.
- Shefrin, Hersch (2000), *Beyond Greed and Fear: Understanding Behavioural Finance and the Psychology of Investing*, Harvard Business School Press, USA.
- Ackert, Lucy F. and Deaves, Richard (2011), *Understanding Behavioural Finance*, Cengage Learning, Delhi.
- James Montier (2002), *Behavioural Finance: Insights into Irrational Minds and Markets*, Wiley Finance.
- Michelle Baddeley (2012), *Behavioural Economics and Finance*, Routledge Advanced Texts in Economics and Finance.
- Paul V. Azzopardi (2010), *Behavioural Technical Analysis: An introduction to behavioural finance and its role in technical analysis*, Harriman House.
- Shleifer A (2000), *Inefficient Markets: An Introduction to Behavioural Finance*, Oxford University Press,
- John R. Nofsinger (2010), *Behavioural Finance: Investors, Corporations, and Markets*, Wiley Finance.
- Thorsten H and Kremena B (2009), *Behavioural Finance for Private Banking*, Wiley Finance Series.

# Marketing

## MBA MM-3201

### Advanced Consumer Behaviour

#### Objectives

The objective of the course is to provide the students a framework of consumer decision-making process and to discuss the concepts on which the discipline of consumer behavior is based. The course will illustrate how marketers develop and implement effective marketing strategies using these concepts.

#### Contents

Introduction to consumer behavior: Definition, its nature, scope, applications and underlying principles. Applications of consumer behavior concepts to strategic marketing. Consumer Decision Process, View on decision-making. Models of consumer decision-making: EBM model, Problem recognition, Search for information, Pre-purchase evaluation, Purchase, Consumption, Post consumption evaluation and divestment. Types of decision process: Decision process continuum, extended and limited problem solving, repeat purchases, impulse buying, variety seeking. Concept of degree of involvement: Pre-Purchase processes, Purchase and Post-purchase processes. Individual determinants of consumer behavior, Consumer Motivation: Motivation as a psychological force, concept and types of needs, dynamics of needs, theories of consumer needs, consumer involvement and motivational conflicts. Consumer behavior and Personality: The nature of personality, theories of personality, self concept or self image, personality and consumer diversity, concept of lifestyle and brand personality. Consumer perception: The concept of perception-elements, stages, and consumer imagery. Consumer learning: Concept, elements, behavioural theories, measures, Consumer Attitudes, Attitude change and Values: Introduction to attitude, structural models of attitudes, attitude formation and strategies of attitude change. Environmental influences on consumer behavior, Reference groups and family influences: Defining group, understanding power of reference groups, some consumer related reference groups, celebrity and reference group appeals. Nature and type of family buying influence, socialization of family members, family decision making and consumption related roles, family life cycle concept, and implications for marketing strategy. Culture and Social class: characteristics, components, cultural values, variations in culture, cross cultural understanding of consumer behavior and marketing implications. The process of social stratification, social class measurement and categorization, social class lifestyles, the role of social class in market segmentation, social class and consumer behaviour. Consumer influence and diffusion of innovations: The nature and significance of personal influence, opinion leadership in marketing, dynamics of the opinion leadership process, the motivation behind opinion leadership, its measurement, the interpersonal flow of communication, word of mouth. Diffusion of innovation, the diffusion process, the adoption and profile of the consumer innovator.

#### Suggested Text

- Engel, J.F. and Blackwell, R.D. (2008), *Consumer Behavior*, Dryden press, Chicago.
- Schiffman L.G. and Kanuk, L.L. (2014), *Consumer Behavior*, Prentice Hall India, New Delhi.

#### Additional Readings

- Assael H. *Consumer Behavior and Marketing Action*, Ohio South Western.
- Loudon, D.L. and Bitta A.J. Della (2002), *Consumer Behavior*, Tata McGraw Hill, New Delhi.
- Seth, J. N. & Mittal, B. (2003). *Customer Behaviour-A Managerial Perspective*, Thomson South-Western.
- Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). *Consumer Behaviour-Building Marketing Strategy*, Irwin McGraw-Hill, New York.

## MBA MM- 3202

### Advertising Management

#### Objectives

The aim of the paper is to acquaint the students with concepts, techniques and applications for effective advertising programs.

#### Contents

Advertising role in the Marketing Process: Legal Ethical and social aspects of Advertising, functions and types of advertising, Integrated Marketing communication, Brand Image, Brand Equity and Role of Marketing in advertising management.

The major players in advertising, advertising agency, Brand Manager, Market Research firm, Media, Type of agencies, structure of an agency and its functions, the process of development advertisement

Objectives setting and market positioning: DAGMAR Approach, Two way communication process in advertising response behaviour, Determination and understanding of Target Audience and role of advertisement in influencing consumer behaviour

Building of advertising program- Message, Headline, copy, Logo, Illustration, Appeal, Layout Campaign Planning, Creative Strategies, Production and execution of TVCs and print ads, Media planning, Budgeting, Evaluation- Methods, Media buying, Emerging Media and Trends.

Advertising Research, Effectiveness of advertising- methods of measurement, Rationale of testing opinion and Attitude Test, Recognition, Recall

#### Suggested Texts

- Rajeev Batra, John G. Myers and David A. Aaker (1996). *Advertising Management*, 5th Edition, Pearson Education
- Wells W., Burnet J. and Moriarty S. (2003). *Advertising: Principles & Practice*, Pearson Education.

#### Additional Readings

- Borden, William H, *Advertising*, John Wiley, New York
- Lane, Ron; King, Karen and Reichert, Tom. (2010). *Kleppner's Advertising Procedure*, International edition, Prentice Hall
- Ogilvy, David (1987). *Ogilvy on Advertising*, Vintage Books.
- Belch, G. E. & Belch, M. A. (2001). *Advertising and Promotion*, Tata McGraw Hill.



## MBA MM-3204

### Sales and Distribution Management

#### Objectives

The purpose of this course is to acquaint the students with concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

#### Contents

Nature & Scope of Sales Management; Evolution of sales function. Role & Functions of Sales Management. Types of Sales Functions. The Personal Selling process. Sales Force Management Challenges in 21st century. Changing role of Sales function in the internet age.

Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training programme. Sales Force Compensation. Supervision and Motivation of Sales personnel. Sales meetings and Contests.

Designing Territories and allocating Sales Efforts. Objectives and Quotas for Sales Personnel, Developing Sales Evaluation Programme, Sales Cost & Benefit Analysis, Sales Forecasting Techniques.

Overview of marketing Channels, their structure, functions and relationships. Channel intermediaries-Wholesaling & Retailing, Logistics of Distribution.

Channel Planning, Organisational Patterns in Marketing Channels, Managing Marketing Channels, Dealer Development, morale and motivation. International Marketing Channels.

#### Suggested Text

- Still, R. R. ; Cundiff, E. W. and Govoni, N. A. P. (2009). *Sales Management; Decisions, Strategies and Cases*. Pearson Education, New Delhi.
- Spiro, R; Stanton, W & Rich, G(2011). *Management of a Sales Force*. Tata McGraw Hill, New Delhi

#### Additional Readings

- Coughlan, A; Anderson, E; Stern, L.W and Ansary , A.E. (2006). *Marketing Channels*. Pearson Education, New Delhi.
- Havaldaar, K.K and Cavale .M(2006) *Sales & Distribution Management*. Tata McGraw Hill, New Delhi
- Jobber, D & Lancaster, G (2004). *Selling & Sales Management*. Pearson Education.

## MBA MM-3206

### Marketing Of Services

#### Objective

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy, to introduce the changing nature of services marketing environment and how information technology is enabling the convergence of manufacturing and service industry. The course will provide the students a learning environment that will focus on practical applications of services marketing concepts and to tackle issues involved in the management of services at global level.

#### Contents

Introduction to Services Marketing Fundamentals in Services Marketing, Emergence of Services Economy, Nature and Definitions of Services, Difference between products and services, Unique characteristics of Services, Services Marketing Mix, Classification of different types of services

Consumer Purchase Behaviour in Services, Consumer Decision Making Process, Meaning & Types of Service Expectations, Service Encounters & Customer Satisfaction, Services as Drama. Segmenting, Targeting and Positioning of Services, Creating the Service Product- Planning & Creating Services, Core and Supplementary Services, Service Innovation, Stages in New Service Development.

Pricing of Services-Importance of Pricing in Services, Approaches to Pricing Services and Pricing Strategies, Revenue Management and Yield Management, Designing the Communication Mix- Objectives of Marketing Communication, the Service Marketing Communication Mix, Branding of Services.

Distributing Services-Distribution in Service Context, Options for Service Delivery, Key Intermediaries for Service Delivery and Strategies for effective Service Delivery. Managing Demand and Capacity- understanding capacity constraints, Strategies for Matching Capacity and Demand and Waiting Line Strategies, Designing & Managing Service processes, Managing people for services, The Service Blueprint, Physical Evidence & servicescape

Implementing Service Marketing Service Quality measurement and Improvement of Service quality, SERVQUAL & Gap Model, Customer Complaint Behaviour. Marketing of various services Marketing of Financial services, Marketing of Hospitality & Health services, Marketing of educational and professional services, Marketing of logistics and public utilities

#### Suggested Text

- Lovelock, Christopher; Writz Jochen & Chatterjee Jayanta. (2011). *Services Marketing*. Pearson Education Ltd. New Delhi.
- Zeithmal, V.A. ; Bitner, M.J; Gremler, D and Pandit, A. (2007). *Services Marketing*. Tata McGraw Hill.

#### Additional Readings

- Palmer, A. (2007). *Principles of Services Marketing*. Tata McGraw Hill, New Delhi.
- Verma, H.V. (2011). *Services Marketing Text and Cases*. Pearson Education, New Delhi.
- Hoffman, K. D. J. & Bateson, E.G. (2003), *Essentials of Service Marketing Concepts Strategies and Cases*, Thomson South Western.
- Kotler Philip, Bowen T. John & Makens C. James. (2012). *Marketing for Hospitality & Tourism*. Pearson Education.

## MBA MM - 3207

### Product and Brand Management

#### Objective

The course aims at creating understanding of the unique challenges of rural and social marketing and to enable students to apply the concepts and methods of marketing management to rural markets and social and cause related situations.

#### Contents

Product Management Introduction, preview of concepts, total product personality, product levels; characteristics of different types of products, Product System and mixes.

Setting product objectives and alternatives, product strategy over life cycle, product line decisions customer analysis, and competitor analysis.

Product development factors influencing product design; New product Development Process

Research techniques used in the process, launching and tracking new product development programmes, organizing new products; product packaging, process of product adaptation. Product innovation, managing product quality.

Understand Brands Commodities Vs brands, role of brands/branding, Product-Brand relationship Brand hierarchy, brand personality, brand image, brand identity, brand associations, co-branding, celebrity endorsements

The brand equity concept, elements of brand equity, brand loyalty, brand equity models

Managing Brands Brand creation, selecting a brand name, different branding options, brand symbols, logo, handling name changes and brand transfers, brand extensions Managing brand architecture and brand portfolio

Brand positioning identifying and establishing brand positioning, positioning routes, positioning strategies Brand assessment through research, measuring brand equity, leveraging brand equity, brand revitalisation, managing brand over time, brand valuation

#### Suggested Text

- Lehman, Donald R. and Winer, Russell (2005). *Product Management*. Tata Mc Graw Hill.
- Keller, Kevin L; Parmeswaran, Ambi M.G. and Jacob, Issac (2011). *Strategic Brand Management*. Pearson Education.
- Kapferer, J.N. (2012) *The New Strategic Brand Management Advanced Insights and Strategic Thinking*. Kogan Page

#### Additional Readings

- Majumdar, Ramanuj (2008). *Product Management in India*. PHI
- Aaker, David (2010). *Building Strong Brands*, Simon & Schuster.
- Aaker, David (2009). *Managing Brand Equity*, Simon & Schuster.

## MBA MM-3208

### Planning And Managing Retail Business

#### Objectives

The course will focus on manufacturers' perspective about retailers and an understanding of the retail business. It will develop knowledge about contemporary retail management scenario in India and the world. It will impart skills to conduct analysis of store location, merchandising, and pricing of retail outlets.

#### Contents

Introduction to the Retailing System, Concept of Retailing, Retail Industry & Economy, Retail Industry in India. Drivers of Change in Retailing, Functions of Retailing, Activities performed by Retailers, Categorising Retailers, Trends in Retail Formats, The Changing Face of Retailing, Developing a Retail Strategy

Theories of Structural Change in Retailing, Classification of Retail Units, Variety of Merchandise Mix, Retail Characteristics, Non-store Retail Formats, Retail Customer Consumer Behaviour Types of Buying Decisions Retail Market Segmentation Choosing the segments to focus, Customer Profile

Methods & approaches to retail, strategy and marketing planning Retail Location Strategy Importance of Location Decision, Types of Retail Location, Site Selection Analysis. Retail Location Theories Product and merchandise Management Brand management & Retailing, Merchandise Management, Model Stock Plan, Criteria for selection of Suppliers

Category Management Merchandise Management Planning in Various Retail Formats

Atmospherics and Retail Space Management Store Space Management, Physical Materials in Store Designing, Atmospherics in the context of Internet Retailing, Retail Pricing

Retail Promotion Strategy, Retail distribution & Supply Chain Management

Relationship Marketing in Retailing Evolution of Relationship Marketing, Relationship Marketing Strategies in Retailing, Loyalty Programmes, Relationship Marketing in Organised vs Unorganised Retail Sector Application of IT to Retail Marketing, International Retailing, Future of Retailing

#### Suggested Text

- Berman, Barry; Evans, Joel R. & Mathur, Mini(2011). *Retail Management-A Strategic Approach*. Pearson Education, New Delhi.
- Levy, Micheal & Weitz, Barton.(2010). *Retailing Management*. Tata McGraw Hill, New Delhi

#### Additional Readings

- Gilbert, David(2009). *Retail Marketing Management*. Pearson Education, New Delhi.
- Bajaj, Chetan ; Tuli, Rajnish & Srivastava, Nidhi. V.(2010). *Retail Management*. Oxford University Press.
- Gupta, S.L.(2007). *Retail Management An Indian Perspective*. Wisdom Publications, Delhi • Pradhan, Swapna(2009). *Retailing Management Text and Cases*. Tata McGraw Hill, New Delhi

## MBA MM- 3209

### Internet Marketing and E-commerce

#### Objective

This course is about marketing on the Internet and how businesses employ electronic commerce. It will provide students with an understanding of how the Internet can be used to create a brand presence, complete commercial transactions, and other important aspects of having an online business. To understand the e-marketing and e-commerce environment, particularly how certain technologies are employed to allow commerce to take place online.

#### Contents

Origin, need and factors affecting electronic commerce, Features of electronic commerce, electronic commerce framework, Internet as an Electronic Commerce enabler

Electronic commerce Business models- Value Proposition, Revenue model, market opportunity, competitive environment, competitive advantage, market strategy, organizational development, Management team Business to consumer business models, types of B2C, Business to business- Business models, types of B2B, consumer to consumer Business models, Types of C2C, Peer to Peer Business Models, M-commerce, electronic payment systems ( Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit card, Transactional security

Online Retailing, Online retail Industry dynamics, online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, online marketing communications, online advertising, online branding, online customer relationship, online pricing strategies

Online Banking, online Banking implementation, changing dynamics in banking industry Management issue in online banking, Introduction to Mobile commerce, Challenges emerging in Mobile commerce, Application areas of mobile commerce.

#### Suggested Text

- Laudon, K. C. & Traver, C. G. (2013). *Electronic Commerce Business Technology and Society*, Pearson Education.
- Kalakota, R. & Whinston, A.B.(2009) *Electronic Commerce- Frontiers of E-commerce*, Pearson Education

#### Additional Readings

- Whiteley, David.(2000). *E-commerce strategy, technologies and applications*. Tata Mc- Graw Hill, New Delhi.
- C.S. Murthy(2010). *E-commerce concepts, Models & Strategies*, Himalaya Publishing house, Mumbai
- Bajaj, Kamlesh K & Nag, Debjani.(2009). *E-commerce The Cutting edge of business*, Tata Mc Grow Hill

## MBA MM - 3210

### Customer Relationship Management

#### Objective

To understand the role that CRM plays in modern managerial decision making. To learn techniques that can be used to increase the value of customers to the company and to understand analytic procedures that support strategic decision-making.

#### Contents

Relationship Marketing concept, foundations of Relationship Marketing, evolution of Relationship Marketing, Relationship Marketing of services Emerging Perspective, Relationship Marketing in consumer Markets, buyer and seller relationship

CRM Theory and Development Introduction, History and concept of CRM.

Definition, Component and Need for CRM, Relationship Marketing and CRM, Potential benefits and cost of CRM system for Organization and Customer

Understanding Customer View of customer, strategic option for approaching for approaching customer, Market segmentation, Using CRM system in B2B Marketing and Personalized B2C messages

CRM strategies Understanding and Measuring Customer satisfaction and Bonding, Relationship and Retention strategies, Customer loyalty, Win back and Acquisition strategies

CRM Evaluation Data Management and IT, Sales Force Automation, Implementing a CRM Program and issues, Challenges of CRM implementation, Potential Rewards from CRM Implementation

#### Suggested Text

- Zikmund, William G.; McLeod, Raymond & Gilbert, Faye W. (2010). *Customer Relationship Management Integrating Marketing Strategy and Information Technology*. Wiley India Pvt. Limited
- Sheth, Jagdish.N; Parvatiyar, Atul and Shainesh, G.(2010), *Customer Relationship Management- Emerging Concepts, Tools and Application.*, Tata Mc Graw Hill.

#### Additional Readings

- Baran, Roger J , Galka, Robert & Strunk, Daniel P (2008). *Principles of Customer Relationship Management*, Cengage Learning.
- Freeland, John.G. (2006). *The Ultimate CRM Handbook*, Tata Mc Graw Hill.
- Das, Subhasish (2007). *Customer Relationship Management*. Excel Books.
- Chaturvedi, Mukesh and Chaturvedi, Abhinav.(2005). *Customer Relationship Management – An Indian Perspective*, Excel Books.
- Kumar V. and Reinartz, Werner.J.(2006). *Customer Relationship Management A Databased Approach*. Wiley.



# **Human Resource**

## **MBA HR - 3301**

### **Industrial Relations and Labour Laws**

#### **Objective**

The objective of the course is to enable the students to understand the legal framework for the efficient decision-making relating to management and industrial relations and also acquaint them with the procedures and applications in light of case studies.

#### **Contents**

Introduction to Industrial Relations and Labour Laws - Concepts, scope, aspects of industrial relations, factors affecting industrial relations, dimensions of industrial relation, functions of IR, the pluralistic and other approaches, prerequisites of successful industrial relations programmes. Latest amendments in the act. The Industrial Disputes Act – 1947, The Factories Act- 1948, The Workmen's Compensation Act- 1923- Definition, concept, provision for strikes and lockouts, special provisions for lay off, retrenchment and closure, authorities under the Act, work committee, conciliation officers, adjudication authorities, labour court, industrial tribunal, national Tribunals, procedures, powers and duties of adjudication authorities, voluntary references to arbitration, latest amendments in the act. - Provisions for health, safety and welfare, appointment and duties of inspecting staff and inspector, duties of certifying surgeons, provision regarding hazardous occupations and processes, provision regarding holidays, employment of young persons and children, employment of women workers, overtime wages and appeal, offences and penalties, latest amendments in the Act - Definition, Employer's liability for compensation, compensation for death, compensation in case of permanent total disablement, compensation for per partial disablement, compensation for temporary disablement, matter to commissioners and procedure of settlement, latest amendments in the act.

Trade Union Act-1926, The Employee State Insurance Act-1948, Payment of Bonus Act- 1965 - Definitions, trade unions and their registration, refusal and effect of registration, cancellation of registration and appeal, right and privileges of a registered trade union, duties and liabilities of a registered trade union, various provisions relating to trade union act 1926.- Definitions, constitution powers and duties of ESI corporations, standing committee, employee state insurance fund, benefits provided to insured person, rules regarding contribution, modes of recovery, adjudication of disputes and claims, offence and penalties, latest amendments in the act. - Definitions, scope and extent of the act, eligibility and disqualification of employee for bonus, deductions, rules of set on and set off all allocable surplus, inspectors, offences and penalties, latest amendments in the act.

The Employee's Provident Fund – 1952 - Grievances And Discipline Handling, Contemporary Issues in IR- Definition, scope and coverage, different schemes governed by the act, administration of schemes, inspectors and their powers, procedure for determination, review and recovery of money due from employers., penalties and offences .Payment of Gratuity Act- 1972: definition, scope and coverage, payment of gratuity, nomination, determination and recovery of gratuity, controlling authority, inspectors and their powers, miscellaneous provisions.- Introduction, managing employee grievance, nature and causes of grievance, the grievance procedure, managing discipline, alternative methods of discipline handling, domestic enquiry. IR in the emerging scenario, future trends in IR, relevance of Trade union in a knowledge economy, The Indian IR framework.

#### **Suggested Text**

- Taxmann's Labour Laws (2011), Taxmann Publishing (P), Ltd. New Delhi
- C.S. Venkata Ratnam (2005), Industrial Relations, Oxford University Press, New Delhi.
- Venkata Ratnam, C.S. (2006), Industrial Relations, New Delhi, Oxford University Press.
- Shrivastava S.C. (2006), "Industrial Relations and Labour Laws", New Delhi, Vikas Publishing House.
- Mamkoottam, K., (1992), "Trade Unionism. Myth and Reality", Oxford University Press, New Delhi.
- Monappa, Nambudiri, Selvaraj, (2012) Industrial Relations and Labour Law, Tata McGraw-Hill Education

- Latest Bare Acts.
- The Indian Journal of Industrial Relations(IJIR): A Review of Economic & Social Development; Shri Ram Centre for Industrial Relations & Human Resources.
- Indian Journal of Labour Economics; The Indian Society of Labour Economics (ISLE).
- Journal of Industrial Relations; Sage Publications.
- The Journal of Human Resources; The University of Wisconsin Press.
- Employee Relations- The International Journal; Emerald Publishing.

#### **Additional Readings**

- R S Dwivedi (2009), *A textbook of Human Resource Management*, Vikas publications.
- Bohlander et. Al(2004) *Managing Human Resources*, Cengage Learning.
- VSP Rao(2005), *Human Resource Management, Text & Cases*, Excel Books
- K. Ashwatappa(2010), *Human Resource Management – Text & Cases*, Tata –; 5th Edition,
- TMH. *Human Resource Management – Robert .Mathis and John H. Jackson*; Thomson learning
- publication. *Human Resource Management – Gary Dessler*, Person Publications, 10th Edition
- *Human Resource Management -Biswajeet Patnayak - PHI , 2005.*
- *Human Resource Management - David A. DeCenzo and Stephen P Robbins- Prentice Hall of*
- India. Micheal Armstrong *Handbook of Human Resource Management Practice -*

## **MBA HR - 3302**

### **Compensation Management**

#### **Objective**

The main objectives of compensation administration are to design a cost – effective pay structure that will attract, motivate and retain competent employees and that will also be viewed as fair by these employees.

#### **Contents**

Introduction to Compensation And Reward Management - Introduction, definitions, objectives of compensation, basic purposes of compensation , wages Vs salaries, determining compensation, compensation management process, internal and external factors, strategic planning compensation, strategic options for compensation , determinants of compensation, pay survey and compensation, details to establish pay rates , factors influencing compensation strategy, major phases of compensation, value –added compensation, pay- for- performance, bases for pay / compensation.

Wage And Salary Administration - Wages and salary administration: Introduction, objectives, principles of wages and salary administration, elements of wages and salary, wage policy , wage policy in India, wage differentials, establishing pay structure, pay – for – knowledge and skill based pay, evaluating compensation policies.

Developing Compensation Program And Broadbanding - Job evaluation system and pay equity: Introduction, objectives, of job evaluation, process of job evaluation, methods of Job evaluation, Job evaluation and compensation plan, job evaluation and job worth, problems in job evaluation, Broadbanding , Executive pay, the executives pay package Pay equity, expectancy theory and pay.

Incentives And Rewards Management - Incentives and Rewards: Introduction , concept, financial incentives, performance – based compensation/incentives, rationale of incentives, integration of positive and negative views, formulations of good incentives schemes, types of incentives, advantages, requisites of successful incentive plans, administering incentive plans, individuals incentive plans, Bonuses, merit pay, incentives for professional employees, group incentive plan, enterprise incentive plans, profit sharing, stock options, employee stock ownership plans (ESOPs), purpose of performance based rewards, reward and motivation, rewards and performance, non-financial incentive.

Derivatives Of Compensation - Indirect compensation – employee benefits and services : Introduction, definitions, requirement for a sound benefit programs, strategic benefits, planning, purpose of indirect compensation and employee benefits, mandated benefit programs, unemployment insurance, social security, workers compensation, the family and medical leave, voluntary benefits; paid holidays, paid vacation, international vacation benefits, sick leaves, severance pay, maternity and parental leave, supplementary unemployment benefits; life insurance, health insurance, retirement policies, pension plans and benefits, types of pension plans, government regulation of private pensions.

#### **Suggested Text**

- Milkovich & Newman, Compensation , Irwin/McGraw-Hill 8<sup>th</sup> Ed.

#### **Additional Readings**

- Armstrong, Michel and Murlis, Helen., (1988), "Reward Management: A Handbook of Salary Administration", Kegan Paul, London.
- Hendorson, Richard I., (1994), "Compensation Management: Rewording Performance", 6th Ed. Prentice Hall Inc. Englewood Cliffs.
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)

## MBA HR-3303

### Training and Development

#### Objective

The purpose of this paper is to provide an in-depth understanding of the role of training in HRD, and enable the students to manage the training systems and processes.

#### Contents

Introduction to Training Concept: Definition, Meaning, Need for Training, Importance of Training, Objectives of Training, Concepts of Education, Training and Development, Overview of Training Functions, Types of Training.

Process of Training: Steps in Training, Identification of Job Competencies, Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods and Process of Needs Assessment. Designing and Implementing a Training Program: Trainer Identification, Methods and Techniques of Training, Designing a Training Module.

Leadership, Training The Trainer, Change), Management Development Program, Budgeting of Training. Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

Learning: Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training. Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Career Management: Career Management Systems, Special Challenges in Career Management, Dual Career Paths, The future of training and development.

#### Suggested Text

- Raymond Noe(2010), *Employee Training and Development*, Mc Graw Hill Irwin.

#### Additional Readings

- Dayal, Ishwar, (1996), *"Successful Applications of HRD"*, New Concepts, New Delhi.
- Dayal, Ishwar, (1993), *"Designing HRD Systems"*, Concepts, New Delhi.
- Maheshwari, B.L. & Sinha, Dhruv P., (1991), *"Management of Change Through HRD"*, Tata McGraw Hill, New Delhi.
- Pareek, U. et al. (2012), *"Managing Transitions: The HRD Response"*, Tata McGraw Hill, New Delhi.
- Srinivas R. Kundala, (2011), *"Strategic Human Resource Development"*, Prentice Hall of India, New Delhi.

## **MBA HR-3304**

### **Leadership, Interpersonal and Group Dynamics**

#### **Objectives**

This course in leadership, interpersonal and group processes aims to enable the students to understand the behaviour of themselves and others in-group. This course will enable students to develop understanding about the impact of broader social structures on individual behaviour (social dilemmas and mixed motive situations, social power) concern about the impact on social structure of individual behaviour (coalition formation, group formation and dissolution). Finally, students shall know collective behaviour, the behaviour we enact while working with others to achieve a common goal (group problem-solving and decision making, creativity in groups, leadership). Overall, understanding from this course will equip students with an in-depth analysis and understanding of Interpersonal Relations and Group Processes.

#### **Course Contents:**

Group Dynamics and Work Teams. Groups at Work: Their Basic Nature, The Structural Dynamics of Work Groups, and Individual Performance in Groups. Teams: Special Kinds of Groups, Effective Teams Performance, Developing Successful Teams. Decision Making. A General, Analytical Model of the Decision-Making Process, The Broad Spectrum of Decisions, Factors Affecting Decisions. How are Individual Decisions Made? The Imperfect Nature of Individual Decisions, The Inherently Biased Nature of Individual Decisions. Group Decisions: Do Too Many Cooks Spoil the Broth? Traditional Techniques for Improving the Effectiveness of Decisions, Computer-Based Approaches to Promoting Effective Decisions. Interpersonal Behaviour at Work. Psychological Contracts and Trust: Building Blocks of Working Relationships. Citizenship Behaviour: Going Above and Beyond Formal Job Requirements. Cooperation: Providing Mutual Assistance. Conflict: The Inevitable Result of Incompatible Interests. Deviant Behaviour at Workplace. Power: Its Uses and Abuses in Groups and Organisations. Influence: A Basic Organisational Process Individual Power: Sources and Uses. Empowerment: Sharing Power with Group Member. The Power of Groups

#### **Recommended Readings:**

- Pareek, Udai; Khanna, Sushama (2012). Understanding Organisational Behaviour, 3<sup>rd</sup> Ed., Pub: Oxford University Press.
- Luthans, Fred (2011) Organisational Behaviour, Pub: Tata McGraw-Hill.
- Robbins, S. P.; Judge, T.A.; Vohra, N. (2012). Organisational Behaviour, 14<sup>th</sup> ed., Pub: Pearson.

#### **Supplementary Readings:**

- Greenberg, J.; Baron, R. A. (2009). Behaviour in Organisations, 9<sup>th</sup> ed., Pub: Prentice Hall of India (PHI).
- Mullins, L. J. (2012). Management and Organisational Behaviour, 7<sup>th</sup> ed., Pub: Pearson.
- Mc Shane, S. L.; Glinow, M. A. V.; Sharma, R. R. (2012). Organisational Behaviour, 4<sup>th</sup> ed., Pub: Tata McGraw Hill.
- Gordon, J. R. (2010). Organisational Behaviour, 7<sup>th</sup> ed., Pub: Allyn & Bacon.



## **MBA HR-3305**

### **Organizational Development**

#### **Objective**

This course will focus on an investigation of the field of Organization Development (OD), including its major theories, basic concepts and primary interventions and change strategies. This paper will focus on assessing the overall effectiveness of various organizations and their approaches to change.

#### **Contents**

Introduction and Foundation of OD - Foundations of Organizational Development: Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied behavioral science, Action research.

Diagnosing and Managing OD - Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

OD Interventions - OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc., Group based: conflict management, dialoging, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peace making interventions, partnering Techno structural (Structures, technologies, positions etc..) & Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing.

The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

#### **Suggested text**

- Organization Development, behavioral science interventions for Organization Improvement, Wendell L. French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
- Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra

#### **Additional Readings**

- Abad, Ahmad. et al. (1980), "Development Effective Organization" , Sri Ram Centre for Industrial Relation, New Delhi.
- Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
- Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
- Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education.

## **MBA HR-3306**

### **Counselling Skills for Managers**

#### **Objective**

The objective of the course is to develop basic skills among students to independently handle a wide range of employees counselling as well as performance counselling needs.

#### **Contents**

Introduction to Counselling: Definition & Need, Counselling, Psychotherapy and Instruction, Approaches to Counselling, Goals of Counselling, Counselling Process; Counselling Procedures: The Counselling Environment, Intake, Referral procedures, Guidelines for effective counselling, Advanced skills in Counselling, Action strategies; Counselling Skills: Verbal & Non- Verbal communication, Listening Barriers, Counsellor' Qualities, Core conditions of Counselling; Role Conflict in Counselling: Values of counselling, Counselling service, Manager counsellor; Organisational Application of Counselling Skills: Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma; Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, Dealing with problem subordinates; Ethics in Counselling: Ethical Principles, Common ethical problems.

#### **Suggested Text**

- Kavita Singh, Counselling Skills for Managers, PHI, 2012.
- S. Narayan Roa, Counselling and Guidance, TMH, 2nd edition, 2007.
- Elizabeth B. Hurlock, Personality Development, TMH, 2012.
- Hughes, Ginnett, Currry, Leadership, TMH, 2013.
- Samuel T. Gladding, Conselling, Pearson, 2009.

#### **Additional Readings**

- Elisabeth & Patterson, The Counselling Process, 6th ed. Thomson, 2013.
- Keith Tudor, Group Counselling, Sage Publication, 2012.
- Kottler & Shepherd, Counselling Theories and Practices, Cenage, 2013.

# Operations

## MBA OM - 3401

### Procurement and Inventory Management

#### Objective

This course is meant to acquaint the students with the role the Procurement & Materials Management function plays in the overall working of an organisation- both in the manufacturing and service sector. It also familiarize the students how this function can contribute to the overall efficiency and effectiveness of an organisation, contributing to higher profitability.

#### Contents

Introduction, overview of the subject, its relationship with other departments of the organisation, scope of the subject and the various areas it encompasses.

Procurement - Policies, Procedures; Competitive Bidding; Evaluation of Bids; Vendor selection; Vendor Development; Make or Buy decision; Vendor relations/Ethics; Procurement of Capital goods; International Procurement; Negotiations.

Material Requirement Planning & Inventory Management - MRP I & MRP II; JIT; Functions of having Inventory; Costs associated with Inventory; Economic Order Quantity (EOQ); Selective Inventory Control (ABC, VED and other analysis); Vendor Managed Inventory; Lead Time, Maximum/Minimum Level, Reorder level (ROL); P-system; Q-System; Buffer Stock.

Store Keeping - Receiving, Inspection; Functions of Stores, Stores Location & Layout; Centralised Vs. Decentralised Storing; Receipts/Issues Procedure; Preservation; Material Handling; Record Keeping; Physical Verification; Surplus, Scrap disposal; Codification/Classification/Variety Reduction; Security, Safety; Insurance

Traffic/Transportation/Logistics - Choice of mode of transportation; Outsourcing/3PL; Selection of Transporter; Long Term contracts; Insurance; Claims Management.

Computerisation of Procurement and Materials Management activities; Performance Evaluation of Procurement & Materials Management; Organisation Structure for Procurement and Material Management Department; Procurement & Materials Management and Environment- Green Purchasing, Recycling/Re use of Items; Impact of Globalisation on Procurement & Materials Management; Management Information System (MIS) for Procurement & Materials Management.

#### Suggested Text

- Dobler & Burt(1996), *Purchase and Supply Management*, Tata Mc Graw Hill.
- Peter Baily, David Farmer, Barry Crocker and David Jessop (2010), *Procurement, Principles & Management*, Prentice Hall
- Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero and James L. Patterson (2011), *Purchasing and Supply Chain Management*, Cengage Learning.

#### Additional Readings

- Gopalakrishanan & Sundaresan(2013) *Materials Management*, PHI
- K. Shridhara Bhat (2013) *Materials Management*, Himalaya Publishing House.
- Chunawalla(2010). *Materials & Purchasing Management*, Himalaya Publishing
- House. K S Menon (2010), *Stores Management*, MacMillan Publications
- J P Saxena(2012), *Warehouse Management & Inventory Control*, Vikas Publishing House.

## MBA OM - 3402

### Quality Management

#### Objective

The objective of this course is to create an understanding among the students about the basic concept of quality and quality management systems with a focus on service industry.

#### Contents

Introduction to quality, Evolution of quality mgmt. Benefits of quality management. Quality cost. Quality gurus and their respective philosophies, Deming and his 14 point of mgmt , Crosby's philosophy. Juran's philosophy. Comparison of philosophies of Deming, Crosby and Juran. Other important contributor to the theme of quality.

Quality in customer supplier relationships. Customer supplier relationship and quality. Principle of customer supplier relationship. Practice for dealing with customer. Practice for dealing with supplier.

Quality mgmt. practice, tools, and standard. Management commitment. Quality function deployment. Benchmarking. Cause and effect diagram. Pareto diagram. Scatter diagram. Histogram. Control charts. ISO-9001, ISO-14000. Business process re-engineering. Six sigma.

Quality in service industry - Service industry and their characteristics. Difference between manufacturing and service sector. Service quality characteristics.

Measuring service quality - Technique for evaluating service quality, A model of service quality. Quality and leadership. Characteristics of quality leaders. Roles of quality leader. Quality statement. Communication and employee participation. Quality and organization strategy.

#### Suggested Text

- James R. Evans(2010), Quality and Performance Excellence, South Western Cengage
- Learning. David Royle(2007), Quality Management Essentials, Routledge Publications

#### Additional Readings

- Carruba, Eugene R. and Gordon, Ronald. D., (2011), "*Product Assurance Principles: Integrating Design Assurance Quality Assurance*", McGraw Hill, New York.
- Grant, Eugene L. and Leavenworth, Richards., (1991), "*Statistical Quality Control*", McGraw Hill, New York.
- Ireson, W. G. and Coombas, C. P., (2008), "*Handbook of Reliability Engineering & Management*", McGraw Hill, New York.
- Lochner, Robert H. and Matar, Joseph E., (1990), "*Designing for Quality*", Chapman & Hill, London.
- Pike, John and Barnes, Richard., (1994), "*TQM in Action. London*", Chapman & Hill.
- Schmidt, Warren H. and Finnigan, Jerome P., (1993), "*TQ Manager*", Jossey Bass, San Francisco.
- Spenley, Paul, (2012), "*World Class Performance Through TQ*", Chapman & Hill, London.

## MBA OM - 3403

### Production Planning and Control

#### Objective

To develop a broad conceptual framework for understanding and appreciation of the fundamental principles and methodologies relevant to planning, design, operation, and control of World-Class Productive systems.

#### Contents

Production Planning and Control Function, Introduction to Production Systems, Operations Strategy and Competitiveness, Project Management & Process Analysis

Material Requirement Planning, Production – Inventory Systems; Forecasting for Inventory and Production Control, Aggregate Planning, Job Shop Planning; Scheduling and Control, Strategic Capacity Management Just in Time Production (JIT) and Lean Systems; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Process Layouts, Product Layouts and Line Balancing

Statistical Process Control - Variables Charts, SPC - Attributes Charts; Process Capability TQM and Six Sigma, BPR, Synchronous Manufacturing and Theory of Constraints Application of Computers; ERP and Forecasting

#### Suggested Text

- Chapman (2006), *Fundamentals of Production Planning & Control*, PHI, Delhi
- Elsayed (2006), *Fundamentals of Production Planning & Control*, PHI, Delhi
- & Boucher (1994), *Analysis & Control of Production Systems*, Prentice Hall.

#### Additional Readings

- Chary, S. (2004), *Production & Operations Management*, Pearson Education Delhi.
- Gaither Norman, Frazier Gregory (2002), *Operations Management*, Cengage Learning,
- Delhi Burbidge, John L., (1981), "*Principles of Production Control*", Donald and Evans,
- London. Cubing, Ted C., "*Readings on Production Planning and Control*", ILO, Geneva.
- Greene, James. H., (1987), "*Production and Inventory Control Handbook*", McGraw Hill, New York.
- Mc Leavey, Dennis W. and Narasimhan, S. L., (1985), "*Production and Inventory control*", Allyn and Bacon, Boston.
- Peterson, R and Silver, E.A., (1979), "*Decision Systems for Inventory Management and Production Planning*", John Wiley, New York.
- Vollmann, T.E. et al., (1988), "*Manufacturing Planning and Control*", Homewood, Illinois,
- D Irwin. Gaither Op mgt. Cenage learning 9<sup>th</sup> Ed. 2006

# **MBA OM - 3404**

## **Logistics Management**

### **Objective**

The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness.

### **Contents**

An Overview of Operations Management, Process Analysis, Business Forecasting, Efficient Planning for Operations

Logistics – Concepts & Practices, Warehousing Decisions, Transportation Decisions, Third Party Logistics, Logistics Engineering, Reverse Logistics, Global Logistics

Logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions.

### **Suggested Text**

- V.V Sople(2012), Logistics Management, Pearson Education.
- Ailawadi Satish C. and Singh P. Rakesh (2012) Logistics Management, PHI.

### **Additional Readings**

- Ballau, Renald. H., (1992), "Business Logistics Management", Englewood Cliffs, Prentice Hall Inc. New York.
- Beal K. A., (1990), "Management Guide to Logistics Engineering", Institute of Production Engineering, U.S. A.
- Benjamin S.B., (1996), "Logistics Engineering and Management" Englewood Cliffs, Prentice Hall Inc. New York.
- Bowersox, D.J and Closs, D.J., (1986), "Logistics Management: A System Integration of Physical Distribution", Macmillan, New York.
- Christopher, M., (1992), "Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services", Pitsman, London.
- James, C. J. and Wood, Donald F., (1990), "Contemporary Logistics", Macmillan, New York.
- Shapiro, R., (1995), "Logistics Strategy: Cases and Concepts", St. Paul, West.
- Bhattacharya S K (2007) Logistics Management: Definition, Dimensions and Functional Applications , S. Chand & Sons, New Delhi.



# MBA OM - 3405

## Services Operations Management

### Objectives

The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

### Contents

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning Environment; Facility Location and Layout for Services; Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards; and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line Analysis; Distribution of Services; Product- Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

### Suggested Text

- Robert Johnston, Graham Clark and Michael Shulver (2012), *Service Operations Management: Improving Service Delivery*, Pearson.
- James A. Fitzsimmons (2010), *Service Management: Operations, Strategy, Information Technology*, McGraw Hill.

### Additional Readings

- Bowman David E. et al. (1990), *"Service Management Effectiveness: Balancing Strategy, Organization and Human Resource, Operations and Marketing. San Francisco"*, Jossey Bass.
- Collier David A., (2007), *"Service Management: Operating Decisions"*, Englewood Cliffs, Prentice Hall Inc. New Jersey.
- Fitzsimmons, James.A. and Sullivan, Robert S., (2012), *"Service Operations Management"*, McGraw Hill, New York.
- Haskett, James L. et al. (1990), *"Service Breakthroughs- Changing the Rules of the Game"*, Free Press, New York.
- Murdiek, R.G. et al. (1990), *"Service Operations management"*, Allyn and Bacon, Boston.
- Voss, C. et al. (2005), *"Operations Management in Service Industries and the Public Sector"*, Wiley, Chichester.

# MBA OM - 3406

## World Class Manufacturing

### Objective

To acquaint the students with the world class manufacturing environment and optimized production principles.

### Contents

World Class Manufacturing Environment: Imperatives For Success- Technology, Systems Approach and Change in the Mindset; Strategic Decisions in Manufacturing Management: Choice of Technology, Capacity, Layout / Automation in Material Handling systems; Aggregate Planning and Master Production Scheduling – Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use, Implementation Problems/Indian experience; Optimized Production; Technology Principles Advocated by Eliyahu Goldtratt; Just – In – Time System: JIT Manufacturing System, JIT Pull System – Use of Kanban, JIT Purchase – Source Development, Buyer- Seller Relations; Supply Chain Management / Bench Marking; Total Quality Management – TQM Philosophy, TQM Principles, TQM Tools including Circles, SQC / Acceptance Sampling, Quality Through Design, QFD – Quality House, Failure Mode Effect Analysis, Fault – Tree Analysis, Concurrent Engineering Principles Taguchis' Quality Loss Function and Robust Design Concept, Designing Products Through 'Fuzzy' Logic, Quality Management Systems and ISO 9000 Standards; Total Productive Maintenance, Objective of TPM – Total System Effectiveness, Break – Down Maintenance, Preventive, Maintenance, Predictive. Maintenance, Condition Monitoring Systems Maintenance Prevention, Maintainability Improvement, Reliability Improvement, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with Customer – Driven Team Structure); Automation in design and Manufacturing: Automated Material Handling equipments, Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology / Cellular Manufacturing Systems; Six Sigma.

### Suggested Text

- Richard J. Schonberger (2008), *World Class Manufacturing* , Free Press.
- Richard J. Schonberger (2013), *World Class Manufacturing: The Next Decade: Building Power, Strength, and Value* , Free Press.

### Additional Readings

- Larry Rubrich and Mattie Watson (2004), *Implementing World Class Manufacturing*, (Includes Lean Enterprise) , WCM Associate.
- Buffa, Elwoods and et al. (1981), "Programmed Learning for Production and Operations Management", Illinois, Learning System Co.
- Dervitsiotis, Kostas. N., (2001), "Operations Management, Auckland", McGraw Hill.
- Hughes, Chris, (1985), "Productions and Management", London Pan Books.
- Schonberger, Richard J., (2002), "Japanese Manufacturing Techniques", Free- Press, NY.

## **MBA OM - 3407**

### **Advanced Decision Sciences**

#### **Objective**

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision-making. Students will also be acquainted as how to use computer packages for data processing purposes.

#### **Contents**

Parametric and Sensitivity Analysis; Inventory Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques – Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Goal Programming Models– Concepts, Graphical and Simplex Method; Integer Goal Programming, Post-optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming under Uncertainty; Implementation of Goal Programming.

#### **Suggested Text**

- William Stevenson(2011), Operations Management (Operations and Decision Sciences), Wiley
- Inc. Taha H.A., (2013), "Operations Research: An Introduction", Prentice Hall of India, New Delhi.
- Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2002

#### **Additional Readings**

- Ahuja A.K. et al. (1993), "Network Flows", Englewood Cliffs", New Jersey. Prentice Hall of India. Optimization in Operations Research by Ronald L. Rardin (Aug 15, 1997)phi
- Bhat S K (2011), Applied Operations Research for Management, Himalaya Publishing House, Delhi Gould, F.J.
- et al. (1993). "Introduction to Management Science", Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Gupta, M.P and Sharma J.K., (1997), "Operations Research for Management", National, New Delhi.
- Robert J Vanderbei(2013), Linear Programming: Foundations and Extensions (International Series in Operations Research & Management Science), Springer.
- Mathur, K. and Solow D., (1994), "Management Science", Englewood Cliffs, Prentice Hall Inc, New Jersey.
- Panneerselvam, (2001), "Operations Research", Prentice Hall of India, New Delhi.
- Sharma, S. J.K., (2001), "Operations Research: Theory and Applications", Macmillan India, New Delhi.
- Srinath, L.S., (1994), "Operations Research for Executive", Affiliated East West Press, New Delhi.

# **Entrepreneurship**

## **MBA EM-3501**

### **Entrepreneurship Theory and Practice**

#### **Objective**

To create an understanding of the concept and process of entrepreneurship, its contribution and role in the growth and development of individual and the nation. The course will also help participants in acquiring entrepreneurial quality, competence and motivation and also in learning skills for creation and management of an entrepreneurial venture.

#### **Contents**

Concepts and definitions: Entrepreneur, entrepreneurship, enterprise, small scale industries, ancillary industry, tiny industry, small scale service and business enterprise (SSSBEs).

Nature and characteristics of small business, problems faced by small businesses; Role of entrepreneurship and small business in economic development, Barriers to entrepreneurship.

Entrepreneurial roles and functions; Enterprise management: steps involvement in setting an enterprise, managerial functions of an entrepreneur in enterprise management: planning, organizing, directing, controlling; Entrepreneurial competencies, Entrepreneurial motivation: Needs framework for entrepreneurial motivation; Entrepreneurial performance and reward.

Opportunity scouting: Meaning and importance; Opportunity scanning: environmental analysis-international environment, macro environment, sectoral analysis, SWOT analysis

Opportunities in contemporary business environment: niche marketing, services, franchising, tourism, entertainment, IT enabled services, green entrepreneurship, Idea generation: role of creativity and innovation in idea generation.

Feasibility analysis: market analysis, financial analysis, technical analysis, ecological analysis, Project report preparation. Business plan: outline and development of business plan.

Institutional framework for small scale industries: All India institutions-SSIB, SIDO, NSIC, KVIC; State level institutions-SIDCs, SDIs, DICs; Fund based institutions-SIDBI, SFC, commercial banks, roles and functions of each. Industrial policy resolutions and SSIs; comprehensive policy package for SSIs and tiny sector, fiscal incentives to SSIs, Measures of promotion and development of SSIs.

#### **Suggested Text**

- Bhide, Amar V., The Origin and Evolution of New Business, Oxford University Press, New York, 2000.
- Dollinger M.J., 'Entrepreneurship strategies and Resources', 3rd edition, Pearson Education, New Delhi 2006.

#### **Additional Readings**

- Desai, Vasant Dr. (2004) Management of small scale enterprises New Delhi: Himalaya Publishing
- House. Verma, J.C., and Gurpal Singh, Small Business and Industry-A Handbook for Entrepreneurs, Sage, New Delhi, 2002
- Vesper, Karl H., New Venture Strategies, [Revised Edition], New Jersey, Prentice Hall, 1990

## MBA EM-3502

### Creativity and Innovation for Entrepreneurial Excellence

#### Objective

This course is designed to help the students to understand how they can draw from their own creative skills to be innovative, entrepreneurial or “intrapreneurial” (corporate) venture. This course will enable students to identify various sources of ideas, discuss methods of generating new venture ideas and inculcate techniques for creative problem solving.

#### Contents

Creativity and Innovation – Introduction, Thinking Styles, Lateral, Divergent, Convergent Thinking, 6 Thinking Hats, Radiant Thinking - Mind Mapping and Morphological mind mapping Techniques.

Individual and group techniques for creativity, Generating Ideas – Brain storming, Nominal and Delphi Techniques, Question checklist, Attribute changing, Morphological analysis, SCAMPER

Measuring Ideas and Innovation, Creative problem solving, Enhancing Creative persona Creating Creative climate

Creativity in Business - Product Creativity, Process Creativity, Service Creativity and Strategic Creativity

#### Suggested Text

- Pradip N. Khandwalla, (2009). *Lifelong Creativity – An Unending Quest*; New Delhi: Tata McGraw-Hill

#### Additional Readings

- Drucker, Peter F. (2007). *Innovation and Entrepreneurship*; UK: Elsevier
- Bessant, John and Joe, Tidd (2007). *Innovation and Entrepreneurship*; UK: John Wiley
- Pearce, John A., Richard B. Robinson, and Amita Mital (2008). *Strategic Management: Formulation, Implementation and Control*, 10/e; New Delhi: Tata McGraw-Hill
- Promod Batra, and Vijay Batra. (2008). *Brainstorming For Creativity and Innovation*, 2/e; New Delhi: Macmillan India Ltd.

## MBA EM-3503

### Project, Planning, Analysis and Management

#### Objective

The course is designed to impart intensive knowledge and skills in identifying opportunities for setting up projects, assessing their feasibility and appraising them for their viability. The course will help students to understand the process of appraisal of such projects by financial institutions and the various options available for financing. The students will also be familiarized with preparation of detailed project reports.

#### Contents

Project Concept, Types and Characteristics: Identification of Investment Opportunities - Generation of project Ideas, Pre-feasibility analysis, Project rating index:

Project Feasibility Analysis: Project life cycle, Marketing and Technical analysis, Financial Analysis- project cost estimation, Projected financial statements, project appraisal techniques, Social Cost Benefit Analysis. Project Risk Analysis and Risk Mitigation Measures, Statistical Tools and Techniques, Use of Specialised Software.

Project Appraisal by Financial Institutions, Banks and other Financial Agencies, Formulation of project report, Credit Risk Analysis and Project Rating by Funding Institutions, Preparation of Detailed Project Report, Project Funding: Major Sources; infrastructure project financing, PPP Projects and Financing Project Monitoring and Control, Project management Information Systems (PMIS), Project Implementation Practices - Microsoft Project, Primavera, Post completion Audit Programme

#### Suggested Text

- Prasanna Chandra (2011), *Projects: Planning, Analysis, Selection, Implementation and Review*, McGraw India.
- PMI (2009), *A guide to Project Management Body of Knowledge*, Project Management Institute.
- Kerzner H. (2013), *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, Wiley.

#### Additional Readings

- H.P.S.Pahwa, *Project Reports and Appraisals*, Bharat Law House, 2001.
- Bhavesh M. Patel (2010), *Project Management*, Vikas Publishing House Pvt. Ltd., 2001.
- Yee Yee Chong and Evelyn May Brown (2000), *Managing Project Risk*, Financial Times-Prentice Hall.
- Dennis Locke (2007), *Handbook of Project Management*, Gower Press.
- R.G. Ghattas and Sandra L. McKee (2003), *Practical Project Management*, Pearson Education (Singapore) Pte.Ltd.
- Nicholas J.M.(2008), *Project Management for Business and Technology*, Pearson Education.
- James P. Lewis (1999), *The Project Manager's Desk Reference*, Neo Publishing Company, New Delhi, 1993
- Turner J.R. (2008), *The Handbook of Project –Based Management*, McGraw-Hill, London.
- Little I.M.D. & J.A. Mirrless (1974), *Project Appraisal and Planning for Developing Countries*, Hienemann Educational Books.
- Joy P.K. (1998), *Total Project management*, Macmillan India Ltd.
- Wysocki Robert (2011), *Effective Project Management*, Traditional, Agile and Extreme, Wiley Inc.
- S.Choudhury (1988), *Project Management*, Tata Mc Graw Hill.



## **MBA EM-3504**

### **Information Technology for Entrepreneurship**

#### **Objective**

The primary objective of this course is to familiarize the students with the strategic use of information technology applications by entrepreneurs.

#### **Contents**

Emerging Information Systems, Sustaining Competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Information Partnerships; Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology. Networks- use and applications, Technological Intelligence and Forecasting, Global Trends in Technology Management.

#### **Suggested Text**

- CJ Rhoads(2009), The Entrepreneur's Guide to Managing Information Technology ,Praeger London.
- Turban, Rainer and Potter (2006). Introduction to information technology, 2nd Edition, John Wiley and Sons.

#### **Additional Readings**

- Turban Efraim, Ephraim McLean, James Wetherbe (2006). Information Technology for Management - Transforming organizations in the digital economy, 4th Edition, Wiley India.
- Joseph A. Brady and Ellen F Monk (2007). Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
- Saini A. K.and Pradeep Kumar (2003). Computer Applications in Management, Anmol Publications.
- Deepak Bharihoke, (2009). Fundamentals of Information Technology, 3rd Edition, Excel Books.

## MBA EM- 3505

### Internet Marketing and E-commerce

#### Objective

This course is about marketing on the Internet and how businesses employ electronic commerce. It will provide students with an understanding of how the Internet can be used to create a brand presence, complete commercial transactions, and other important aspects of having an online business. To understand the e-marketing and e-commerce environment, particularly how certain technologies are employed to allow commerce to take place online.

#### Contents

Origin, need and factors affecting electronic commerce, Features of electronic commerce, electronic commerce framework, Internet as an Electronic Commerce enabler

Electronic commerce Business models- Value Proposition, Revenue model, market opportunity, competitive environment, competitive advantage, market strategy, organizational development, Management team Business to consumer business models, types of B2C, Business to business- Business models, types of B2B, consumer to consumer Business models, Types of C2C, Peer to Peer Business Models, M-commerce, electronic payment systems ( Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit card, Transactional security

Online Retailing, Online retail Industry dynamics, online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, online marketing communications, online advertising, online branding, online customer relationship, online pricing strategies

Online Banking, online Banking implementation, changing dynamics in banking industry Management issue in online banking, Introduction to Mobile commerce, Challenges emerging in Mobile commerce, Application areas of mobile commerce.

#### Suggested Text

- Laudon, K. C. & Traver, C. G. (2013). *Electronic Commerce Business Technology and Society*, Pearson Education.
- Kalakota, R. & Whinston, A.B.(2009) *Electronic Commerce- Frontiers of E-commerce*, Pearson Education

#### Additional Readings

- Whiteley, David.(2000). *E-commerce strategy, technologies and applications*. Tata Mc- Graw Hill, New Delhi.
- C.S. Murthy(2010). *E-commerce concepts, Models & Strategies*, Himalaya Publishing house, Mumbai
- Bajaj, Kamlesh K & Nag, Debjani.(2009). *E-commerce The Cutting edge of business*, Tata Mc Grow Hill

## **MBA EM-3506**

### **Entrepreneurial Finance**

#### **Objective**

The objectives of the course are to build students skills, frameworks and knowledge in entrepreneurial finance. The course aims are to improve students capacity to: Recognize an opportunity worthy of financing, Value an opportunity, Understand the difference between the funder's perspectives and those of the company being financed, Appreciate the difference between venture capital, private equity, early stage and traditional financing sources, Approach a venture capital source and present the idea, Use different financing techniques, Understand the importance of options and Use of strategic partnering.

#### **Contents**

Business Evaluation: Review concepts of valuation for entrepreneurial ventures and possible funding sources for them, types of investments and planning horizons, tools to value early stage business opportunity, review of standard tools of valuation applied to start-up situations, introduction of the venture capital method and the real options approach to valuation.

Opportunities Assessment and financing: the main sources of finance for entrepreneurs, Opportunities from the point of view of the founder, management team and funder, Revisit valuation concepts, Model opportunities, relevant capital structures, Value options.

Resource Requirements: Obtaining Venture and Growth Capital, The Deal: Valuation, Structure, and Negotiation; Obtaining Debt Capital

Venture Capital Funds: Examine VC funding and how it works, funding rounds and the business of funding, challenges of managing and funding growth, term sheets and the concept of Due Diligence, issues of corporate venture capital and private equity funds

Growth, After care and Exit strategies: Investment Nurturing or After care , Exit Routs, Going Public, The OTC Route, by the Promoter, Corporate Sale. Examining later stage financing, including mezzanine financing and buy-outs.

#### **Suggested Text**

- Steven Rogers, Entrepreneurial Finance Strategies for the Serious Entrepreneur, Tata Mcgraw hill

#### **Additional Readings**

- Levin, Jack S. Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions. Aspen Publishers, 2009. ISBN: 9780735581609.
- Metrick, Andrew, and Ayako Yasuda. Venture Capital and the Finance of Innovation. Wiley, 2010. ISBN: 9780470454701.
- Leach and Melicher, 2nd edition, Entrepreneurial Finance

## **MBA EM-3507**

### **Management of Family Business**

#### **Objective**

To create an understanding of the concept and processes of family business management. This course will help students in acquiring entrepreneurial quality, competence and motivation to work for the business of his/her family. This course will also help learners to find a suitable space in others family business.

#### **Contents**

Introduction, dynamics of the family business , first generation issues, family issues, competition, the first rule of a family business, discussion on family business backgrounds and experiences, family business systems and development issues ,traits of a successful family business.

Second and third generation issues , work and family relationships, pros and cons of sibling relationships, dealing with nepotism and non-performing family members, power and control between different generations, developing procedures in family business environment, assessing family work relations, negotiating with the family - reducing conflict, performance evaluation of family members.

Non-family management, nepotism and professional, fairness and equality, selecting and evaluating the non-family CEO, dealing with nepotism and non-performing family members, the role of the board in monitoring the CEO, leadership roles and support characteristics, next generation leadership - cousin consortium relations.

Managing succession, governance and shareholder relations, corporate family boards, rights, roles, and responsibilities of shareholders, family meetings, family councils, and board meeting, time to retire, career stages of the owner and next generation successor - creating a timetable.

State of the family business: evaluating the company , strategic planning: an action plan next decade, review the family business, evaluating the company - due diligence process, strategic planning process, action planning for the future, articulating a vision.

Career in a family business: the next generation ,selling a family business ,successful family businesses, selling or keeping a family business, the career in a family business, career planning for family members , the successful characteristics of a family business, traits of successful family businesses and good business practices, important lessons to take away from the course.

#### **Suggested Text**

- Kent Rhodes and David Lansky ,Managing Conflict in the Family Business ,Understanding Challenges at the Intersection of Family and Business , A Family Business Publication, Palgrave Macmillan
- Lorna Collins, Louise Grisoni, John Tucker, Claire Seaman, Stuart Graham, Rebecca Fakoussa and Dominique Otten ,The Modern Family Business Relationships, Succession and Transition , Palgrave Macmillan
- Alexander Koeberle-Schmid, Denise Kenyon-Rouvinez and Ernesto Poza ,Governance in Family Enterprises :Maximizing Economic and Emotional Success ,Palgrave Macmillan

#### **Additional Readings**

- Allen E. Fishman,Elements of Family Business Success, Tata McGraw - Hill Education •
- Keanon J. Alderson,Understanding the Family Business , Business Expert Press

# **Information Technology**

# MBA-IT -3601

## Business Process Re-engineering

### Objective

The objective of this course is to conceptualise business process improvement and reengineering and its opportunities and develop an understanding of the method and stages involved in business process improvement and reengineering with active use of Information technology.

### Contents

Conceptual Foundation of Business Process Re-engineering; Understand the Organization, Role of Information Technology in BPR; Process Improvement; Business Process Improvement with Six Sigma, CMMI and ISO9001: 2000 Standards BPR Experiences in Indian Industry; BPR and Strategy Linkages

The BPR methodology - Business Process Redesign - Process Identification and Mapping; Role / Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement. Business Process Redesign; Man Management for BPR Implementation; Re-organization People - The Transformation and Managing Change.

### Suggested Text

- Tan, A. (2007), *Business Process Reengineering in Asia: A Practical Approach*, Pearson Prentice Hall,

### Additional Readings

- Carr, D.K. and Johansson, H.J., (1995), "Best Practices in Re-engineering", McGraw Hill, New York.
- Champy, James, (1995), "Re-Engineering Management: The Mandate for New Leadership", Harper Collins, London.
- Coulson-Thomas, C., (1994), "Business Process Re-engineering: Myth & Reality", Kogan Page, London.
- Davenport, T.H., (1993), "Process Innovation: Re-engineering Work Through Information Technology", Harvard Business School Press, Boston.
- Hammer, Michael, (1993), "Re- engineering the Corporation: A Manifesto for Business Revolution", Nicholas Brealey, London.
- Jayaraman, M.S. et al. (1994), "Business Process Re-engineering", Tata McGraw Holl, New Delhi.
- Peppard, J and Rowland P., (1995), "The Essence of Business Process Re-engineering", Prentice Hall Inc. New York.

## MBA-IT -3602

### System Analysis and Design

#### Objective

This course is aimed at developing an appreciation of analysis and design of computer based commercial data processing systems.

#### Contents

Overview of Systems Analysis and Design; Software Applications Today , the Changing Scenarios, Introduction to Different methodologies and Structured System Analysis, Problem Identification; Requirement Analysis: Tools and Techniques Feasibility Analysis, Operational, Technical and Economical Feasibility details of SDLC Approach. Business Systems Concept; Systems Development Life Cycle; Project Selection; Feasibility Study for Analysis and Design of Business; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionaries; Process Organization and Intersections; Decision Analysis; Decision Trees and Tables; Expansion; Explosion and Normalization. Detailed Design; Modulation; Specification; File Design Data Base Design System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plane. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organization; Data Processing Setup; Project Management Techniques for Managing Software Projects.

#### Suggested Text

- Kendall and Kendall, (2002), "System Analysis and Design", Prentice Hall of India, New Delhi.
- Goyal Arunesh (2011), Systems Analysis and Design , PHI

#### Additional Readings

- Awad. Elias M., (1990), "*Systems Analysis and Design*", 2<sup>nd</sup> Ed. Prentice Hall of India, New Delhi.
- Coad, Peter and Edward, Yourdon., (1991), "*Object Oriented Analysis*", 2<sup>nd</sup> Ed. Englewood Cliffs, Yourdon Press, New Jersey.
- Hawryszkiewycz, I.T., (1991), "*Introduction to Systems Analysis and Design*", 2<sup>nd</sup> Ed. Prentice Hall of India, New Delhi.
- Marco, T. D., (1989), "*Structured Analysis and System Specification*", Yourdon Press, New Delhi.
- Rajaraman, V., (1991), "*Analysis and Design of Information Systems*", Prentice Hall of India, New Delhi.
- Van Over, David. (1992), "*Foundations of Business Systems*", Dryden Press, Fort Worth.
- Whitten, J.L. et al. (1994), "*System Analysis and Design Methods*", Galgotia, New Delhi.



# MBA-IT -3603

## Strategic Management of Information Technology

### Objective

This course is aimed at developing an understanding of use of information technology as a strategic tool for business management. The course focuses on development of information technology leadership

### Contents

Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage by use of IT; Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Information Partnerships; Managing in the Market space; National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource; Managing the IT Function; Outsourcing IT Function.

### Suggested Text

- Efraim Turban and Linda Volonino (2011), *Information Technology for Management: Improving Strategic and Operational Performance*, Wiley Inc,

### Additional Readings

- Bernard H. Boar (2000), *The Art of Strategic Planning for Information Technology*, Wiley Inc.
- Galliers, R.D., (1994), "*Strategic Information Management: Challenges and Strategies in Managing Information Systems*", Butter-Worth, Heinemann, Oxford,
- McKenney, James. L., (1995), "*Waves of Change: Business Evolution Through Information Technology*", HBS Press, Boston.
- Neuman, Seev., (1994), "*Strategic Information Systems: Competition Through Information Technologies*", Macmillan College, New York.
- Nolan, Richard L., (1995), "*Creative Destruction: A Six- Stage Process for Transforming the Organization*", HBS Press, Boston.
- Parker, Marilyn M., (1996), "*Strategic Transformation and Information Technology: Paradigms for Performing while Transforming*", Englewood Cliffs, Prentice Hall Inc. New Jersey.
- Somogyi, E.K and Wallers, (1987), "*Towards Strategic Information Systems*", Kent Publishing, Tunbridge.
- Ward, John., (1996), "*Strategic Planning for Information Systems Chichester*", John Wiley.

## MBA IT-3604

### Data Base Management Systems

#### Objective

This course will help students to understand how databases can be used to store an organization's information.

#### Contents

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object- Oriented and Object Relational.

ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an ER, Database Schema, Reduction of E-R Schema to Tables.

SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity.

Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function), Introduction to PL/SQL (Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's).

Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1, NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form. Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking Protocol.

#### Suggested Text

- Silberschatz, A, Korth H and Sudarshan S (2010), Database System Concepts, Sixth Edition, McGraw-Hill.
- Elmsari R. and Navathe S. (2008). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi.

#### Additional Readings

- Koch, G. & Loney, K. (2005). Oracle 9i The complete reference. Tata McGraw-Hill.
- Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
- Singh Shio Kumar (2006), Database Systems: Concepts, Design and Applications, First edition, Pearson Education.
- Rob. Peter (2010). Data base system concepts, first edition, Cengage Learning.

## **MBA IT-3605**

### **Enterprise Resource Planning (ERP)**

#### **Objective**

To make the students able to participate in planning and implementation of advanced enterprise wide systems and technologies in their careers.

#### **Contents**

Introduction: Basics concepts of ERP ,Common ERP myths, Brief history and growth of MRP,MRP-II and ERP .Over expectation in ERP, Risks ,issues and Benefits of ERP; ERP and Related Technologies :Business process Reengineering (BPR) ,Management Information System (MIS) ,Decision Support Systems (DSS) ,Executive Support Systems (ESS) ,Data Warehousing, Data Mining ,Online Analytical Processing (OLAP) ,Supply Chain Management (SCM) ,Customer Relationship Management (CRM) ,Internet and Extranet ,Advance Technology and ERP Security.

ERP Market Place, Functional Modules and Implementation: Market overview, Market dynamics Changing ERP market. Functional modules of ERP Software. Integration of ERP, SC and CR Applications.ERP Implementation Basics, ERP transition Strategies and ERP Implementation Life Cycle, Role of SDLC/SSAD, Object Oriented Architecture, Consultants, Vendors and Employees, Success and Failure factors of an ERP Implementation.

ERP Operation and Maintenance: Upgrading versus new software, operation and maintenance of ERP system, ERP maintenance phase Maximizing the ERP system; Extending the power if ERP using Internet.ERP and e Business, ERP, Internet and WWW-ERP II. Future Directions and trends in ERP.

#### **Suggested Text**

- Alexis Leon ,'Enterprise Resource Planning ' ,Tata McGraw -Hill

#### **Additional Readings**

- Garg & Venkitakrishnan, 'ERP Concepts and Planning ' ,PHI
- Mary Summer , "Enterprise Resource Planning",
- Ose Antonio Fernandz, "SAP R/3 Handbook",TMH

# **MBA IT-3606**

## **Software Project Management**

### **Objective**

To acquaint the students with the software project management concepts, techniques and issues related to implementation.

### **Contents**

Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process.

Software Project Planning and Scheduling: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques.

Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit.

Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

### **Suggested Text**

- Roger. S. Pressman (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition.
- Aggarwal, K. K. & Singh, Yogesh (2008). Software Engineering. New Age International Third Edition.

### **Additional Readings**

- Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
- Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
- Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.
- Pankaj Jalote (2002). Software Project Management in Practice, first edition, Pearson.

# **MBA IT-3607**

## **Web Technologies**

### **Objective**

The objective of this course is to conceptualise the students with latest trends in Web Technologies.

### **Contents**

Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory.

DHTML: Client Side Validations Using JavaScript, Cascading Style Sheets.

Introduction to HTML and Java Script - Internet Concepts and www- Introduction to HTML, Basic tags of HTML, Forms and Controls, Introduction to Java Script, Elements of Java Script , Dialogs: Performing I/O, Objects in Java Script such as Date, Math, String, Document Object Model: Document, Form, Controls, Event Handling

Extended Mark-Up Language -Introduction and Feature, Use of XML, XML document, Creating XML, DTD, Reading XML, XML and HTML

Java Applet & Servlet, Java Server Pages & Enterprise Java Beans, RMI AND JAVA Networking, Remote Method Invocation, Java Networking, File Formats: gif, jpeg, png

Active Server Pages: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page.

MS Visual Interdev: Introduction, Features, Developing Asp Pages using MS Visual Interdev.

### **Suggested Text**

- Roussel A. John (2003). Mastering ASP. BPB Publication.
- Mitchell Scott and James Atkinson (2002). Teach Yourself Active Server Pages 3.0 in 21 Days.

### **Additional Readings**

- Deitel & Deitel, Goldberg (2009). Internet & World Wide Web, Fourth edition. Pearson.
- Puntambekar A A(2013), Web Technology, Technical Publications.

## **MBA IT-3608**

### **Artificial Intelligence and Neural Networks**

#### **Objective**

The objective of this course is to conceptualise the students the basic framework of artificial intelligence(AI) and neural networks and train them for various business applications.

#### **Contents**

Scope of AI: Games, theorem proving, natural language processing, vision and speech, processing, robotics, expert systems, AI techniques-search knowledge, abstraction. Problem Solving (Blind): State space search; production systems, search space control;depth-first, breadth-first search. Heuristic Based Search: Heuristic search, Hill climbing, best-first search, branch and bound, Problem Reduction, Constraint Satisfaction End, Means-End Analysis.

Game Playing: Game Tree, Minimax Algorithm, Alpha Beta Cutoff, Modified Minimax Algorithm, Horizon Effect, Futility Cut-off. Knowledge Representation: Predicate Logic: Unification, Modus Ponens, Modus Tolens, Resolution in Predicate Logic, Conflict Resolution Forward Chaining, Backward Chaining, Declarative and Procedural Representation, Rule based Systems.

Structured Knowledge Representation: Semantic Nets: Slots, exceptions and default frames, conceptual dependency, scripts. Handling Uncertainty: Non-Monotonic Reasoning, Probabilistic reasoning, use of certainty factors, fuzzy logic.

Natural Language Processing: Introduction, Syntactic Processing, Semantic Processing, Pragmatic Processing.

Learning: Concept of learning, learning automation, genetic algorithm, learning by inductions, neural nets.

Expert Systems: Need and justification for expert systems, knowledge acquisition

Biological, Analogy, Architecture classification, Neural Models, Learning Paradigm and Rule, single unit mapping and the preception.

Feed forward networks – Review of optimization methods, back propagation, variation on backpropagation, FFANN mapping capability, Mathematical properties of FFANN's Generalization, Bias & variance Dilemma, Radial Basis Function networks.

Recurrent Networks – Symmetric hopfield networks and associative memory, Boltzmann machine, Adaptive Resonance Networks, PCA, SOM, LVQ, Hopfield Networks, Associative Memories, RBF Networks, Applications of Artificial Neural Networks to Function Approximation, Regression, Classification, Blind Source Separation, Time Series and Forecasting.

#### **Suggested Text**

- E. Rich and K. Knight, "Artificial Intelligence", TMH, 2nd Ed., 1992.
- N. J. Nilsson, "Principles of AI", Narosa Publ. House, 1990.

#### **Additional Readings**

- P. H. Winston, "Artificial Intelligence", Pearson Education, 3rd Edition,
- 2000 D. W. Patterson, "Introduction to AI and Expert Systems", PHI, 1992.
- R. J. Schalkoff, "Artificial Intelligence – An Engineering Approach", McGraw Hill Int. Ed. Singapore, 1992.
- M. Sasikumar, S. Ramani, "Rule Based Expert Systems", Narosa Publishing House, 1994.
- Hertz J, Krogh A, R.G. Palmer, "Introduction to the Theory of Neural Computation", Addison-Wesley, California, 1991.
- Freeman J.A., D.M. Skapura, "Neural Networks: Algorithms, Applications and Programming Techniques", Addison-Wesley, Reading, Mass, 1992.
- Patterson D.W., "Artificial Neural Networks: Theory and Applications", Prentice Hall,
- Singapore, 1995. J. M. Zurada, "Artificial Neural Systems", Jaico Pub., 2000

# **International Business Management**



# MBA IB - 4101

## International Financial Management

### Objective

To educate the students as regards the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, hedging against exposure risk, problems and techniques in financial management of the Multi National Corporations

### Contents

International Economics - Foreign Exchange Market, Regulation, Trade Theories, International Monetary Systems, BOP – Concept and measurement

Types of Foreign Exchange Markets and Transactions- Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates

Organization of the Foreign Exchange Markets – Currency Futures, Currency Options, Currency Swaps, other Instruments

Theory and practice of Forecasting Exchange Rates - Fundamental Parity Relationships, Structural Models of Exchange Rate Determination, Exchange Rate Forecasting

Foreign Exchange Exposure Management - Foreign Exchange Exposures and risk, Types, measurement, management, Tax Implications, Tax Treatment of Foreign Exchange Gains and Losses

International Project Appraisal and Cost of Capital- Various techniques of International Project Appraisal, determining the Cost of Capital, The International CAPM, Country Risk Assessment, International Financing - The International Financing Decision, Evaluating Borrowing Options, International Equity Financing, Project Finance, International payment systems.

Short-term Financial Management in a Multinational Corporation - Short-term Borrowing and Investment, Cash Management.

### Suggested Text

- Maurice, Levi(2011), *International Finance*, McGraw Hill.
- Apte P G(2011), *International Financial Management*, McGraw Hill.

### Additional Readings

- Aliber, R.Z. (1978), *Exchange Risk and Corporate International Finance*, London, Macmillan.
- David K Eiteman(2010), *Multinational Business Finance*, Pearson Education
- Michael Melvin(2011), *International Money and Finance*, Pearson Education
- Shapiro, A.C. (2012), *International Financial Management*, Pearson India
- Thummuluri Siddaiah(2009), *International Financial Management*, Pearson Education
- Yadav, S.S. et. Al(2010), *Foreign Exchange Markets*, Macmillan India.

## **MBA IB - 4102**

### **International Financial Markets**

#### **Objective**

The objective of this course is to give students an in-depth knowledge of the working of international financial markets.

#### **Contents**

History of the International Financial System –The Rise and Fall of Bretton Woods, Globalization and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro – currency Market, Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rate, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets – Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future – Central Bank and the Balance of Payment, The European Monetary System and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country Risk, International Portfolio Diversification, International Transfer Pricing.

#### **Suggested Readings:**

- Bhalla, V.K., (2001), *"International Financial Management"*, 2<sup>nd</sup> Ed. Anmol, New Delhi.
- Bhalla, V.K., (1997), *"Managing International Investment and Finance"*, Anmol, New Delhi.
- Buckley, Adrian, (1996), *"Multinational Finance"*, 3<sup>rd</sup> Ed. Prentice Hall Inc; Englewood Cliffs.
- Eiteman, David K and Stonehill, Arthur I., (1988), *"Multinational Business Finance"*, Addison – Wesley, California.
- Johnson and Giaccotto, (1995), *"Options and Futures"*, St. Paul, West.
- Kim, Suk and Kim, Seung, (1993), *"Global Corporate Finance: Text and Cases"*, 2<sup>nd</sup> Ed. Miami, Florida.
- Shapiro, Alan C., (1995), *"Multinational Financial Management"*, Prentice Hall of India, New Delhi.

## MBA IB - 4103

### Foreign Exchange Management

#### Objective

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure and hedging against exposure risk.

#### Contents

Types of Foreign Exchange Markets and Transactions: Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates.

Organization of the Foreign Exchange Markets: Currency Futures, Currency Options, Currency Swaps, Financing Instruments.

Theory and practice of Forecasting Exchange Rates: Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis.

Foreign Exchange Exposure Management: Foreign Exchange Exposures - Types, Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management.

Tax Treatment of Foreign Exchange Gains and Losses, Income Tax Act, 1961, Foreign Exchange Management Act, 1999, RBI Act 1934.

#### Suggested Text

- Bulchandani, K.R., Business law for Management, Himalaya, 2006.
- Levi, M.D. International Finance, Mc Graw Hill, 1996.
- Shapiro, A.C. International Financial Management, Pearson, 2004.
- Singhania, V. K. Direct Taxes Ready Reckoner, Taxmann, 2006
- Yadav, S.S. *et. al* Foreign Exchange Markets, Macmillan India, 2001.

#### Additional Readings

- Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan, 1978.
- Bhatta, V.K. International Financial Management, 2nd ed: New Delhi, Anmol, 2001.
- Foreign Exchange Markets, ICFAI Press, 2005
- ICFAI Reader, ICFAI Press, Latest Issues.
- Luca Cornelius Trading in the global currency Markets, NJ, Prentice Hall, 1995.
- Satish, D. Currency Risk Management, ICFAI Press, 2004.
- Sutton, W.H. Trading in Currency Options, New York Institute of Finance, 1987.

# **MBA IB - 4104**

## **International Marketing**

### **Objective**

The objective of this course is to familiarize students with the contemporary trends in the field of international marketing. It is also intended to enhance students' awareness and appreciation of global issues and the growing importance and complexity of international marketing challenges and opportunities.

### **Contents**

International Marketing- definition, concept, distinction between international trade, Marketing and business, Basis of International trade, Theories of international trade, process of international marketing, Environment of International Trade- SLEPT.

Global Marketing, Trade Barrier- Tariff and non-tariff barrier, trading pattern - Bilateral Trade Agreement and Commodity Agreement, Modes of International Market Entry, Factors Affecting the selection of Entry Mode, Choosing the Right International Market Entry Mix

Product Strategy for International Market- Introduction, Standardization and Adaptation in International Market, IPLC, International Product Strategy, Packaging and Labelling for International Marketing, Approaches to Products Development

Pricing Decision for International Marketing: Introduction, Pricing Decision, Pricing Approaches, Influencing Factors, Dumping, Counter Trade, Transfer Pricing, Grey Marketing

International Logistic and Distribution- International Logistics, Channels of International Distribution- selection and types of channels

Promotion and Branding in International Marketing-Types of Brands, Selecting Brand Name, Brand Image, Brand Equity, Brand Identity, Brand Positioning, Strategies for Building brands and International Advertising

### **Suggested Text**

- Onkvisit, Sak and Shaw, John J. (2004). *International Marketing: Analysis and Strategy*, Prentice
- Hall. Cateora, Philip R. and Graham John L. (2005). *International Marketing*. Tata McGraw- Hill

### **Additional Readings**

- Varshney, R. L. and Bhattacharya, B. (2012). *International Marketing: An Indian Perspective*. Sultan Chand, New Delhi.
- Cherunilam, Francis (2010). *International Marketing: Text and cases*, Himalaya Publishing House.
- Daniels, John D; Radebaugh, Lee H and Sullivan Daniel P (2008). *International Business: Environments and Operations*, Pearson Education.
- Terpstra, Vern and Sarathy, Ravi (2000). *International Marketing*. The Dryden Press, Chicago
- Keegan, Warren J. (2002). *Global Marketing Management*. Pearson Education, New Delhi.
- Kotabe Masaaki and Helsen Kristiaan (2001). *Global Marketing Management*. John Wiley & Sons (Asia) Pte Ltd.

## MBA IB - 4105

### Export-Import Procedures, Documentation and Logistics

#### Objective

The object of this course is to acquaint the students with the export – import procedures, documentation.

#### Contents

EXIM documentation frame work: The importance of EXIM documentation and Procedure. ADS (Aligned Documentation System). International Business Contracts: Types, Formation, and Elements. Export import controls, Institutions (National/ International) related to Export Import Laws, *Case Studies*: 1. ICC 'Inco terms', 2010 .2. DGFT- India. 3. EPCs India. 4. ICC (International Chamber of Commerce), Paris.

Export Financing Methods and Terms of Payment: Instruments and methods of payment including documentary credits and collections, Uniform custom and practices (UCP), *Case Studies*: ICC's UCP 500 Vs UCP 600.

Quality Control and Pre-shipment inspection: Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures. *Case studies*: PSI agreements, WTO legal instruments.

Risks and Insurance in EXIM business: Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, *Case Studies*: Marine insurance - *Inchamaree* Clause, Pink Vs Fleming, ECGC India. Foreign Exchange Regulations and Formalities: FEMA/ FERA: Legal framework in India – FEMA: Origin and objectives, Main provision of FEMA; Other relevant acts.

Customs clearance of Export Import cargo: Role Clearing and Forwarding Agents, Excise clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with banks. Bill of entry.,*Case Studies*: Indian customs Act, 1962, EDI/ICEGATE.

Procedures and Documentation for Availing Export Incentives – Duty Draw Backs, Import Licensing and other Incentives. *Case studies*: EOUs, EPZs, SEZs.

#### Suggested Text

- Justin Pual, Rajiv Aserkar, Export Import Management, Oxford University Press, New Delhi,
- 2012, Ram Paras, Export: What, Where and How?, Anupam Publications, New Delhi, 2009,

#### Additional Readings:

- Carr, Indira "International trade Law, Cavendish Publishing Ltd, London, 2005.
- Carole Murray, David Holloway, Daren Timson-Hunt, Schmitthoff Export Trade: The Law and Practice of International Trade (11th e/d), Sweet & Maxwell, 2007.
- ICC, Paris, Publications and updates.
- DGFT, Government of India, Handbook of Import – Export Procedures, Vol .I and II.
- IIFT, Various publications, study materials,
- Ministry of Commerce, Export import Policy, Government of India, New Delhi.
- Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.

# MBA IB - 4106

## International Trade Blocks and Agreements

### Objective

The objective of the course is to familiarize the students with the political economy of economic integration and its impact on trade and investment flows among the region and on the neo-liberal economy.

### Contents

Theory of Economic Integration: Economic Integration, growth and development. Political economy of trade blocs and agreements: Gains from International trade.

Regional Trade Blocs: NAFTA, EU, ASEAN, SAARC; SAFTA. Regionalism Vs Multilateralism, dynamic Regional economic cooperation.

Blocs within blocs : Chindia, chinafrica, Chinamerica, BASIC, BRICS+M, Regional Blocs, Building Blocs or Stumbling Blocs: Ongoing Challenges – Environment Volatility, Risk of Global Mania; Regional Alternatives; Regional Competition; New Organizational Challenges.

International Agreements: GSP, GSTP, Agreement on Textiles and Clothing (ATC), MFA (Multi fibre Agreements, and other International agreements; International commodity trading and agreements.

International Groupings and clubs: G8, G15, G77, OECD, WEF, Paris club, Beijing club.

East Asia, Latin America: Emerging trends in regional agreements and blocs: ANDEAN community, MERCOSUR.

### Suggested text

- Pravin Krishna, Trade Blocs: Economics and Politics, Cambridge University Press, 2005.
- Trading Blocs: Alternative Approaches to Analyzing Preferential Trade Agreements, MIT Press, 1999.

### Additional Readings

- Balassa, Bela, (1961), "*Theory of Economic Integration*", George Allen & Unwin Ltd, London.
- Jackson, J., (1994), "*The World Trading System*", Mass: MIT Press, Cambridge.
- Krugman, Paul R. and Obstfeld, M., (1994), "*International Economics*", 3<sup>rd</sup> Ed. Harper Collins Pub; USA.
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# MBA IB - 4107

## International Economic Organizations

### Objective

The primary objective of this course is to familiarize the students with the dynamic role of international economic organizations and its influence on the business environment in the era of neo-liberal globalization.

### Contents

Importance of economic organizations: Genesis and growth of international organizations: Bretton Woods conference; Regimes, Organizations and Development Diplomacy: Regimes and Regimes Theory. Institutional support to International Business: UNO, IMF, World Bank, Washington Consensus; Globalization and MNCs/ Multinational Business Organizations.

International Organizations as International Institutions: International Bank For Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), World Economic Forums(WEF), OECD, OPEC.

Trade and Development organization: General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO), World Health Organization(WHO),

Changing faces of International Economic Organizations: Regional Intergovernmental organizations, NGOs, MNCs and control over sovereignty, embedded economic organizations and world economy.

### Suggested Text

- Kelly – Kate S. Peace, *International Organizations*, (5 e/d), Pearson, New Delhi, 2013.
- Bhalla, V. K., *International Monetary Cooperation*", 1992, Anmol, Delhi.

### Additional Readings

- Hunt, Diana, *Economic Theories of Development: An Analysis of Competing Paradigms*", Hemel Hempstead: Harvester Wheatsheaf, 1989.
- Keohane, Robert O., "*International Institutions and State Power: Essays in International Relations Theory Boulder*", Westview, 1989.
- Williamson, John, Washington Consensus, 1989.
- Krasner, Stephen D., (1985), "*Structural Conflict: The Third World against Global Liberalism*", University of California Press, Berkley.
- Sidell, Scott., (1988), "*The IMF and Third World Political Instability*", Macmillan, London.
- Simai, Mihaly, (1994), "*The Future of Global Governance*", United States Institute of Peace Process, Washington, D. C.
- E sources: Students can refer to UN, IMF, WB, OECD, OPEC etc, and their home site for further information to collect study materials.

## MBA IB - 4108

### Foreign Trade Policy

#### Objective

The paper aims at acquainting the students with the theoretical foundations of international trade and enhance them learn the pattern, structure and policy guidelines of Indian foreign trade and the future prospect of Indian policy framework.

#### Course Contents:

Instruments of Trade Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

India's Foreign Trade policy: The national and Global Context; Structure and Equilibrium of India's Balance of Payments, India's foreign trade in the ear of neo-liberal globalization.

Thrust Area Commodities: Trend, Problems and Prospects; Major Competitors; Major Import Commodity Groups; Trade Control in India.

Legal and regulatory authority: Foreign Trade (Development and Regulation) act, Import and Export Control Orders; Import and Export Licensing System; Exchange Control in India; Blanket Permit System. Institutional Support for Export Promotion: Import Substitution and Export Promotion Policies; Export Incentives:

Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Export Promotion Councils; Commodity Boards/ Product Export Development Authorities; Specific Service Institutions.

Role of State Trading Organizations in Foreign Trade: Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business. The trade policy prospects in the world and its influences in India.

#### Suggested Text

- Mathur, Vibha, Foreign Trade Policy and Trends in India: 1947-48 to 2008-09, Neha Publishers & Distributors, 2009,
- Mathur, Vibha, Foreign Trade, Export-Import Policy and Regional Trade Agreements of India, New Century Publications, 2012.

#### Additional Readings

- DGFT (Director General of Foreign Trade), Hand book of Procedures, Vol I & II, Government of India. [www.dgft.gov.in](http://www.dgft.gov.in).
- Bhalla, V.K., "*International Business Environment and Management*", 8<sup>th</sup> Ed. Anmol, Delhi, 2001.
- Nayyar, Deepak, India's *Export and Policies in the 1960s*, Cambridge University Press, 1976.
- Foreign trade policy and notices at DGFT, ministry of Commerce, government of India website



# MBA IB - 4109

## Global Human Resource Management

### Objective

The objective of this course is to develop a diagnostic and conceptual understanding of the culture and related behavioral variables in the management of global organizations.

### Contents

Defining IHRM, difference between domestic and IHRM, variables that moderate difference between domestic and IHRM. The organizational context: - path to global status, mode to global status mode of operation.

Socio cultural environment, Hof Stedy Hernes study, Cross cultural differences and managerial implication. Sustaining International business operations, approaches to staffing, transferring staff for international business activities, the role of the corporate HR functions, Issues in staff selection, selection criteria. Developing staff through international assignment, Role of expatriate training, objectives of international compensation, approaches to international compensation. Cross-Cultural Management, The dimensions of culture, Negotiating across cultures, Managing global teams.

### Suggested Text

- Alder, N.J., (1991), "International Dimensions of Organizational Behaviour", Kent Publishing, Boston.
- Dowling, P.J. Etc. (1994), "International Dimensions of Human Resource Management", 2<sup>nd</sup> ed. Wadsworth, California.
- Monir H. Tayeb (2005). International Human Resource Management, Oxford Publication.

### Additional Readings

- Adler, N.J., (1991), "*International Dimensions of Organizational Behaviour*", Kent Publishing, Boston.
- Bartlett, C and Ghoshal, S., (2005), "*Transnational Management: Tex Cases and Readings in Cross Border Management*", Irwin, Chicago.
- Dowling, P.J. et al. (1994), "*International Dimensions of Human Resource Management*", 2<sup>nd</sup> Ed. Wadsworth, California.
- Hofstede, G., (2004), "*Cultures Consequence: International Differences in Work Related Values*", Sage, London
- Mead, R., (2012), "*International Management: Cross Cultural Dimensions*", Camb, Mass, Blackwell.
- Mendenhall, M. etc. (2005), "*Global Management. Cambridge Massachusetts*", Blackwell.

# **MBA IB - 4110**

## **International Business Laws and Taxation**

### **Objective**

This course enables students to be familiar with the legal dimensions of international business and strategies compatible with laws and treaties governing international business operations.

### **Course Inputs:**

Legal Framework of International Business: Nature and complexities; its implications to business. International business contract: legal provisions, Payment terms, International sales agreements; Rights and duties of agents and distributors and International commercial arbitration.

WTO'S legal Text and the governance of International Business : Basic principles and charter of GAAT/WTO, provisions relating to preferential treatment of developing countries; Law governing regional groups: subsidies technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement. WTO rule on GATS, TRIPs and TRIMs etc.

Intellectual Property Rights (IPR): Regulations and Treaties relating to licensing; Franchising, joint Ventures, Patents and trademarks.

Legal instruments relating to Electronic Commerce, International Business Taxation and Treaties, Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

### **Suggested Text**

- Myneni.S.R, (2010), International Trade Law (International Business Law), Allahabad Law Agency, Delhi, • Ahuja, V.L,(2011), Law relating to Intellectual property Rights, Lexis Nexis-Butterworth Wadhwa, Delhi.

### **Additional Readings**

- DGFT- Handbook of Import-Export procedures, Govt. of India.
- GATT/WTO, various publications.
- Journal of World Trade Law.
- Lew, Julton D.M. And Clive Stand brook: (eds): International Trade Law and Practice, Euro money Publications, London.
- Schmithoff C.R.: Export Trade-The Law and Practice of International Trade.
- Motiwal OP, Awasthic HIC: International Trade –the law and practice; Bhowmik and Company, New Delhi.
- Kapoor ND; Commercial Law; Sultan Chand & Co. New Delhi.

# MBA IB - 4111

## Global Competitiveness and Strategic Alliances

### Objective

The objective of the course is to familiarize the students with the global competitiveness and strategies used for corporate restructuring by firms across globe.

### Contents

Strategy in the Internationalization of Business, Basic Models for Organization Design in Context of Global Dimensions; Entry Barriers, Global Competitiveness of Indian Organizations.

Historical Overview of strategic alliances: The Strategic Perspective – Approaches to Formulating Strategy, competitive Strategy and Diversification Strategy. International Competitive Advantage; International Strategic Alliances

Corporate restructuring: Barriers to restructuring, strategic used in corporate restructuring.

Merger and Acquisitions (M&A): Different phases and types, models, Cross border acquisitions: competitive strategy and competitive advantages of enterprises and nations: Reasons for International M&A – Strategic Alliances as an alternative to M&A: Organizing for Acquisitions; Sources and Limits of Value Creation in M&A Deal Structuring & Negotiation-Bid Strategies and Defense Tactics

Starting issues in Projects: Strategic issues in Public enterprise reform, privatisation, Management of projects.

Issues of strategic leadership: Profile of global manager in the 21st century.

### Suggested Text

- Weston Fred J. et al, *Mergers, Restructuring and Corporate Control*, PHI, Delhi.
- Ansoff, H. Igor, "Corporate Strategy", McGraw Hill, New York.

### Additional Readings

- Peter Thomas & Robert H Waterman, "In Search of Excellence", Harper & Row,
- Porter, Michael E., "Competitive Strategy", The Free Press, New York.
- Rock, Milton L., "The Mergers and Acquisitions Handbook", McGraw Hill