

Master of Business Administration

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Programme Structure

Curriculum & Scheme of Examination

2014

AMITY UNIVERSITY, CHHATTISGARH

RAIPUR

MBA (General) (Total Credits 130)

Programme Structure

FIRST SEMESTER

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MGT4101	Management Process & Organizational Behavior	3	1	-	4
MGT4102	Accounting for Management	3	1	-	4
MGT4103	Economic Analysis	2	1	-	3
MGT4104	Marketing Management	2	1	-	3
MGT4105	Information Technology for Managers	3	-	1	4
MGT4106	Quantitative Techniques in Management	3	1	-	4
MGT4107	Legal Aspects of Business	3	-	-	3
CSS4151	Basics of Communication	1	-	-	1
BEH4151	Self Development & Interpersonal Skills	1	-	-	1
LAN4151	Foreign Language - I	3	-	-	3
LAN4152	French-I				
LAN4153	German-I				
LAN4154	Spanish-I				
LAN4155	Russian-I				
LAN4156	Chinese-I				
LAN4157	Portuguese-I				
LAN4158	Korean-I				
	Japanese-I				
	TOTAL				30

SECOND SEMESTER

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MGT4201	Financial Management	3	1	-	4
MGT4202	Human Resource Management	3	1	-	4
MGT4203	Business Research Methods	3	1	-	4
MGT4204	International Business & Practices	2	1	-	3
MGT4205	Operations Management	3	1	-	4
MGT4206	Knowledge Management	2	-	-	2
MGT4207	Management Science	3	1	-	4
MGT4208	Business Environment	2	1	-	3
CSS4251	Corporate Communication	1	-	-	1
BEH4251	Behavioural Communication & Relationship Management	1	-	-	1

LAN4251	Foreign Language - II French-II	3	-	-	3
LAN4252	German-II				
LAN4253	Spanish-II				
LAN4254	Russian-II				
LAN4255	Chinese-II				
LAN4256	Portuguese-II				
LAN4257	Korean-II				
LAN4258	Japanese-II				
	TOTAL				33

**SUMMER INTERNSHIP
THIRD SEMESTER**

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MGT4301	Strategic Management	3	-	-	3
MGT4302	Managing Excellence (Non Credit Course)	1	-	-	-
CSS4351	Interpersonal Communication	1	-	-	1
BEH4351	Leading Through Teams	1	-	-	1
LAN4351	Foreign Language - III French-III	2	-	-	2
LAN4352	German-III				
LAN4353	Spanish-III				
LAN4354	Russian-III				
LAN4355	Chinese-III				
LAN4356	Portuguese-III				
LAN4357	Korean-III				
LAN4358	Japanese-III				
MGT4335	Summer Internship (Evaluation)	-	-	-	9
(Any six courses out of any two streams in a combination of 3+3)					
FINANCE & ACCOUNTING					
MGT4303	Cost and Management Accounting	2	1	-	3
MGT4304	Project Planning, Appraisal & Control	2	1	-	3
MGT4305	International Financial Management	2	1	-	3
MGT4306	Management of Financial Services	2	1	-	3
MGT4307	Security Analysis & Portfolio Management	2	1	-	3
HUMAN RESOURCE					
MGT4308	Industrial Relations & Labour Laws	2	1	-	3
MGT4309	Organizational Change & Development	2	1	-	3
MGT4310	Performance & Competency Management	2	1	-	3
MGT4311	Training & Development	2	1	-	3

MGT4312	Strategic Human Resource Management	2	1	-	3
INTERNATIONAL BUSINESS					
MGT4313	International Trade Finance	2	1	-	3
MGT4314	International Commodity Management	2	1	-	3
MGT4315	International Economics & Policy	2	1	-	3
MGT4316	International Trade Procedures & Documentation	2	1	-	3
MGT4317	Foreign Exchange Management	2	1	-	3
INFORMATION TECHNOLOGY					
MGT4318	Business Process System	2	1	-	3
MGT4319	Management of Software Projects	2	1	-	3
MGT4320	Decision Support & Business Intelligence Systems	2	1	-	3
MGT4321	Service Oriented Architecture & IT Service Management	2	1	-	3
MGT4322	Web-enabled Business Processes	2	1	-	3
MARKETING & SALES					
MGT4323	Consumer Behaviour	2	1	-	3
MGT4324	Distribution & Logistics Management	2	1	-	3
MGT4325	Sales Management	2	1	-	3
MGT4326	Product & Brand Management	2	1	-	3
MGT4327	Rural Marketing	2	1	-	3
	TOTAL				34

FOURTH SEMESTER

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits
MGT4401	Management in Action – Social, Economic & Ethical Issues	3	1	-	4
CSS4451	Cross cultural communication	1	-	-	1
BEH4451	Professional Excellence	1	-	-	1
MGT4402	Managerial Competency & Career Development (Non-Credit course)	1	-	-	-
MGT4437	Dissertation (Commencing Sem – III)	-	-	-	9
(Any six courses out of any two streams (same as in Sem III) in a combination of 3+3)					
FINANCE & ACCOUNTING					
MGT4403	Corporate Tax Planning	2	1	-	3
MGT4404	Financial Engineering	2	1	-	3
MGT4405	Management of Financial Institutions	2	1	-	3
MGT4406	Strategic Financial	2	1	-	3

	Management				
MGT4407	Commercial Banking	2	1	-	3
HUMAN RESOURCE					
MGT4408	Compensation & Reward Management	2	1	-	3
MGT4409	Psychological Testing	2	1	-	3
MGT4410	Global Human Resource Management	2	1	-	3
MGT4411	Organizational Design & Structural Processes	2	1	-	3
MGT4412	Managerial Counselling	2	1	-	3
INTERNATIONAL BUSINESS					
MGT4413	Foreign Trade Policy	2	1	-	3
MGT4414	International Supply Chain Management	2	1	-	3
MGT4415	International Cross Culture & Diversity Management	2	1	-	3
MGT4416	Global Outsourcing: Issues & Perspective	2	1	-	3
MGT4417	Global Business Operations	2	1	-	3
INFORMATION TECHNOLOGY					
MGT4418	System Analysis & Design	2	1	-	3
MGT4419	Enterprise Management	2	1	-	3
MGT4420	Information Security & Risk Management	2	1	-	3
MGT4421	Marketing of IT Solutions	2	1	-	3
MGT4422	Software Quality Assurance	2	1	-	3
MARKETING & SALES					
MGT4423	Advertising & Sales Promotion	2	1	-	3
MGT4424	Customer Relationship Management	2	1	-	3
MGT4425	Industrial Marketing	2	1	-	3
MGT4426	International Marketing	2	1	-	3
MGT4427	Marketing of Services	2	1	-	3
	TOTAL				33

Notes:

1. For non-credit courses, evaluation will be done but no credit units will be assigned. They will be reflected in the grade sheet with result as —satisfactory or —Unsatisfactory.
2. In semester III & IV, a student can opt for one course of BSI/ EMC² either as an alternative to one of the elective courses or as an additional course. In case these are taken as an alternative to an elective course, each of these courses will have 3 credits units and if taken as an additional course, then each will be treated as non-credit course.

Syllabus – First Semester

MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOUR

Course Code: MGT4101

Credit Units: 04

Course Objective:

To help the students gain understanding of the functions and responsibilities of the manager and to provide the student understand Human Behaviour in organizations so as to improve his managerial effectiveness.

Course Contents:

Module I: Management vs. Manager

Evolution of management thought, Functions of management, Roles and Skills of a manager, Emerging challenges of management.

Module II: Organization

Nature and structure of organization, Types of organizations, Line and staff relationships, Formal and informal organizations.

Module III: Introduction to Organization

Overview of organization behaviour and its importance, Organization models.

Module IV: Individual Behaviour

Individual behaviour, Perception and learning, Personality, Values & attitudes, Motivation: Concept theory and application

Module V: Group Behaviour

Group dynamics, Communication, Leadership, Power and politics, Conflicts and negotiation.

Module VI: Organizational Culture and Change Management

Organisational culture, Organisational change and development, Work stress and its management.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text &References:

- Luthans, F. (2005), Organizational Behaviour, McGraw – Hill International Edition.
- Robbins, S.P. (2005), Organizational Behaviour, Eleventh Edition, Prentice Hall of India.
- Greenberg, J. & Baron, R.A. (2005), Behaviour in Organizations, Pearson Education.
- Newstrom John W. and Davis Keith, (1993), Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, New Delhi
- P. Subba Rao (2010), Management and Organisation and Behaviour, Himalaya Publishing House, New Delhi
- Pierce Gardner with Dunham (2011)Managing Organizational Behaviour. Cengage Learning India.

ACCOUNTING FOR MANAGEMENT

Course Code: MGT4102

Credit Units: 04

Course Objective:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Contents:

Module I: Accounting Basics

Introduction, Foundations, Accounting policies, Accounting and management control, Branches of accounting, Recording of transactions and classification, Trial Balance & Errors, Cash book

Module II: Final Accounts

Preparation, Adjustments, Analysis, Depreciation Accounting, Reserves & Provisions. Form and contents of financial statements with reference to Indian Companies Act.

Module III: Financial Statement Analysis

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis. Determination of Existing and future capital requirement.

Module IV: Cost Accounting

Elements of cost, Cost Classification and Allocation, Cost Sheet

Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bhattacharya, S.K. and Dearden, J (2006),Accounting for Management, Vikas Publishing House
- Narayanaswamy R (2005),Finanacial Accounting – A Managerial Perspective, Prentice Hall of India.
- Maheshwari S N and S K Maheshwari (2006), Accounting for Management, Vikas Pub. House.
- Tulsian, P.C (2006),Financial Accounting, Tata McGraw Hill.
- Banerjee, A (2005), Financial Accounting, Excel Books.
- Ghosh,T.P (2005), Fundamentals of Management Accounting, Excel Books

ECONOMIC ANALYSIS

Course Code: MGT4103

Credit Units: 03

Course Objective:

To familiarize the students with theoretical concepts of modern Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level which influence the business operations and strategies of the firm and the business environment under which they operate.

Course Contents:

Module I: Theory of Demand and Supply

Nature and scope of economic analysis: its relevance for managerial decision making, Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation. Demand function and determinants of demand. Supply function: determinants of supply of a product, law of supply. Elasticity of supply.

Concept of elasticity of demand- income, cross, price and advertising elasticity. Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. Demand forecasting-need for forecasting and techniques of forecasting. Cost concepts: costs relevant for management decision making. Economies of scale: internal and external. Cost function: cost and output relationship.

Module II: Theory of Production and Cost

Production analysis: Production function-neo-classical, Cobb- Douglas, Leontief. Least cost combination of inputs for a firm. Concept of an isoquant-smooth curvature and right angle. Returns to scale and returns to a factor. Expansion path of a firm. Cost Analysis: Cost relevant for management decision making. Economies of scale: Cost Function: Cost and output relationship. An

Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumol's Sales Maximization Model, Marris's Model of 'Managerial Enterprise' Williamson's Model Of 'Managerial Discretion.

Module III: Market Structure: Price and Output Decisions

Pricing and Output decisions – Perfectly Competitive and Monopoly Market Pricing and Output Decisions- Under Monopolistically Competitive Market- Product Differentiation; Price Discriminating Monopolist; Models of Oligopolistic Market: Price Rigidity – The Kinky Demand Curve Model Interdependence - The Cournot Model, Price Leadership Models, Cartels and Collusion.

Module IV: Macro Economics Analysis

Economic Policy and Analysis: Macro Economic Variables and Functional Relationships. Business Environment: Factors Influencing the Business Environment. National Income Analysis. Models of Circular Flow of Money-Incorporating Savings Investment, Foreign Trade and Government Sector. Consumption Function, Saving Function and investment Function. Concepts of Investment Multiplier. Factors Influencing Consumption Function. Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity preference function; Components of Money Supply. Business Cycles: An Analysis of Fluctuation in the level of Economic Activity. Phases of Business Cycles.

Inflation and Deflation: Demand – Pull and Cost – Push Inflation. Impact of Inflation . Analysis of Policies to control inflation. Deflation. Monetary Policy: Objectives of Monetary Policy. Function of Central Bank. Credit Policy and its implications on the Corporate Sector. Fiscal Policy: meaning, objectives and impact on economy. Money Market, Capital Market and Foreign Exchange Market.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Gupta, G.S. (2006), Managerial Economics, Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. (2005), Managerial Economics, Prentice Hall of India
- R Ferguson, R., Ferguson, G.J and Rothschild, R. (1993) Business Economics, Macmillan India.
- Chandra, P.(2006), Project: Preparation, Appraisal, Implementation and Review, Tata McGraw Hill.

MARKETING MANAGEMENT

Course Code: MGT4104

Credit Units: 03

Course Objective:

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Course Contents:

Module I: Understanding Marketing in New Perspective

Fundamentals of Marketing, Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Relationship marketing, Social marketing, Strategic Planning in marketing, formulating the marketing plan.

Module II: Analyzing Consumers & Selecting Markets

The factors influencing consumer behavior. The stages in the buying process, the buying decision making process, factors effecting the buying decision., Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.

Module III: Managing Product & Pricing Strategies

Classification of products, New Product development, stages of product development, Adoption process, Product mix decisions and line management, Length, width and depth of a line, line analysis, and brand management, product life cycle, stages in lifecycle and factors affecting each stage, Managing product life cycles. Setting the price, adapting the price, initiating and responding the price changes,

Module VI: Designing: Managing the Integrated Communication

Channel functions and flows. Channel design decisions. Channel management decisions. Channel dynamics; vertical horizontal and multi channel marketing systems. Market Logistics decisions. Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

Module V: Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing, E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Marketing for Non Profit Organizations Marketing Strategies for Leaders, Challenges, Followers and Nichers

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Kotler, Keller, Koshy, Jha, (2008), Marketing Management– A South Asian Perspective, Pearson India Pvt.
- Kurtz, (2008) Principles of Marketing, Cengage Learning, India,
- S. Neelamegham, (2009), Marketing In India, Vikas publishing house,
- Biplo Bose, (2008), Marketing Management, Himalaya Publishing House.
- Paul Baines, Chris Fill, Kelly Page, (2009), Marketing, Oxford University Press
- Winner (2009), Marketing Management, Pearson India Pvt.
- William L. Pride and O.C. Ferrell, (1993) Marketing Concepts and Strategies, Boston, Houghton Mifflin.
- Czinkota and Kotabe, (2007) Marketing Management, Cengage Learning, India
- Evans, (2008), Marketing Management, Cengage Learning, India
- Rajan Saxena, (2010) , Marketing Management, Tata McGraw Hill

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code: MGT4105

Credit Units: 04

Course Objective:

This course will expose students to developments in computer technology and understand the working of a computer system. It will introduce end-user computing and build skills in using IT and understanding various technologies like internet, telecom, DBMS concepts, e-commerce etc. The course will expose the students to the latest trends in computer.

Course Contents:

Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation, (e.g. Delhi Metro , Digitally Controlled Car engines etc.), Computer Controlled Biometric/RFID based Access Control , Contemporary hardware and software platforms(Open Source, Web Software etc.), Storage of Data Resources

Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts. SQL Query handling, Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc.). Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

Module III: Telecommunications and Computer Networks

Networked Enterprise :- Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0, Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C , with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion:- Development of e-commerce store (Web Site Development, Internet Publicity, Payment Gateway, Packaging & Delivery , After Sales Support) .

Module V: e-governance

Concept of e-governance, World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project, Bhoomi etc. .

Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software, Hacking etc.) and counter measure. Definition of Cyber Crime and Types. Antivirus, Firewalls, Anti-Spyware, Security Audit, Discussion on Overview of IT-ACT 2000.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Norton P (2010), Introduction to Computers, Tata McGraw-Hill
- Potter T (2010), Introduction to Computers, John Wiley & Sons (Asia) Pvt Ltd
- Morley D & Parker CS (2009), Understanding Computers – Today and Tomorrow, Thompson Press
- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O'Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill

QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MGT4106

Credit Units: 04

Course Objective:

The aim of this course is to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment using contemporary software.

Course Contents:

Module I: Introduction

Application of Statistics in Business; Classification of Data; Interpretation of computer output of diagrammatic and graphical presentation of data, measures of central tendency, measures of dispersion and skewness.

Module II: Probability and Probability Distributions

Concepts of Probability, Probability Rules, Probability of an event under condition of Statistical Independence and Statistical dependence, Baye's Theorem; Probability Distributions: Mean or Expected value of random variable, Variance and Standard Deviation of random variables; Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.

Module III: Sampling and Sampling Distribution

Sampling: Basic Concept, Types of Sampling Errors and Precautions, Parameter and Statistic, Sampling Distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, Interval Estimation of the mean - σ known & σ unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean μ , determination of sample size for estimating proportion p .

Module IV: Tests of Hypothesis

Null and Alternative hypothesis, One-Tailed and Two-Tailed tests of hypothesis, Type I and Type II error, population mean : σ known, population mean : σ unknown, population proportion, rejection rule using p – Value approach, rejection rule using critical value approach. Hypothesis Testing to compare two populations: Test for two population means (Independent Samples), Tests for two population means (Dependent Samples), Tests for two population proportions (Independent Samples), Tests for two population variances (Dependent Samples), F-test, Interpretation of computer output of ANOVA, Chi – Square Test

Module V: Forecasting Techniques

Correlation - Karl Person, Spearman's Rank methods, Regression Analysis – Estimated regression equation, least squares method, coefficient of determination, interpretation of computer output for Regression, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Anderson D.R; Sweeny D.J, Williams T.A (2002), Statistics for Business and Economics, Cengage learning.
- Kazinier L.J., & Pohl N.F. (2004), Basic Statistics for Business and Economics, New York: McGraw Hill.
- Levin Richard I. & Rubin David S.(1998), Statistics for Management, Pearson Education India
- Stephen .K.C. (2002), Applied Business Statistics: Text, Problems and Cases. New York: Harper and Row.
- Sharma, J.K. (2007), Business Statistics, Pearson Education India.

LEGAL ASPECTS OF BUSINESS

Course Code: MGT4107

Credit Units: 03

Course Objective:

To give insight to various Legal Aspects of Business so that the students are able to interpret the provisions of some of the important laws and apply the same in commercial and industrial enterprises.

Course Contents:

Module I: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Special contracts of Bailment and Pledge, Indemnity and Guaratnee, Contract of Agency.

Module II: Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

Module III: Negotiable Instruments Act, 1881

Meaning of Negotiability and Negotiable Instruments – Cheques Bill of Exchange and Promissory Note – Crossing of Cheques – Endorsement – Dishonour of Cheques.

Module VI: Company Law

Companies Act, 1956-Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Share Capital and Shareholders, Prospectus and Issue of Shares, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors and Winding up of Company.

Module V: Indian Partnership Act, 1932

Meaning and definitions, Registration of partnerships, Types of partners, Dissolution, Limited Liability Partnership Act, 1932 – Meaning & definitions, Meaning of designated partner, Registration of LLP, Types of partners, Dissolution

Module VI: Intellectual Property Laws (IPR)

Overview of Law & Procedure relating to Patents, Trade marks & Copyrights, Infringement

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Gulshan SS (2003), Elements of Mercantile Law, Excel Books, N. Delhi.
- Kuchhal MS (2010), Business Law, Vikas Publication
- Tulsian PC, (2002), Relevance of Business Law, Tata McGraw Hills.
- Singh Avtar, (2006), Elements of Mercantile Law, S.Chand & Sons.

Syllabus – Second Semester

FINANCIAL MANAGEMENT

Course Code: MGT4201

Credit Units: 04

Course Objective:

The objective of this course is to develop an understanding of short-term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

Course Contents:

Module I: Introduction

A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm.

Module II: Valuation Concepts

Time Value of Money, Risk and Return, Financial and Operating Leverage.

Module III: Financing Decisions

Capital Structure and Cost of Capital, Marginal Cost of Capital.

Module IV: Capital Budgeting

Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction.

Module V: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

Module VI: Dividend Policy Decisions

An introduction: Different Schools of Thought on Dividend Policy.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra, P. (2006), Financial Management: Theory and Practice, Tata McGraw Hill.
- Damodaran, A.(2004), Corporate Finance: Theory and Practice, Wiley & Sons.
- Van Horne, J.C. (2006), Financial Management and Policy, Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. (2006), Principles of Corporate Finance, Tata McGraw Hill
- Pike, R and Neale, B. (1998), Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Rustagi, R.P. (1999), Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.
- Pandey, I.M. (1999), Financial Management, Vikas Publishing House

HUMAN RESOURCE MANAGEMENT

Course Code: MGT4202

Credit Units: 04

Course Objective:

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Contents:

Module I: Human Resource Management in Perspective

Nature and scope of HRM, HRM functions, HRM models, understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

Module II: Meeting Human Resource Requirements

Job Analysis, Job Description, Strategic Human Resource Planning, Recruitment, Selection Process, Methods – Interview, Tests, Placement and Induction

Module III: Training & Developing of Employees

Training and Development, Understanding of Performance Management Systems, Potential Appraisal, Career Development

Module IV: Managing Compensation

Job evaluation, Methods of Job Evaluation, Strategic Compensation, Equity Theory, Components of Pay Structure, Designing and Administration of Wage and Salary Structure, Wage Regulations in India

Module V: Employee Relations

Overview of Industrial Relations, Industrial disputes, Collective Bargaining, Workers Participation and Management, Grievance handling

Module VI: Emerging Trends in HRM

Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross- Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Aswathappa. K, (2011), Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi
- Dessler G (2005). Human Resource Management, Pearson Education, India
- Mathis R L and Jackson J H (2006). Human Resource Management, (10th Edn.) Cengage Learning, Indian Print.
- Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

BUSINESS RESEARCH METHODS

Course Code: MGT4203

Credit Units: 04

Course Objective:

The course aims to provide a thorough understanding of the essential characteristics and the basic tenets of research methodology and report preparation. The course will focus on quantitative and descriptive research methods and techniques that are essential for the validity and reliability of the research process. The course will identify and review the components essential for preparation of research proposals, research reports, business proposals and feasibility studies in order to develop report writing and formal presentation skills of the research projects undertaken.

Learning Outcomes:

On completion of this module students will have:

- Considered the nature of research methods and research methodologies
- Evaluated and justified the research methodologies to be employed
- Identified the components and problems/constraints underlying a research project and report proposal
- Developed the ability to analyze, interpret and conclude research findings and provide relevant recommendations
- Carried out a formal presentation on how to write a project report.

Course Contents:

Module I: Research Methodology and Research Methods

Objective, significance and types of research, Research Methods vis-à-vis Methodology, Research Process and criterion for good research, Ethics in Business Research

Module II: Research Problem and Research Design

Identifying and Defining the Research Problem, Developing the Hypotheses, Meaning of Research Design, Steps to Design the Research

Module III: Sampling Design and Scaling Techniques

Census and sample survey, Criteria for selecting a sampling procedure, Criteria for selecting a sampling procedure, Measurement and Scaling techniques, Classification and importance of scaling techniques

Module IV: Data Collection and Field Force

Field work procedure. Common sources of Error in the Field Work. Minimizing Fieldwork Errors, Tabulation of the Collected Data.

Module V: Statistical Inference- Test of Significance

Procedure for Testing a Hypothesis, Parametric Test: Z-test, F-test, T-test, Non-Parametric: Chi-Square Test

Module VI: Design and Analysis of Experiments

Basic Principles of ANOVA, ANOVA Technique, Interpreting ANOVA (One Way and Two Way ANOVA) and its application in various fields of management, Completely Randomized Design, Randomised Block Design.

Multivariate Techniques-Factor Analysis, Conjoint Analysis, Cluster Analysis. Discriminal Analysis, Multidimensional Scaling.

Module VII: Report Writing

Pre-Writing Considerations, Format of the Marketing Research Report, Common Problems Encountered when Preparing the Marketing Research Report. Presenting the Research Report.

Learning Methods:

Occasional, non-graded homework sets will be handed out in class. It is also expected that students will work the problems as the part of assignments.

The class will be doing *Cases* throughout the semester. Students will prepare three written cases in small groups of 4-6 students. There will be presentations also in which the student have to collect, collate and analyze the data.

Examination Scheme:

Components	C1	C2	A	EE
Weightage (%)	15	10	05	70

Text & References:**Text:**

- Cooper, Donald R and Schindler, Ramela (2000) Business Research Methods, Tata Mc Graw Hill

References:

- Kothari C R, (1990) Research Methodology: Methods & Techniques, Vikas Publishing House Pvt.Ltd., 1978.
- Levin & Rubin (2004), Statistics for Management, 8th Ed, Prentice Hall of India
- Srivastava, Shenoy and Sharma (2002)., Quantitative Techniques for Business Decisions, 4th Ed , Allied Publishers
- Dr .S. Shajahan (2004) , Research Methods for Management 2nd Edition, Jaico Publishers
Ranjit Kumar, (2005), Research Methodology, Pearson Education

INTERNATIONAL BUSINESS AND PRACTICES

Course Code: MGT4204

Credit Units: 03

Course Objective:

This course provides a comprehensive overview of the role that international business plays in the global economy. This knowledge shall help to understand the complexities, risks and opportunities of international business and provide a global perspective on international trade, including foreign investments, impact of financial markets, international marketing, and the operation of MNC's. Learn business practices organizations adopt to tap global opportunities. Create awareness on career opportunities that exist in international business.

Course Contents:

Module I: Globalisation & Multinational Corporations

Globalisation - Meaning and implications ; Globalisation of markets and production ; Drivers of Globalisation ; Modes of entry into international business; The globalisation debate - arguments for and against ; Differences between domestic and international business ; Multinational Corporations- Definition, Types, Organisation, Design & Structures, Head quarters and Subsidiary relations.

Module II: Introduction to International Trade

Theories- Theory of Mercantilism, Absolute advantage, Comparative advantage, Hecksher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter's diamond model ; Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies, political and economic arguments for intervention ; GATT, WTO, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, Uruguay round of negotiations; Introduction to International Supply chain management & Logistics; Introduction to current EXIM policy.

Module III: International Business Environment

Implication of environment differences: a) Economic factors – the determinants of economic development ; b) Political and Legal factors c) Cultural factors -Culture, Values, Norms, Social, Religious, Ethical, Language, Education; Regional Integrations, Trading Blocks - European Union, ASEAN, APEC, NAFTA, SAARC, ANDEAN PACT and MERCOSUR ; Global sourcing and its impact on Indian Industry - India's competitive advantage & potential threats in industries like IT, Textiles, Gems & Jewellery, Engineering etc.

Module IV: Introduction to International Financial Systems

International Financial Markets – Equity, Debt, Foreign Exchange & Commodities; Role & funding facilities of World Bank & International Monetary System; International Financial Risks of Trade Payments, FDI's, FII's, Expatriation, Repatriation, Currency fluctuations etc.; Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility; Introduction to Export and Import Finance – Methods of payment in International Trade.

Module V: Introduction to International Business Practices

Country Risk Analysis – How to assess Political, Social & Economic risks; International Marketing – Potential, Barriers, Entry strategies, Market selection, localization, organizational structures in order to compete effectively globally; Decision-making and controlling practices; Developing individual/team/organizational skills, knowledge & capabilities in intercultural communication, international marketing, cross-cultural operations, international negotiations & settlement of international business disputes; Indian companies becoming Multinationals – Potential, Need and Problems; International Regulatory & Dispute Settlement Mechanisms; Practices in Social Responsibility and Ethics in International operations .

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Daniels, J.D.,Radebaugh L.H.,Sullivan D.P. & Prashant Salwan (2011), International Business: Environments and Operations, Pearson Hall, Delhi
- Sundaram and Black, (2009), International Business Environment, Prentice-Hall of India Pvt. Ltd.
- Bhalla and Raju, (2010), International Business Environment, Sage Publication
- Apte, P. G. (1998), International Financial Management, Tata McGraw Hill
- Francis Cherulinam, (2008), International Business, Himalaya Publishing House
- Charles Hill,(2007), International Business, McGraw Hill

OPERATIONS MANAGEMENT

Course Code: MGT4205

Credit Units: 04

Course Objective:

The aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

Course Contents:

Module I: Introduction

Introduction of Operations Function and Operations Management; Input/output transformation; Operations as Competitive Advantage

Module II: Strategic Decisions

Planning and Designing the Products/Services; Process Design and Planning; Designing the Facility Location and Layout; Selection and Management of Product Technology; Long-term and Short-term Capacity Planning, Project Management (PERT/CPM)-Critical Path, Activity time estimation, Crashing of project duration

Module III: Operating Decisions

Operations Scheduling and Sequencing, Aggregate Planning and Master Production Scheduling, Probabilistic Inventory Control Models, Materials Requirement Planning.

Module IV: Controlling and Improvement Decision

Productivity, Efficiency and Effectiveness; Measuring and Improving the Operations Processes; Green operations management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill
- Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
- Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
- Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
- Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
- Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
- Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
- Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

KNOWLEDGE MANAGEMENT

Course Code: MGT4206

Credit Units: 02

Course Objective:

Information Systems (IS) enables new approaches to improve efficiency and efficacy of business models. This course will equip the students with understanding of role, advantages and components of an Information System. The objective of the course is to help students integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.

Course Contents:

Module I: Information Systems in Business and Decision Support Process in Business

Business Process, and role of Information Systems in Business Processes, Types of Management Support Systems, (Transaction Processing System, Management Information System, Decision Support Systems, Executive Support Systems and Strategic Information Systems, Components of Information Systems, Centralized and Decentralized Information Systems

Role of Information in Decision Making Process, Steps in Decision Making, Levels of Decision Making, Types of Decision (Structured, Semi structured & Non Structured Decisions).

Module II: Knowledge Management Concepts

Introduction to life in organizations, Concept and Characteristics of Knowledge Based Organizations. Managing Knowledge for organizational effectiveness- Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizaitons; Knowledge and Role related issues

Module III: Knowledge Management and Expert Systems

Introduction to KM, Technology behind KM, Implementation of KM in an organizations, Various parameters of implementation, Expert Systems, DVS, OLAP – Online Analytical Processing, Data Mining and warehousing .

Module IV: Functional Business Systems

Information and Communication Technology in Knowledge Based Organizations: HRIS – Human Resource Information Systems for a Knoweldge Based Organizations/ Interactive and Targeted Marketing, Sales Force Automation/ Computer Integrated Manufacturing /Online Accounting Systems, Financial Management Systems

Module V: Cases in Knowledge Based Organizations

Comprehensive Case Study in a Knoweldge Based Organizations-Collection and Compilation of the material by the participants under the guidance of the Resource Person.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill Publication
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O’Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill Publication
- Laudon KC & Laudon JP (2010), Management Information Systems – Managing the Digital Firm, Pearson Prentice Hall
- Oz E (2009), Management Information Systems, Cengage Learning
- Turban E, EAronson J et al. (2006), Decision Support and Business Intelligence Systems, Prentice Hall of India
- Fernandez !B & Sabherwal R (2010); Knowledge Management – systems and Processes; PHI Learning.

MANAGEMENT SCIENCE

Course Code: MGT4207

Credit Units: 04

Course Objective:

The course is designed to introduce the fundamental tools of management science and their application to real life business problems.

Course Contents:

Module I: Linear Programming

Management Science – Basic concepts and its role in managerial decision making, Linear Programming Problems – Modeling and Solution Methods, Duality and its Managerial Interpretation; Transportation and Assignment Models including Travelling Salesman Problem.

Module II: Sensitivity Analysis of LP Model

Introduction, Change in Objective Function Coefficients, Change in Right Hand Side Values, Change in Availability of resources and Addition of a new variable.

Module III: Game Theory and Decision Theory

Two-Person Zero Sum Games, Pure Strategies: Games with Saddle Point, Mixed Strategies: Games without Saddle Point, Principle of Dominance, Solution Methods for Games without saddle point – Algebraic Method, Arithmetic Method, Graphical Method. Decision Making under Uncertainty and risk, EMV, EOL, EVPI, Decision Tree Analysis

Module IV: Queuing Theory

The structure of queuing system, performance measures of a queuing system, classification of queuing models, $\{(M/M/1): (\infty/FCFS)\}$, $\{(M/M/1): (N/FCFS)\}$, numerical applications of queuing models.

Module V: Markov Chains

Characteristics of a Markov Chain, State and transition probabilities, Steady state (equilibrium conditions), absorbing states and other applications of Markov Analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Anderson David R, Sweeny Dennis J, Williams Thomas A (2007), An Introduction to Management Science Quantitative Approaches to Decision Making, Cengage Learning.
- Render Berry, Stair Ralph M., Hanna Michel E.(2008), Quantitative Analysis for Management, Pearson Education
- Sharma J.K. (2010), Operations Research: Theory & Application, Mac Millan India Ltd.
- Taha H.A (1998), Operations Research: An Introduction, Prentice Hall of India.
- Vohra N.D.(1998), Quantitative Techniques in Management, Tata McGraw Hill

BUSINESS ENVIRONMENT

Course Code: MGT4208

Credit Units: 03

Course Objective:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

Course Contents:

Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, political, economic, demographic and technological) affecting business environment.

Module II: Indian Industrial and Labour Environment

Industrial policy up to 1991, New industrial policy, Disinvestment, Industrial sickness, legislation for anti-competitive and unfair trade practices, Intellectual Property Rights, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade Union.

Module III: Financial Environment

Financial System: Meaning and Significance, Functions of the financial system, Financial Assets/Instruments, Financial markets- Classification, Role of Industrial Financial Institutions in economic development, RBI – Role and Functions, SEBI – Objectives – Functions – Powers, Weakness of Indian Financial System.

Module IV: Economic Planning and Development

Planning in India- needs and objectives, planning commission, Five year plans, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India, Business opportunities in rural sector.

Module IV: Global Environment

GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

Examination Scheme:

Components	A	CA/P	HA	CT	EE
Weightage (%)	05	10	05	10	70

Text & References:

Text:

- Francis Cherunillam, International Business Environment, Himalaya Publications.

References:

- Bedi Suresh, Business Environment, Excel Books, N. Delhi
- Shaikh Saleem, Business Environment, Pearson Education
- Bhatia H.L, International Economics, Vikas Publications
- Mishra S.K, and Puri V.K, Indian Economy, Himalaya Publishing House
- Sundharam K.P.M, Money, Banking and International trade, S. Chand & Co. New Delhi
- Rudra Dutta and Sundharam, Indian Economy, S. Chand & Co. New Delhi
- Luthans, Comparative International Management, Tata McGraw-Hill.

Syllabus – Third Semester

STRATEGIC MANAGEMENT

Course Code: MGT4301

Credit Units: 03

Course Objective:

The course is designed to help students to understand the concept of strategy and strategic management process. Acquaint students with basic concepts and principles of strategic management, develop and prepare organizational strategies that will be effective for the current dynamic environment and likewise to impart the strategic management conceptual framework which will increase students' skills and knowledge in identifying and describing organizations' strategic posture and direction.

Course Contents:

Module I: Introduction and Purpose of Strategy Formulation

Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition; Purpose of Strategy Formulation: Concept of Vision, Mission and Business Definition. Importance of Stakeholders in Business.

Module II: Strategic Analysis

PESTLE Analysis, Environmental Threat and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis, Resource Based View of the Firm-VRIO Framework; Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model; Scenario analysis and SWOT Analysis. Strategic implications of company decisions and Strategic response to changes in business environment.

Module III: Strategic Choice – Traditional Approach

Portfolio Analysis using BCG, GE Nine Cell Matrix, Hofer's Model, Making Strategic Choices using Strickland's Grand Strategy Selection Matrix; Ansoff's Product Market Grid; Choosing Generic Strategies using Porter's Model of competitive advantage.

Module IV: Industry Structures and Competitive Strategies

Industry Structures and Lifecycle stages, Marketing Warfare and Dominance Strategies: Advantages and Disadvantages of Defensive and Offensive strategies; Innovation as Blue Ocean Strategy.

Module V: Strategy Implementation and Evaluation

Issues in implementation: Resource Allocation, Organization Structure, Social responsibilities – Ethics. Measuring performance and establishing strategic controls.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Wheelen and Hunger,(2008), Essentials of Strategic Management, Prentice Hall India.
- Ramaswamy and Namakumari,(1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- Jausch & Glueck,(1988), Business Policy and Strategic Management, (5th Ed.), McGraw Hill.
- Thomson & Strickland,(2008), Business Policy and Strategic Management, (12th Ed.), McGraw Hill.
- Pearce John _A & Robinson R.B,(1997), Strategic Management: Strategy Formulation and Implementation, (3rd Ed.), A.I.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today

MANAGING EXCELLENCE

Course Code: MGT4302

Non Credit Course

Course Objective:

To help the students of Business Management believe in excellence and create an environment that cultivates the same. It aims at focusing on the basics and establishes a flexible strategic direction with a team-based organizational concept as they work to advance their team and their department.

This course is designed to provide hands on experience for professional success. This common sense approach combining self-examination surveys, class exercises, practical exposure and team work is applicable. The main area to provide the practical exposure include small activities to a mega event such as guest lectures, industry visits, placements, seminars, conferences, management competitions, corporate meet, alumni meet, publications etc. The course will be delivered as under:

Class room 20%

Practical 80%

Course Contents:

Module I: Introduction to Excellence

Self-evaluation, Definition of Excellence, Cultivating the Attitude & Developing the Habit for achieving excellence

Module II: Excellence for Everyone & Excellence for Everything

Recognizing the Qualities, Excellence for Everything: External vs. Internal, Obstacles to Excellence, Excellence Ethics, Professional Characteristics

Module III: Achieving Excellence

Instilling Excellence, Managing Excellence, Rewarding Excellence

Module IV: Excellence Indicators

Types of Indicators, Building Models, Distinguishing Characteristics

Module V: Applying Excellence

Application of Excellence, Practical Steps, Self-evaluation of achievements

Examination Scheme:

- | | |
|---|----------|
| 1. Individual Diagnostic File (carry forward of MCCD) | 15 Marks |
| 2. Presentations | 25 Marks |
| 3. Group Discussion | 30 Marks |
| 4. Personal Interview Skills | 30 Marks |

Text & References:

English, Gary, (2005) _Phoenix without the ashes: achieving organization .Excellence through commonsense Management', CRC Press

SUMMER INTERNSHIP EVALUATION

Course Code: MGT4335

Credit Units: 09

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain and submit a file (**Internship File**) and a report (**Internship Report**)

INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. **Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of **continuous evaluation** of the project.

The File will include **five sections** in the order described below.

1. **The Title Page** – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content** – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. **Introduction** – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. **Main Body** – Should include a brief summary/ executive summary of the **Internship Project Report** that the student has worked on, an **analysis of the company/organization** in which the student is working, a **personal review** of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices** – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

INTERNSHIP REPORT

The **Internship Report** is the research report that the student has to prepare on the project assigned by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard layout prescribed by the organization wherein the student

undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

- **Title or Cover Page**
The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.
- **Acknowledgements**
Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.
- **Abstract**
A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.
- **Table of Contents**
Titles and subtitles are to correspond exactly with those in the text.
- **Introduction**
Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.
- **Materials and Methods**
This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.
- **Results and Discussion**
Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in —pointl form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting or contradicting the present case of research.
- **Conclusion(s) & Recommendations**
A conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
 - Did the research project meet its aims (check back to introduction for stated aims)?
 - What are the main findings of the research?
 - Are there any recommendations?
 - Do you have any conclusion on the research process itself?

➤ **Implications for Future Research**

This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.

➤ **Appendices**

The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.

➤ **References**

References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

Examples

For research article

Voravuthikunchai SP, Lortheeranuwat A, Ninrprom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic Escherichia coli O157: H7. Clin Microbiol Infect, 8 (suppl 1): 116–117.

For book

Kowalski,M.(1976) Transduction of effectiveness in Rhizobium meliloti. SYMBIOTIC NITROGEN FIXATION PLANTS (editor P.S. Nutman IBP), 7: 63-67

The Layout Guidelines for the Internship File & Internship Report

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Examination Scheme:

Continuous Evaluation by faculty guide	15%
Continuous evaluation by CRC	15%
Feedback from industry guide	35%
Report, Presentation & Viva Voce	35%
TOTAL	100%

COST AND MANAGEMENT ACCOUNTING

Course Code: MGT4303

Credit Units: 03

Course Objective:

To develop an understanding of basic elements of cost and its classification, allocation and how the costing techniques are useful in the process of managerial decision-making. To expose the students to the latest techniques to facilitate the process of decision making in today's dynamic business world.

Course Contents:

Module I: Cost Accounting – Introduction & Elements

Cost concepts and cost object, cost classification, cost organization and its relationship with other departments. Elements of cost and cost determination: Cost accounting records — cost ledgers, reconciliation of cost and financial accounts.

Module II: Process Costing

Process costing — treatment of normal and abnormal losses and gains, valuation of work-in-progress using first-in – first-out and average methods (equivalent production), inter-process transfer and pricing, concepts and accounting for joint products, by-products, waste, scrap, spoilage and defectives, research and development expenses.

Module III: Cost Analysis for Planning, Control & Decision making

Cost-Volume-Profit Analysis, Using CVP analysis for decision making (Short run and Long Run), CVP analysis in Service and Non-Profit Organizations. Pricing decisions and Cost Management.

Module IV: Specialized Costing

Service or operating costing — unit costing and multiple costing, application, identification of cost unit and cost determination and control;

Uniform costing, Interfirm comparison, cost reduction, value analysis/engineering including value management

Module V: Costing Methods and Accounting Systems

Costing and accounting systems - activity based costing, customer profitability analysis; direct product profitability; just-in-time and back flush accounting;

Target costing; life cycle costing, parametric cost control.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Horgren, Datar, Foster, Rajan, Ittner, Cost Accounting- A Managerial Emphasis, Prentice Hall
- Jain, S.P. & Narang, K.L., Cost Accounting- Principles and Practice, Kalyani Publishers
- Lal, Jewarh (2011), Cost Accounting, Tata McGraw Hill
- Khan,M.Y. & Jain P.K. (2010), Cost Accounting, Tata McGraw Hill

PROJECT PLANNING, APPRAISAL AND CONTROL

Course Code: MGT4304

Credit Units: 03

Course Objective:

The objective of the course is to make the students familiar with the planning, analysis, selection, implementation and review the capital expenditure investments. The aim is to acquaint the student with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital expenditures.

Course Contents:

Module I: Planning of Projects

Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Portfolio Planning Tools, Strategic Position and Action Evaluation (SPACE), Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Project Rating Index, Demand Forecasting, Market Planning

Module II: Technical Analysis

Material Inputs and Utilities, Manufacturing Process, Product Mix, Plant Capacity, Location and Site, Machineries and Equipments, Structures and Civil Work, Project Charts and Layouts, Work Schedule

Module III: Financial Analysis

Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Break Even Point, Projected Balance Sheets, Muti Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation

Module IV: Project Risk

Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Optimal Timing, Social Cost Benefit Anaysis, Net Benefit in terms of Economic Prices, Measurement of the Impact on Distribution, Savings Impact and its value, Income Distribution Impact, Little-Mirrlees Approach, Shadow Prices

Module V: Project Management and Review

Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management, Pre-requisites for Successful Project Implementation, Performance Evaluation, Abandonment Analysis, Administrative Aspects of Capital Budgeting

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra P.(2002), Projects: Planning, Analysis, Financing, Implementation & Review, Tata McGraw-Hill Publishing.
- Meredith J.R. & Mantel S.J., Jr.(2000), Project Management: A Managerial Approach, Ed. John Wiley & Sons.
- Machiraju H.R.(2001), Introduction to Project Finance: An Analytical Perspective, Vikas Publishing House Pvt. Ltd.
- Patel B.M.(2000),Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd.
- Finnerty J. D.(1996), Project Financing: Asset-Based Financial Engineering, Wiley
- Newbold C.R.,(1998), Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Anthony R.N. & Govindrajan V.(1998), Management Control Systems, Tata McGraw-Hill
- Desai V.(1997), Project Management, Himalaya Publishing House

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: MGT4305

Credit Units: 03

Course Objective:

The possibility for companies to look beyond domestic markets while making the financial decisions has given new dimensions to the way these decisions are taken. This has essentially led to changes in financial environment by linking domestic markets to global markets causing unprecedented increase in opportunities as well as risks. Management in such environment requires understanding of innovative conceptual and physical tools for better financial decision-making. The course on International Finance aims at equipping the financial manager with concepts, tools that enable financial decisions making in a global market and help better achieve the objectives of the firm.

Course Contents:

Module I: International Financial Environment

Finance function in global business scenario, International Monetary System, International Financial Markets and Instruments, Balance of Payments, Recent Developments.

Module II: Foreign Exchange Markets

Spot and Forward Foreign Exchange Markets, Speculation and Arbitrage in Foreign Exchange Markets and Implications of Market Efficiency, Currency Swaps, Currency Futures and Options.

Module III: Foreign Exchange Rate Determination

Theories of Exchange Rate Determination, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, Forecasting Exchange Rates - Technical Forecasting, Time Series Modelling, Fundamental Forecasting.

Module IV: Foreign Exchange Rate Exposure and Risk Management

Transaction, Translation and Operating Exposure, Exposure from Equity and Borrowing in International Financial Markets, Hedging tools for Management of Transaction Exposure and Interest Rate Exposure, Degree of Hedge.

Module V: Issues in Foreign Investments Analysis

Examination of International Investment Proposals, Discounted Cash Flow Analysis, Tax Adjusted Present Value Approach, Political Risk Analysis, External Investment Decision – Measuring Total Returns on Foreign Investments, Optimal International Asset Allocation.

Module VI: Finance of Foreign Trade

Income terms, foreign letters of credit, export & import finance, rules governing letters of credit, export import policy (Case Studies)

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Levi, M. D. (1996), International Finance, McGraw Hill International.
- Apte, P. G. (1995), International Financial Management, Tata McGraw Hill
- Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press.
- Seth, A.K.(2000), International Financial Management, Galgotia Publishing Company.
- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.
- Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic
- Interest Rate Options, John Wiley and Sons.
- Kohn, M.(1998), Financial Institutions and Markets, Tata McGraw Hill Publishing
- Articles from selected journals and magazines.

MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGT4306

Credit Units: 03

Course Objective:

At the end of this course the students will understand: Role of Financial Services in producing and maximizing value. Understanding basic Financial Services and their need. Factors determining dynamism in the Financial Services industry. Understanding the interface of regulators and managers for quantifying and dealing with critical factors affecting the Financial Services industry

Course Contents:

Module I: Introduction

Financial services and Value production, Value added in Financial Services, ROI in Financial Services, Elements in the Financial Services value chain, Role of Financial Services in Economic Development

Module II: Merchant & Investment Banking

Meaning, Importance & Role in the Indian Financial System, Corporate Counselling, Project Counselling and Appraisal, Loan Syndication and Accessing Debt and Capital Markets, Procedural aspects of public issues, bought out deals, Book Building, Pre-Issue Decision; Post Issue Management and related provisions of Companies Act and SEBI guidelines for Protection of Interests of Investors, New Products in Capital Markets

Module III: Leasing Hire Purchase and Consumer Credit

Development of Leasing Hire Purchase and Consumer Credit, Types of Leasing, Pricing Methodology and Financial Analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- NPV, Securitization, Banking Services related to leasing

Module IV: Venture Capital Financing

International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be Avoided, Private Equity and growth of Entrepreneurship

Module V: Mutual Funds

Mutual Funds types, Exchange Traded Funds, Fund of Funds, Organization and Management, Regulations of Mutual Funds

Module VI: Other Financial services

Factoring Services - Features, Merits and Demerits, Cost Benefit Analysis, Forfeiting – Features, Merits and Demerits, Credit Rating: Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process, Individual Credit Rating, Sovereign Credit Rating Practices, Indian Experience up to now, Housing Finance, Custodial Services.

Module VII: An introduction to marketing of Financial Services Features

Marketing Of Financial Services, Cross Selling of Banking Services, Up-Selling, Wealth Management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Khan M Y, (1999), Indian Financial System, Tata McGraw Hill
- Chandra, P.(1999), Financial Management: Theory and Practice, Tata McGraw Hill.
- Dietrich J KiMGTI1,(1996), Financial Services & Financial Institutions, Value Creation in theory and Practice, Prentice Hall
- Pandey, I.M. (1999), Financial Management, Vikas Publishing House
- Sriram, K. (1996), Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
- Bhole L M, (2000), Financial Institutions and Markets: Structure, Growth & Innovations, Tata McGraw Hill
- Regular reading of the Financial & Business Journals, Analyst, Economist is essential.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MGT4307

Credit Units: 03

Course Objective:

This course aims at providing a clear understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

Course Contents:

Module I: Background of Capital market/Corporate Governance and Methods of Fund Raising

Importance of Strong Capital market in Economy, Investment opportunities available to Investors, relation of demographic characteristics with investment pattern of individuals, Process of investment in Financial assets, intermediaries and Role of SEBI/OTCEI/ROC/Stock exchanges-Listing agreement, clause 49, Importance of Corporate Governance and changes taking place/required in the law.Salient features and operation of stock exchanges,Trading arrangements, Changing scenario of Indian stock market.Relationship of Primary market with Secondary market, raising of Funds by IPO/FPO/Right issue and intermediaries involved. Merchant banking and its functions, contemporary issue in Capital market.

Module II: Debt

Malkiel's Law, Interrelationship of Bond Market and Stock market, International events and its impact on security market Risk and return in the context of Portfolio, , Common stock valuation models, Term structure of Interest Rates,Role of FII'S, DII/MF /QIB in Capital market.Participatory notes and its Impact, index formation..

Module III

Fundamental analysis-Economic &industry analysis, concept of Business Cycles, Indicators of economic prosperity, Industry analysis, Company analysis, Company valuation.DOW"s Theory, Various Technical analysis tools like Moving averages, Volume Analysis, Indicators, RSI, Patten analysis,Candle sticks,Market breadth analysis, Trend analysis, Elliot wave Rules Fibonacci numbers, ROC/RSI, CAPM and Fama and French challenge, lagging indicators and leading indicators analysis, reading and interpretations of technical patterns and charts,Other tools to Forecast the market and take Entry and exit decisions.

Module VI

Arbitrage pricing theory, Generating the efficient frontier,Efficient market theory, Valuation by PE ratio /Book value to price value analysis,Motivation for partitioning of risk, Markowitz Risk -return optimisation,

Module V

Types of Mutual Funds--SIP/ELSS, Tax Implications. , Investment Banking, Role of Fund Manager, Portfolio management services, Churning and revision of Portfolio, Portfolio re balancing and up gradation, Sharpe"performance Index, Trennor"performance Index, Jensen's performance Index.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra, P.(2002), Investment Analysis, Tata McGraw Hill
- Fischer, D.E. and Jordan, R.J. (1995), Security Analysis & Portfolio Management, Prentice Hall of India
- Bhat, Sudhindra;(2009); Security Analysis & Portfolio Management; Excel Books
- Dash, A.P.:(2009); Security Analysis & Portfolio Management; I.K. International
- Bhatt, S.N.:(2011); Security Analysis & Portfolio Management; Biztantra
- Rangnatham M., Madhumalathi, R.,(2006); Security Analysis & Portfolio Management; Pearson Education
- Khatri, Dhanesh; (2010); Security Analysis & Portfolio Management; MacMillan India Ltd.

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: MGT4308

Credit Units: 03

Course Objective:

The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations and collective bargaining. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Course Contents:

Module I: Industrial Relations and Collective Bargaining

Industrial Relations-conceptual and legal framework, Collective Bargaining-an overview, Bargaining and Negotiating skills, Workers Participation in Management, ILO conventions, Sound Labour Management Relations, Grievance Redressal Machinery, Industrial Relations after globalization

Module II: Introduction to Labour Laws

Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy

Module III: Health and Safety, Conditions of Employment

Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946. Discipline and Disciplinary Procedure

Module IV: Laws for handling Industrial Disputes and Contract Labour

Industrial Disputes Act 1947, Contract Labour (Regulation & Abolition) Act, 1970

Module V: Trade Unions

Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926

Module VI: Wage Related Laws

Minimum Wages Act, 1948, Payment of Wages Act 1936, Equal Remuneration Act 1976, Payment of Bonus Act 1965

Module VII: Employee Benefits and Social Security related laws

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bagri, P.R. (2006), Law of Industrial Disputes, Kamal Law House.
- C.S. Venkata Ratnam (2006), Industrial Relations, Oxford Higher Education
- Kumar H.L. (2010) Labour Laws - Everybody Should Know, Universal Law Publishing Company
- Malhotra, O.P (1985), Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.
- Malik, P.L (2008), Industrial Law-Eastern Book company.
- Mamoria CB (1998), Dynamics of Industrial Relations, Himalaya Publishing House.

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: MGT4309

Credit Units: 03

Course Objective:

The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

Course Contents:

Module I: Organizational Development: An Introduction

Nature, Assumptions, Characteristics & techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.

Module II: Typology of Organizational Development Interventions

Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

Module III: Action Research & Organizational Design

Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making

Module IV: Organizational Development Interventions

Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

Module V: Change Management

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

Module VI: Future of Organizational Development

Changing values, Cultural Models & theories of planed change, organizing for the Future, Organizations as learning systems, and Implications for future managers

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Palmer I, Dunford R, Akin G, (2010), _Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi.
- Wendell L. French and Cecil N. Bell Jr., (2008),—Organization Development and Transformationl New Delhi, Prentice Hall.

PERFORMANCE AND COMPETENCY MANAGEMENT

Course Code: MGT4310

Credit Units: 03

Course Objective:

This course will help students to understand the significance of appraisal for an Organization and Individual. It will develop an understanding of various appraisal methods and measurements to manage the performances of employees. It would also provide an insight into the fundamentals of competency management.

Course Contents:

Module I: Introduction to Performance Management

Conceptual Approach to Performance Management, Determinants of Job Performance: Person and System Factor, Components of Effective Performance Management, Performance Management Cycle

Module II: Process of Performance Appraisal

Need And Methods for Performance Appraisal, RSDQ Model, Performance Review - Reengineering Performance Appraisal System, Performance Analysis, Performance Review Discussion, Performance Monitoring and Feedback.

Module III: Competency Mapping

Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of Competencies, Context and Relevance of Competencies in Modern Organizations.

Module IV: Competency Management Framework

Macro View of Competency Management Framework, Strategic Framework, Lancaster Model of Managerial Competence, Competency Modeling Framework

Module V: Competency mapping as a performance management tool

Building Competency Models, The McBer Generic Managerial Competency Model, Competency Causal Flow Model, Factors Affecting The Human Performance System, Profiling Competency Framework for a Particular Role, Competency Gap

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Armstrong, Michael and Berron, Angela (2008), Performance Management and Development, Jaico Publications
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India
- Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books
- Sahu R K (2007) Performance Management System, Excel Books

TRAINING AND DEVELOPMENT

Course Code: MGT4311

Credit Units: 03

Course Objective:

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Module I: Introduction to Training and Development

Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping; Learning theories, learning process.

Module II: Training Design

Designing the training programme: process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Module III: Training Methods and Techniques

Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving; Management Development

Module IV: Evaluation of training

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

Module V: Emerging Trends in Training and Development

Emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

Text:

- Noe, Raymond A, (2013) —Employee Training and Development| Tata McGraw Hill Education; 6th edition

References:

- Lynton, Rolf P., and Pareek, Udai, (2011). Training for Development: Sage Publications India Pvt. Ltd.
- Jankiram, B. (2014). Training and Development, Dreamtech Press; Indian Text edition.
- De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
- Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MGT4312

Credit Units: 03

Course Objective:

This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

Course Contents:

Module I: The Concept of Strategy

Strategy Defined, Key Concepts of Strategy, Formulations of Strategy, Strategic Management, The Process Of Strategic Management

Module II: The Concept of Strategic HRM

An Investment Perspective of HRM, Strategic HRM, Aims of SHRM, Strategic HR Vs Traditional HR, Challenges in SHRM, Approaches and Models to SHRM and the Evolving Strategic Role of HR, Barriers to Strategic HR.

Module III: Strategic HRM in Action

HR Strategy defined, Purpose, Types of HR Strategies, Content of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Integrating the Business and HR Strategies.

Module IV: Impact of HRM on Business Performance

Human Resource Evaluation- Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations

Module V: Future trends in Strategic HRM Approaches

Career Management, Mentoring Relationship, Work-life Integration

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Agarawala Tanuja (2007) Strategic Human Resource Management Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- Mahey C and Salman G., (1996), Strategic Human Resource Management, Oxford Blackwell.
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Srinivas R. Kandula, (2002), Strategic Human Resource Development, Prentice Hall of India.

INTERNATIONAL TRADE FINANCE

Course Code: MGT4313

Credit Units: 03

Course Objective:

Understand ways in which International Trade is undertaken, settled and financed; Appreciate the need and role of various entities engaged in International Trade and Finance; Recognise the terminology used in International Trade, Finance and commercial contracts; Know how to avail finance from International Financial Markets & Institutions for trade and global business; Understand international payment systems & Regulatory compliances; Study Global Mergers & Acquisition trends.

Course Contents:

Module I: Globalization, Trade & Finance

Complexities of international trade, Meaning of Int'l Trade Finance, need of various entities like exporters, importers, merchants, traders, overseas representatives, banks, borrowers, lenders, Logistics, Forwarders etc. International Commercial Terms (INCOTERMS), Protection against credit, political, economic and transit risks.

Module II: Global Financial Ecosystem

World's major Financial Markets for Equity, Debt, Foreign Exchange & Commodities. International lending institutions World Bank, IMF, ADB, EBRD, Export-Import Banks, foreign Governments & agencies. Financing global trade, Buyers credit, Supplier credit, Role of credit-rating agencies, ECGC & EXIM Banks.

Module III: International Trade Finance & Payment Systems

Modes of Payments in Trade, obtaining payments through Documents against Payment, Documents against Acceptance, Bills of Exchange, Letters of Credit & Stand-by Letters of Credit. Bill discounting with Banks, Factoring & Forfeiting agencies. Foreign currency cheques, drafts, telegraphic transfers (TT's) & SWIFT. Regulations to prevent fraud and money laundering. Remittances permitted by RBI for individuals & corporates.

Module IV: International Banking

Role of International Banks, Correspondent Banking, Nostro/Vostro Accounts. Bid/Ask rate determination for Bills, TT's, Traveler's Cheques. Risks of OTC products & ISDA regulations. Availing pre-shipment & post-shipment finance, Fixed vs. Floating rate borrowing & External Commercial Borrowing (ECB's). Payment, settlement and clearing systems in foreign currency including SWIFT, CHIPS, CHAPS & Electronic banking. RBI Regulatory compliances, late payments & bad debts.

Module V: Global Mergers & Acquisition & (M&A)

FDI & FII statistics, FDI & reverse FDI within & outside India. Examination of international investment proposals. Case studies on corporate India's acquisitions & mergers abroad. Role of International Banks, Investment Banks, Hedge Funds, Private Equity, Pension Funds etc. ECB's, ADR's GDR's, Bonds in global A&M's.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Paul Cowdell and Derek Hyde (Feb 2003) International Trade Finance, Institute of Financial Services
- Apte, P. G. (1998), International Financial Management, Tata McGraw Hill
- Levi, M. D. (1996), International Finance, McGraw Hill International.
- UCPDC-600, International Chamber of Commerce, Paris

INTERNATIONAL COMMODITY MANAGEMENT

Course Code: MGT4314

Credit Units: 03

Course Objective:

Knowing which countries dominate world trade in commodities; Familiarization with international commodity markets; Functions and mechanism of Indian and International Commodity Exchanges; Learning to identify commodity risks and formulating suitable strategies to minimize it.

Course Contents:

Module I: International Commodity Trading

Changing Int'l Trade scenario & in 21st Century; Commodities – Definition, Features, History, Participants, Structure; systems of commodity, Top Exporter & Importer countries of World's most traded commodities, India's place in World Markets.

Module II: World's Commodity Exchanges

Major Commodity Exchanges in World - USA, Canada, Latin America, Europe, China, Asia, Africa & Oceanic: History, Shareholding, Products & contract specifications.

Module III: Indian Commodity Exchanges

Turnover, Evolution, Forward Market Commission, Contracts Act: Regional & National Commodity Exchanges, Structure, Shareholding, Turnover, Products Traded on National Exchanges MCX, NCDEX, NMCE, ICEX.

Module IV: Commodity Derivatives

Derivatives - Definition, Types, OTC vs Exchange Traded, Participants, Evolution, Economic Functions & benefits, Risks. Commodity Futures & Options - Characteristics, Terminologies, Margins, Physical Delivery, Assignment, Warehousing, Quality specifications, Membership, Charges; Trading, Clearing & Settlement; Strategies for Hedging, Speculation & Arbitrage. Types of Orders, Difference between & Options & Futures, Right/Obligation of Buyer/Seller, Call/Put Options.

Module V: World's Most Traded Commodities

Presentations on Cotton, Edible oils (Rapeseed, Soy, Palm Oil), Tea, Coffee, Sugar, Wheat, Crude Oil, Steel, Rice, Pulses, Rubber, Gold, Silver, Copper etc - World Trade, India's share, Production, Global demand & supply, Consumption & price patterns, Quality, Trading, Contract specifications, substitutes etc.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Niti Nandini Chatnani, Commodity Markets - Operations, Instruments and Application, Tata McGraw Hill Education Private Limited, New Delhi
- NCDEX Institute of Commodity Markets & Research (NICR), Study Manual for Commodity Trading

INTERNATIONAL ECONOMICS AND POLICY

Course Code: MGT4315

Credit Units: 03

Course Objective:

Learn the significance of International Trade & Globalization; Introduction to International Economic Indicators & Terminologies; Exposure to World Economies, Transformations & Emerging markets; Visualize & cope with Global Changes in Business scenario; Understanding the role of Govt., International Institutions & Trade Policies

Course Contents:

Module I: Globalization & Emerging Trends

Theory of Comparative Advantage, Product Cycle Theory, New Trade Theory, Competitive Advantage of Nations, International Investment, FDI, FII, Major developments in World economy
Emerging Markets - China, Africa, Asia, East Europe, Latin American & Russia.

Module II: International Economic Indicators

Free Trade, BOP, GNP, GDP, Per-Capita Income, Purchasing Power, Economic/Political/Legal Systems, Debt Problem, Macro Economic Issues. Barriers-Tariff & Non Tariff, Dumping, Antidumping, Appeal and Appellate procedures, Role of State.

Module III: Global Trade & Policy

Economic, Commercial, Political, Financial, Marketing, Cultural, Legal & Policy issues & their management,
Global Trade of major economies- U.S., EU, China, Japan, India, Latin America, Russia. Conflict between Industrialized & Developing Countries, Export-Import Restrictions and Promotion, Investment Policies, Relevance to India's Economy.

Module IV: WTO & Global F. I's

Evolution of GATT and WTO, Tariff Conversions, MFN, Membership, Structure, Uruguay & other Rounds, Agreement on a) Agriculture b) Trade-in-Services c) TRIMS d) Intellectual Property Rights; Dispute Settlement Mechanism Problems. Bretton Woods, World Bank, IBRD, IDA, IFC, MIGA, ICSID, IMF, ADB, EXIM Bank, Forfeiting & Project Exports

Module V: Regional Economic Integration & Economic Transformation

Levels of Economic Integration & Trade Blocks- EU, EFTA, NAFTA, CARICOM, ACM, ECSCA, ASEAN, SAARC, SAPTA, Cartels, OPEC. Transformation of Europe, Russia, East Europe, China, Africa

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Schmiloft, Sweet & Maxwell (2000), Export Trade
- Rao, M.B., and Manjula Guru, WTO and International Trade, Vikas Publishing House Pvt. Ltd.
- Charles W.H. Hall, International Business, Competing in the Global Market Place, Tata McGraw Hill
- UCPDC-600, International Chamber of Commerce, Paris
- Cateora & Hess, International Marketing, Richard D Irwin Inc.
- Eitleman & Stonehill, Multinational Business Finance, Wesley Pub. Co.
- IMF References, The World Economic Outlook

INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

Course Code: MGT4316

Credit Units: 03

Course Objective:

Learning the importance and procedural & documentation aspects of export-import of goods and services ; impart knowledge of governments, departments, international institutions involved ; teach an Export Manager to develop a systematic methodology to handle exports ; understand the relevance and importance of various government policy measures for export as well as import.

Course Contents:

Module I: Introduction

Export documentation Framework – the need, entities & documents as per requirement of (a) the contract (b) Govt. of India (c) Importing country d) for claiming export assistance.

Module II: Documents for processing export order and legal implications

Processing of Product enquiry/quotation, Purchase/Export Order, Letter of intent, Payment Terms, International Transport Modes, INCOTERMS, advising & scrutiny of a Letter of Credit (L/C), seeking L/C amendments, International Chamber of Commerce's UCPDC articles.

Module III: Export/Import Documents

How to make Commercial, Financial, Transport, Title, Official, Insurance, Export assistance Documents & Certificates for Exports. Ensuring error-free export documentation as per L/C. How to open L/C, apply for license and make Customs/ Sales Tax documents for imports.

Module IV: Central Excise, Sales Tax & Customs Clearances

Clearance of Export & Import Cargo, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise, Sales Tax & Customs Department regulation compliance.

Module V: EXIM Policy Framework

EPCG Scheme, Duty Exemption Pass Book Scheme, Export Oriented Units, Export houses, Trading houses, Export Processing Zones, Special Economic Zone, Negotiation of Export Bills, Bank realization, late payment follow-up. Bank, RBI, DGFT, Customs & FEMA regulatory compliances.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Nabhi (2011-12)1999, How to Export, Nabhi Publications
- RBI MuMGTi, Export Procedures and Documentation
- Handbook of Exim Procedures and Documentation – Govt. of India Publication Division
- Handbook of DGFT Publications – Ministry of Commerce, Govt. of India.

FOREIGN EXCHANGE MANAGEMENT

Course Code: MGT4317

Credit Units: 03

Course Objective:

Understand the basics & trading mechanics of Indian & International FX Markets ; Read, understand, convert, calculate rates and negotiate FX rates ; Understand linkages of money markets, interest rates, economic & world events to FX rates ; Understand FX Hedging, Speculation & Arbitrage trading strategies ; Use FX Derivatives (Forwards/Futures/Options/Swaps) to hedge FX risk ; Know Regulatory compliances

Course Contents:

Module I: Foreign Exchange in Global Business

Importance of FX in International Business & Financial Markets ; Volume, Participants, Risk from Currency Volatility and experiences of MNC's in cross border transactions.

Module II: Foreign Exchange Markets & Regulatory Compliances

Spot and Forward Markets, Trading Terminologies & Mechanism, Currency Convertibility, Major/Minor currencies. ISO Currency codes, linkages to other Global Markets & Events, Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporates.

Module III: Foreign Exchange Rate Determination

Exchange Rate Determination, Cross-currency calculations, Interest Rate & Purchasing Power Parity, Negotiating FX rates for inflow/outflow for different international transactions, Exchange Arithmetic.

Module IV: Foreign Exchange Rate Exposure & Trading Strategies

Transaction, Translation and Operating Exposure. FX Trading Strategies for Hedging, Speculation & Arbitrage.

Module V: Foreign Exchange Risk Management using Derivatives

Concept of Hedging, Hedging strategies of Corporates, FX Risk Management using Currency Derivatives like Forwards, Futures, Options & Swaps.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Apte P.G. (1998), International Financial Management, Tata McGraw-Hill Publication
- Thummuluri Siddaiah (2010), International Financial Management, Pearson Education
- Levi, M.D. (1996), International Finance, McGraw Hill International
- Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press
- Hull, J.C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India
- Edwards, F.R and Ma C.W. (1992), Futures and Options, McGraw-Hill International.
- Kolb, R.W. (1997), Understanding Futures Markets, Prentice Hall of India
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons
- Kohn, M (1998) Financial Institutions and Markets, Tata McGraw Hill Publishing

BUSINESS PROCESS SYSTEM

Course Code: MGT4318

Credit Units: 03

Course Objective:

This course will expose the students to describe process development by making a distinction between the development processes, the management process and supporting process in line with evolving standards. It also introduces object- oriented approach to provide a better balance with conventionally structured systems approach. It then describes the use of models to precisely define systems, processes, data and their co-relation.

Course Contents:

Module I: Business Process Optimization

Understanding Business Process and e Process, Business Process Optimization, Business Modeling and Business Strategy for IT, Understanding Work Flow Automation and Value Chain.

Module II: Implementation of Business Process Life Cycle

Various Parameters that effect business process and their significance

Module III: Introduction to Data Modeling Techniques

Methodology, tools and techniques. Systems Modeling, Logical and Physical Models, Data Modeling, Entity relationship Diagram, Entity, Attributes, Domain, Key Relationships, Cardinality notations, Degree Generalization, Strategic Data Model, Data modeling during Systems Analysis.

Module IV: Introduction to Modern Structured Analysis

Methodology, tools and techniques, process and concepts - Decomposition, Decomposition Diagram, Logical Process and conventions, Structured English, Decision Table, Event Decompositions Diagram, DFD, information engineering, Prototyping

Module V: Introduction to Object Oriented Analysis & Modeling

Reading and interpreting an object model, describing object modeling in the context of systems analysis with the help of class diagram state diagram and event diagram.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Awad (2009), Systems Analysis & Design Methods, Galgotia Publications
- Hoffer (2009), Systems Analysis & Design Methods, Tata Mc Graw Hill
- Whitten JL (2009), Systems Analysis & Design Methods, Tata McGraw Hill

MANAGEMENT OF SOFTWARE PROJECTS

Course Code: MGT4319

Credit Units: 03

Course Objective:

This course is to familiarizing students the concept of Software Project Management, which is an umbrella activity within software engineering.. It begins before any technical activity is initiated and continues throughout the definition, development and maintenance of computer software.

Course Contents:

Module I: Software Project Management Concepts

Management Spectrum, People, product, process, project The W5HH Principle.

Module II: Software Process and Project Metrics

Measures, Metrics and Indicators, Metrics in the process and project domain, software Development, Metrics for s/w quality, integrated Metrics within the s/w process, metrics for small organization, establishing a s/w metrics program

Module III: Software Project Planning

Observation on estimating, s/w scope. Resources, s/w project estimation, decomposition techniques, Empirical Estimation Models, Make/Bye Decision, Automated Estimation Tools.

Module IV: Risk Strategic

Risks, Risk Identification, Risk Projection, Risk Refinement, Risk Mitigation, Monitoring & Mgmt., Safety Risks and Hazards, RMMM Plan.

Module V: Project Scheduling and Tracking

Concepts of Lateness and basic principles Relationship between People and Effort, Defining a Task Set for s/w project, selecting s/w engg. Tasks, Major Task, task n/w, Earned value analysis, error tracking, project plan.

Module VI: Software Configuration management

Baselines, SCM Process, Identification of objects in s/w conf., version control, change control, configuration audit, status reporting. hands-on on MS-Project.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Hughes B & Cotterell M (2010), Software Project Management, Tata McGraw-Hill
- Leffingwell D (2009), Managing Software Requirements: A Unified Approach (The Addison-Wesley Object Technology Series)
- Henry J (2009), Software Project Management, Pearson Education

DECISION SUPPORT AND BUSINESS INTELLIGENCE SYSTEMS

Course Code: MGT4320

Credit Units: 03

Course Objective:

This course can help students to have a more comprehensive knowledge of the factors affecting the business. The Business Intelligence focuses on learning how analytics and technology can be used to enhance, decision-making, and performance. This course is designed to train students in skills, methodologies, and knowledge how to accomplish data management tasks with the applications of BI tools and techniques

Course Contents:

Module I

Decision Support Systems and Business Intelligence, Computerized Decision making, Concepts and principles of data ware housing, ETL (extraction transformation and loading) Process, OLAP

Module II

Business Intelligence, Special Introductory Section: The Essentials of Business Intelligence, Business Analytics and Data Visualization, Data mining and techniques; Text, and Web Mining, Neural Networks for Data Mining

Module III

Business Performance Management, Collaborative Computing-Supported Technologies and Group Support Systems, Knowledge Management, Intelligent Systems- Artificial Intelligence and Expert Systems.

Module IV

Advanced Intelligent Systems, Intelligent Systems over the Internet, Implementing Decision Support Systems- Systems Development and Acquisition, Integration, Impacts, and the Future of Management Support Systems.

Module V

Data Mining and BI, Next generation BI, BI strategy, BI and Performance Management, Implementation of BI Project-Reason for the failure and Success of BI tools in industry with examples and case studies

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Turban E, EAranson J et al. (2006), Decision Support and Business Intelligence Systems, Prentice Hall of India
- Dunham MH (2009), Data Mining – Introductory and Advanced Topics, Pearson Education
- Howson C (2010), Successful Business Intelligence: Secrets to Making BI a Killer App ;Tata Mac-Graw Hill

SERVICE ORIENTED ARCHITECTURE AND IT SERVICE MANAGEMENT

Course Code: MGT4321

Credit Units: 03

Course Objective:

SOA is a core part of the service-oriented computing platform that brings with it new concepts, technologies and challenges. First two modules of this paper will explore key parts of this platform to provide well rounded coverage of the multi-faceted world of building service-oriented automation solutions. Now days providers of IT services can no longer afford to focus on technology and their internal organization, they now have to consider the quality of the services they provide and focus on the relationship with customers, ITSM provides you with customer's perspective of IT's contribution to the business. ITSM stands in deliberate contrast to technology-centered approaches to IT management and business interaction, the third and fourth modules of this paper will talk about the ITSM as concept and ITIL for the implementation of the same.

Course Contents:

Module I: SOA Concepts

Common characteristics of contemporary SOA, Misperceptions about SOA, benefits of using SOA, From XML to Web services to SOA, SOA Standards and specifications, SOA architecture

Module II: Advance SOA Concepts

Web Services and Primitive SOA, Web Services and Contemporary SOA, SOA and Service Orientation, Service Layers

Module III: IT Service Management

Service Management as a Practice, The Service Lifecycle, ITSM Frameworks, ISO 20000, IT Governance concept and models.

Module IV: ITIL Framework

Introduction ITIL, Versions of ITIL, Comparison between different versions, Overview of ITIL V2 and ITIL V3, SERVICE SUPPORT- Configuration Management, Service Desk, Incident Management, Problem Management, Change Management, Release Management; SERVICE DELIVERY- Service Level Management, Capacity Management, IT Service Continuity Management, Financial Management for IT Services, Availability Management, Criticisms of ITIL

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Cerf V et al (2010) Service Oriented Architecture (SOA) Compass; Pearson Education
- SOA Concepts - Technology and Design, Pearson Education

WEB-ENABLED BUSINESS PROCESSES

Course Code: MGT4322

Credit Units: 03

Course Objective:

Students will be taught how to web-enable a real time business process. Students will learn how web-enabled business processes can increase profitability and performance and improve customer relationships. Business on the web provide enterprise-wide process integration as well as connect businesses with global business partners. These concepts will be put into practice through the industry specific project.

Course Contents:

Module I: Introduction of Web Development

Web Server, Applications Server, Database Server, Static & Dynamic Web Sites, Server Site & Client Site Technology, Various Search Engine Optimization tools and techniques, Web Hosting and administration.

Module II: Building Dynamic web pages using Java Script & VB Script

Embedding JavaScript & VBScript in HTML, Operators & Expressions, Programming statements, Functions, Handling Events, Working with Objects, Creating Frames & Windows, and Processing Forms.

Module III: Database Connectivity using ASP

Web Development with Active Server Pages, Interaction with users, Building & Processing Web Forms, Using Scriptlets, Getting Information about HTTP Request with the Request Object, Processing Web Data with the Server, Session & Application Objects, Programming for database connectivity Retaining Information between sessions using Cookies, working of Application Server and Web Server.

Module IV: Introduction to E-Commerce

E-commerce and E-business, models of traditional & modern commerce, online vs traditional commerce, categories and models of E-commerce, M-commerce, Electronic commerce applications, barriers and threats to E-commerce, Future of E-commerce

Module V: E-Commerce Essentials

EDI, hardware, software, networks, web-servers types of EPS, EBPP, review of veri-sign and pay-pal

Module VI: E-Commerce Security

Online threats, measures to counter threats with techniques like encryption, digital signature, cryptography, water marks etc.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Ferris D and Whipple L (2001), Building an Intelligent e-Business, Prentice Hall

CONSUMER BEHAVIOUR

Course Code: MGT4323

Credit Units: 03

Course Objective:

The course aims to explore the core concepts and theories of shopper behavior at individual, group and organizational level so that students may use these as inputs in marketing decision making.

Course Contents:

Module I

Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Consumer profiles. Lifestyle marketing. Environmental factors and individual factors affecting consumers.

Module II

Consumer as an Individual, Motivation, Needs, Goals, Personality, Self and Self Images, Perception, Imagery, Learning, Cues, Response, Reinforcement, Behavioral Learning and Cognitive Learning Theory, Brand Loyalty.

Module III

Attitude, Attitude Formation and Change. Shopping attitudes and behavior, where people shop. Consumer Buying Decision Process, types of consumer decision making. Impulse purchases and customer loyalty.

Module IV

Group Dynamics and Reference Groups, Family Decision Making, Social Class, Culture, Subculture

Module V

Opinion Leadership Process, Diffusions of Innovations, Adoption Process.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Assel Henry (2006), Consumer Behaviour and Marketing Action, Thompson Press
- Seth & Mittal (2003), Consumer Behaviour : A Managerial Perspective, Thompson Press
- Schiffman and Kanuk (2009), Consumer Behaviour, Prentice Hall of India

DISTRIBUTION AND LOGISTICS MANAGEMENT

Course Code: MGT4324

Credit Units: 03

Course Objective:

The course is meant for managers under formation. Rapid innovations in technology, especially in the field of distribution and logistics, have made corporate operations complex. Thus, this course develops the framework for channel creation and formation. It reflects the importance of channel management issues and helps the students in understanding the company's route to markets and the downstream part of value chain.

Course Contents:

Module I

Distribution System- Role, Scope, Functions & Structure, Types of channels, Levels of channels, Cost, Control and Customer service, Selection of Channels, partners, Motivation of channels, Factors affecting channel design. Channel Design and Implementation – segmenting, targeting, gap analysis, establishment of new channels or refining existing channels.

Module II

Channel Flows – definition and concepts, Relevance of channel structure on Membership Issues. Vertical Integration of Marketing Channels – costs, benefits, and need.

Module III

Retailing: Strategic Issues in Retailing. Merchandising Techniques: Franchising; nature and scope, Wholesaling, Assorting, Distribution of supplementary services, and Intermediaries for service delivery. New age technologies: SAP, ERP and Electronic channels.

Module IV

Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies, Channel Performance: Monitoring & evaluation, identifying power sources, and channel coordination.

Module V

Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, communication and control, importance, Strategic Logistics Planning – logistics strategy, implementation and management.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bert Rosenbloom, (2008), Marketing Channels, South Western Cengage Learning
- DK Agrawal, (2008), Logistics and Supply Chain Management, Macmillan India
- Havaldar and Cavale, (2008), Sales and Distribution Management- Text and Cases. Tata McGraw Hill
- Stern & El-Ansary, (2009), Marketing Channels. Prentice Hall of India.
- V.V. Sople, (2010), Logistics Management. Pearson Publication.

SALES MANAGEMENT

Course Code: MGT4325

Credit Units: 03

Course Objective:

This course has been designed to help students learn sales management concepts and how to apply them to solve business problems and to function as effective managers. It deals with all important back end management of sales and front end personal selling issues with a view to handle the situations professionally and improve the outcome with result orientation.

Course Contents:

Module I

Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling approaches. Sales jobs, Qualification and skill required for success. Organizational buyer behavior and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams. Sales management Competencies for effective and outstanding results. Developing Sales Management Strategy / Objectives and Sales Force Roles.

Module II

Recruitment planning process: Job analysis, description, qualifications, buyer's perspective and methods of locating prospective candidates. Selection: Application forms, Types of Interviews, Testing and Validating the hiring process.

Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training and building a sales training program. Instructional methods used in training.

Module III

Motivation and the reasons for motivating sales people. Maslow's Hierarchy of Needs related to the sales force motivators and company's actions to fill needs. Methods of giving status to sales people to motivate them.

Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Customer – Product Matrix and relating it to the appropriate compensation plans.

Module IV

Sales territory; Reasons for establishing or revising Sales Territories, Setting up and revising Sales Territories: Market build-up and Work load method; optimizing sales territory.

Sales quotas; Objectives in using Quotas, Types of Sales Quotas and Quota setting procedures. Reasons when not to use Quotas.

Module V

Personal Selling process: Prospecting: Developing a prospect base, Strategic prospecting, Sources of prospects, common causes of customer attrition, Preparing a prospect list and organizing information. Planning the initial sales call and approach: Pre call information on the Buyer and Organisation, Call Objectives, Planning the approach. Sales Presentation techniques: Types of presentation techniques, Presentation sequence, Adoptive Selling Model. Demonstrations: Demonstration plans, actions, custom fitting demonstrations, use of sales tools. Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd.
- Ingram, Laforge, Avila, Schwepker Jr., Williams.(2009), Analysis and Decision Making, Segment Books
- Douglas J. Dalrymple, Cron and Decarlo.(2003), Sales Management, John Wiley & Sons Inc.
- Charles M. Futrell (2010). Fundamentals of Selling. Tata McGraw Hill
- Gerald L Manning, Michael Ahearne and Barry L Reece (2011). Selling Today, Prentice Hall Pub.

PRODUCT AND BRAND MANAGEMENT

Course Code: MGT4326

Credit Units: 03

Course Objective:

In congruence with the aim of marketing to convert a commodity into an identifiable product and to a subsequent brand, the course involves the objective of imparting comprehensive understanding of the process of product strategy and the fundamentals of building, measuring, and managing a brand.

Course Contents:

Module I: Product Strategy Development

Elements of Product Strategy, Product Mix and Line decisions. Positioning Strategy, Product Strategy over Life Cycle, New Product Development Process

Module II: Introduction to Brand Management

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process

Module III: Elements to build Effective Brands

Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

Module IV: Brand Re-vitalization

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands.

Module V: Managing the Brand Systems

The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010), Brand Positioning, Tata McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press

RURAL MARKETING

Course Code: MGT4327

Credit Units: 03

Course Objective:

The objective of this course is to evolve students understand the growing significance of rural marketing. It highlights the emerging trends in rural marketing and points to a steep learning curve for companies eyeing rural markets in India. The peculiarities of the rural customers in India are to be studied and the students are prepared to face the future challenges of rural India.

Course Contents:

Module I

Rural Marketing an Overview, Principles of Marketing as Relevant to Rural Marketing, Evolution of Rural Marketing, Rural Marketing Mix, Profiles of Urban & Rural customers and Differences in their Characteristics, Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce, Agricultural Inputs. Contract farming

Module II

Rural Environment, Rural Market Strategies with special reference to Segmentation, Targeting and Positioning, Innovation for Rural Market, Products and Services in the Rural Markets, Channels of Distribution and Trade Management, Rural Retailing.

Module III

Rural Communication: Advertising and Sales Promotion Strategies and New Product launch Techniques for Rural Markets. Pricing in Rural Markets.

Module IV

Rural Market Research and Market Information System, Marketing Strategies, Policy, Sales Management Practices, Training, Motivation .Sales Quota Strategies.

Module V

Social Marketing: Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India. Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC eChaupal, HUL Project Shakti, Sagar, DCM Haryali

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Kashyap Pradeep & Raut Siddhartha, (2009) The Rural Marketing Book, Biztantra.
- Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill Publication.
- Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education
- Magazines- Business World, Business India
- The Rural Marketing Journal

Syllabus – Fourth Semester

MANAGEMENT IN ACTION-SOCIAL, ECONOMIC AND ETHICAL ISSUES

Course Code: MGT4401

Credit Units: 04

Course Objective:

The course aims at bringing the students closer to reality by developing their understanding of the professional prerequisites to practice of management in terms of required skills and attitude to respond proactively to rapid discontinuous change in business environment. Integrative in approach, this course aims at developing not theoreticians but practitioners who are expected to sense the ongoing conflict between environmental change and internal desire of management for stability.

Course Contents:

Module I: Introduction

Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling.

Module II: The Process of Management Consulting

Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting.

Module III: In-house Management versus Management Outsourced

Why a Sense of Skepticism and Unease Towards Management Consultants. Cost versus Value of Advice, Separating Consulting Success from Consulting, Disaster. Some Revealing Situations.

Module IV: Cross Cultural Management Systems and Processes

Types of organizational culture, Strength of organizational culture, Function of organizational culture, Importance of culture to the organization, Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross- Cultural Issues

Module V: Economic and Social Issues in Management

Adaptation to Changing Environment in General and Economic Environment in Particular, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues, The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game.

Module VI: Ethical Issues in Management

Relationship among Various Stakeholders, Reasons for Conflict of Interests Among Stakeholders, Corporate Governance and Ethics. Why Unethical Decisions Leading to Conflicts are Taken, Power and Politics, Initiatives on Corporate Governance by the Governments.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Lt. Gen. Ahluwalia J.S., Editor,(1997), Total Quality Management, Tata McGraw Hill India.
- Bareus S.W. &Wilkinson J.W.,(1994), Management Consulting Services, McGraw Hill.
- Cadbury, Sir Adrian,(1987),Ethical Managers Make Their Own Rules,Harvard Business Review, 65, (1987).
- Cogner, Jay A, David Finegold and Edward E Lawler III, (1998), _Appraising Boardroom Performance. Harvard Business Review.
- Drucker, Peter F. Dutton (1992), Managing the Future: The 1990s and Beyond.
- Kumar Mangalam Birla Committee Report on Corporate Governance – Legislation alone is not enough, Activating Adult Committees. Shareholder – Friendly Steps - The Hindu, (1999).
- Parekh, Deepak S, (1999), The Real Meaning of Corporate Governance. Indian Management.
- Paine, Lynn Sharp, (1994), Managing Organizational Integrity. Harvard Business Review.
- Salmon W.J. (1993), Crises Prevention's; How to Gear up Your Board. Harvard Business Review.
- Sodarn, Dr. Kailash, (1999), Transparency in Corporate Governance, Indian Management Vol. 38, No.10.
- Cadbury, Sir Adrian,(1990),The Company Chairman, Director Books, Simon Schuster International Group
- Crosby, Philips. (1990), Let us talk Quality, Penguin Publications.
- Davenport S. Kimberly & Others. (1996) Focused Quality, John Wily Sons Inc.
- Eccles, R.G. and Crane, D.B. (1995), Doing Deals: Investment Banks at Work, McGraw Hill International.

DISSERTATION

Course Code: MGT4437

Credit Units: 09

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

Selecting the Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between ‘dissertation topic’ and ‘dissertation title’. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

Planning the Dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct quotation and what is your paraphrase.

Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: **Executive Summary**
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

The Layout Guidelines for the Dissertation

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

Guidelines for the Assessment of the Dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion from the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
TOTAL	100

MANAGERIAL COMPETENCY AND CAREER DEVELOPMENT

Course Code: MGT4402

Non Credit Course

Course Objective:

In this course, students will actively learn and practice job-related skills vital to becoming a successful manager in contemporary organizations. Class sessions will consist of diverse exercises, self-assessments, role plays, etc., which help students evaluate and develop their skills. It will help the students to perform well at an acceptable entry level in each skill area; and better interact with other students, faculty, alumni and industry professionals.

Course Contents:

Module I: Introduction to Managerial Competencies

Business Service Performance Management and Future Managers, managerial Competencies. Values for managerial effectiveness and competencies in career development. Individual career goals and action plan.

Module II: Identification of Career Opportunities in Various Industries

Industry scenario and identifying career opportunities. Key position competencies at entry level in different industries and growth prospects. Career Recruitment / selection processes in various industries and companies.

Module III: Career Development Process

Diagnostic instruments. Steps in career Development, Career Counseling. Seeking, giving and receiving face-to-face feedback. Strategies for improving managerial competencies. Opportunities and tactics for developing managerial competencies.

Module IV: Developing Skills for Career Prospects

How to succeed in interviews, Mock interviews and GDs. Special focus areas. Career Clusters, Role of Mentor in career development. Importance of Entrepreneurial and leadership skills in career development.

Module V: Enhancing Learning Through Experience Sharing

Experience sharing of successful industry professionals, entrepreneurs, alumni and career specialists.

Examination Scheme:

1. Individual Growth and Team Performance	15 Marks
2. Individual Diagnostic File (Pre & Post Semester)	25 Marks
3. Group Discussion	30 Marks
4. Personal Interview Skills	30 Marks

Text & References:

- Kolb, Osland, & Rubin,(1995), Organizational Behavior, Prentice Hall
- Harnold R.Wallace,(2004) ,Personal development for life and work, Thompson Press
- Greenhaus ,(2004), Career Management , Thompson Press

CORPORATE TAX PLANNING

Course Code: MGT4403

Credit Units: 03

Course Objective:

At the end of the course, the students should be able to understand Indian accounting Standards and the impact of USGAAP on Financial Statements. To create an understanding of the accounting of Mergers and Acquisitions and Valuation of goodwill & Shares.

In addition to Corporate Accounting the students should be able to demonstrate an understanding of the tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

Course Contents:

Module I: Accounting Norms

Various Accounting Standards in India and comparison with International accounting Standards and US.GAAP.

Module II: Accounting for Merger and Acquisitions

Accounting for Acquisition of Business, Calculation of Purchase consideration and Profit (Loss) Prior to Incorporation. Accounting for Amalgamation in the nature of Merger and in the nature of Purchase.

Module III: Valuation of Goodwill and Shares

Valuation of Goodwill – Different Methods of Valuation of Goodwill, Valuation of Shares – Net Asset Backing Method and Yield Method.

Module IV: Basic Concepts of Income Tax

Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies An overview of various provisions of Business & profession & Capital gains – applicable to companies

Module V: Assessment of Companies

Computation of taxable income, MAT, Set off & carry forward of losses in companies, Deductions from Gross total income applicable to companies, Tax planning with reference to new projects/expansions/rehabilitation plans including mergers, amalgamation or de-mergers of companies, Concept of avoidance of double taxation.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Singhania V.K. & Singhania Kapil , Direct taxes law & practices, Taxmann
- Ravi M Kishore, Advanced Accounting, Taxmann.
- Lakhotia , R.N. & Lakhotia, Corporate Tax Planning, Vision books
- Singhania, V.K., Student's guide to Income Tax, Taxmann
- International dictionary of taxation by Indian Tax Institute, 1st Edition.
- Maheshwari S.N and Maheshwari S.K Advanced Accountancy, Vikas Publishing House.

FINANCIAL ENGINEERING

Course Code: MGT4404

Credit Units: 03

Course Objective:

Finance has evolved as an exciting discipline in terms of innovations it has witnessed in recent past. This aspect known as Financial Engineering starts where financial analysis ends. The objective of the course is to enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms and equip them with innovative tools of financial engineering called derivatives and skills to use them in forming effective strategies to cope with the changing environment and hedge against the financial risks.

Course Contents:

Module I: Introduction

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Effect of Speculation and Arbitrage on Market Efficiency, Derivative Market in India

Module II: Futures and Forwards

The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock Index Futures, Value at Risk, Short Term and Long Term Interest Rate Futures, Foreign Currency Futures and Commodity Futures

Module III: Swaps

Structure of a Swap, Interest Rate Swaps, Currency of Swaps, Commodity Swaps, Other Swaps, Credit Risk, Role of a Swap Dealer.

Module IV: Options

Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies, Cash Settled Options, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions and Compound options, Cross-currency Futures and Options.

Module V: Other Innovations

Debt Market Innovations, Mortgage Backed Securities, Hybrid Securities, Asset-Liability Management

Module VI: Recent Trends

Exotic Options, Synthetic Instruments, Developments in Equity-Based Strategies, Direct and Cross Hedges, Future Trends and Issues in Financial Engineering.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
- Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.
- Marshall, J. F. and Bansal, V. K. (2006). Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
- Articles from selected journals and magazines.

MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Code: MGT4405

Credit Units: 03

Course Objective:

The aim of the course is to orient the finance students to the change in the financial industry. The financial industry much like the computer industry is changing rapidly. A course that merely describes the existing institutions will not prepare the students adequately for the change. Thus familiarization with institutions of today & developing an understanding why they are the way they are, and why they are changing is the core aim of the course. An Indian perspective will be added but conceptually the Global frameworks will be used. At the end of this course the students will understand:

- The role of financial institutions in economic development
- The working of Financial Intermediaries
- International Banking
- The norms governing of Financial Intermediaries in India
- The basic principles of Lending & Investments in a Commercial Bank
- The working of Developmental Financial Institutions

Course Contents:

Module I: Introduction

Financial institutions and economic development, Types of Money, Process of Capital Formation, Technology of financial systems- Pooling, Netting, Credit substitution & Delegation.

Module II: Financial intermediaries

Understanding Financial Intermediaries- Commercial Banks, Central Bank, Cooperative Banks, Banking system in USA & India, International Banking, Banking Operations, Retail and Wholesale Banking, Near Banks, Universal Banking, NBFC's

Module III: Norms & Practices in the Banking Industry

Principles of Lending, Study of Borrowers, Balance Sheet Analysis, Project Appraisal Criteria, Marketing of Bank Services, Prudential Norms - Narsimhan Committee Recommendations, Performance Analysis of Banks, Regulatory Institutions RBI & SEBI, Lender's Liability Act, Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets and Risk Based Supervision, Asset Liability Management in Commercial Banks, Corporate Debt Restructuring, Internet Banking, Mobile Banking, E-Banking Risks, E-Finance, Electronic Money, Digital Signatures, RTGS, NEFT etc.

Module IV: Developmental Financial Institutions

Role of Developmental Banks in Industrial Financing, Resource Mobilization of Developmental Banks, Project Examination by Developmental Banks.

Module V: Insurance Institutions

Role of Insurance companies in Industrial Financing, Life insurance & General insurance, New developments in insurance as a sector in the Indian financial system, Bancassurance Models in Europe and India

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra, P. (1997), *Financial Management: Theory & Practice*, Tata McGraw Hill.
- Jakhotiya, G. P.(2000), *Strategic Financial Management*, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), *Exploring Strategic Financial Management*, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), *Strategic Cost Management: The New Tool for Competitive Advantage*, the Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), *After The Merger: The Authoritative Guide for Integration Success*, McGraw Hill
- Geneen, H. and Bowers, B. (1997), *The Synergy Myth and other ailments of Business Today*, St. Martin Press New York..
- Weston, Chung & Hoag, (1996), *Mergers, Restructuring and Corporate Control*, Prentice Hall of India.
- Eccles, R. G. and Crane, D. B. (1995), *Doing Deals: Investment Banks at Work*, McGraw - Hill International.

STRATEGIC FINANCIAL MANAGEMENT

Course Code: MGT4406

Credit Units: 03

Course Objective:

The course aims at helping overcome traditional distinction between Strategy and Financial Management as two diverse disciplines of management. The strategy has gained prominence over last two decades and focuses on the ambiguous, the uncertain, the less tangible and the qualitative. Financial Management on the other hand, emphasizes the precise, the measurable and the tangible. It is intended to develop an in-depth understanding, among the participants, of how to manage for value by enabling financial management to play a more proactive role in Strategic Management. The course also aims at developing an appreciation of how advancements in theory of finance have made it converge more towards strategy.

Course Contents:

Module I: Introduction

Role of Finance and Strategy in Management Process, Strategic Droop, Management Behaviour and Convergence between Strategic and Financial Analysis

Module II: Financial Decision Making

Value Analysis – A Strategic Perspective, Advances in Working Capital Management, Arriving at an Optimal Capital Structure, Impact of Inflation on Financial Decisions, Dividends Decisions – A Strategic Perspective

Module III: Corporate Valuation

Rationale for Shareholders' Wealth Maximization, New performance Metrics like Economic Value Added (EVA) and Market value Added (MVA), Various Approaches to Corporate Valuation, Alignment of Interest of Various Stakeholders of a Firm.

Module IV: Corporate Restructuring

Restructuring and Merger & Acquisition, The Search Process, Valuation and Deal Structuring, Accounting and Tax Implications, Post Merger Integration and Learning, Restructuring through Privatization, Leveraged Buy-outs (LBOs) Restructuring of Sick Enterprises, Due Diligence and certification.

Module V: Corporate Governance

Divergence of Interest, Devices for containing Agency Costs, Corporate Governance in Developed world, Corporate Governance in India, Reforming Corporate Governance, Legal Provisions and SEBI Code

Module VI: Strategic Cost Management

Transfer Pricing, Financial Aspects of Supply Chain Management, Operations Management Perspective on Costs, Strategic Cost Analysis (Using Activity Based Costing, Target Costing and Life Cycle Costing) and Product Pricing at Different Stages of Product's Life Cycle.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Chandra, P. (1997), Financial Management: Theory & Practice, Tata McGraw Hill.
- Jakhotiya, G. P. (2000), Strategic Financial Management, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), Exploring Strategic Financial Management, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), Strategic Cost Management: The New Tool for Competitive Advantage, Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
- Sadtler, D; Campbell, A. and Koch, R. (1997), Break Up: When Large Companies are More Worth Dead Than Alive.
- Geneen, H. and Bowers, B. (1997), The Synergy Myth and other ailments of Business Today, St. Martin Press New York..
- Weston, Chung & Hoag, (1996), Mergers, Restructuring and Corporate Control, Prentice Hall of India.
- Eccles, R. G. and Crane, D. B. (1995), Doing Deals: Investment Banks at Work, McGraw - Hill International.

COMMERCIAL BANKING

Course Code: MGT4407

Credit Units: 03

Course Objective:

The aim of this course is to give the student an overview of banking industry and prepare him for various roles in the banking sector.

Course Contents:

Module I: Principles of Banking

Retail Banking, Savings and Current Accounts, Loan Products, Plastic Money, Wholesale Banking, Off Balance Sheet Business, International Banking, Correspondent Banking, NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE., Documentary Letter of Credit, NRI Accounts, Remittances and Clearing,

Module II: Regulatory Framework

Negotiable Instruments Act, Banking Regulation Act, Reserve Bank of India Act, RBI's Monetary and Credit Policy

Module III: Treasury Management

Instruments in Treasury Market, Development of new financial products, control and supervision of Treasury management; linkage of domestic operations with foreign operations, Asset Liability Management, Banks Balance Sheet- Components of Assets/Liabilities and their management, Liquidity Management, Interest Rate Management, RBI Guidelines on Asset Liability Management; Stock options; debt instruments; bond portfolio strategy; risk control and hedging instruments, Investments – Treasury bills – Money markets instruments such as CDs, CPs, IBPs; Refinance and rediscounting facilities

Module IV: Credit

Principles of Lending, Working Capital and Term Loans, Financing SME/MSME, Microfinance, Credit Appraisal Techniques, Credit Rating, Default Probabilities, Credit Spreads, Credit Migration, Credit Monitoring, Documentation Procedures, NPA, Laws relating to securities-valuation of securities-modes of charging securities- lien,pledge, mortgage, hypothecation etc, The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Varshney, P.N., 2010, Banking Law and Practise, S Chand and Sons
- Radhakrishnan, T.S.; 2005, Principals of Banking; Macmillan
- Mishra, R.K.; Banking Sector Reforms and Agricultural Finance; Sonali Publications
- Padhy Kishore C; Padhy Manoranjan; 2011; Banking Future; Dominant Publishers and Distributors

COMPENSATION AND REWARD MANAGEMENT

Course Code: MGT4408

Credit Units: 03

Course Objective:

This course helps students to learn how compensation system operates to attract, retain and motivate competent work force.

Course Contents:

Module I: Introduction

Concept of Compensation, System of Compensating, Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories. Wage and Salary Administration at micro level, Wage concepts, Methods of Job Evaluation, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation

Module II: Compensation Structure- Indian Practices

Salary Progression, Methods of Payment, Limitations of the Job Related Compensation, Competency based Compensations, Performance linked Compensations- Performance Appraisal

Module III: Elements of Compensation

Variable Compensation, Principles of Reward Strategy, Perquisites, Bonuses & Incentives Scope and Process, Ethical Considerations, Social Security, Sharing Productivity Gains With Employees, Gain Sharing, Team Based Pay, The Role of Compensation in Sales Force Success

Module IV: Incentive Schemes / Payment by Results

Types of Incentive Schemes/ Systems and Plans, Merits and demerits of Incentives

Module V: Benefits and Services

Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor influencing choice of benefit package, Administration of Benefits and Services

Module VI: Current Trends in Compensation and Reward Management

Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Armstrong Michael & Murlis Helen (2005), Reward Management A Handbook of Remuneration, Strategy and Practice, 5th Edition, Kogan Page
- Henderson Richard (2006), Compensation Management in a Knowledge - Based World, 10th Edition, Prentice Hall India
- Milkovich & Newman (2005), Compensation, 8th Edition. McGraw-Hill
- Singh B.D. (2007). Compensation and Reward Management, Excel Books, New Delhi.

PSYCHOLOGICAL TESTING

Course Code: MGT4409

Credit Units: 03

Course Objective:

To develop an understanding of the concept of psychological testing by providing a theoretical background of psychological assessment of personality tests and their applications and the ethics of the usage of different types of psychological tests.

Course Contents:

Module I: Functions and Origins of Psychological Testing

Concept of Psychological Testing, Nature and Use of Psychological Tests, Historical Antecedents of Modern Testing.

Module II: Technical and Methodological Principles

Norms and Meaning of Test Scores, Reliability and Validity

Module III: Personality Testing

Self-Report Inventories and Scales- MBTI and FIRO-B
Projective Techniques- TAT, Sentence Completion Test
Measures of Styles and Types
Situational Tests
Self-Concepts and Personal Constructs
Observer Reports

Module IV: Applications of testing

Educational Testing
Occupational Testing

Module V: Ethical and Social Considerations in Testing

Protection of Privacy and Confidentiality
Communicating Test Results

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Anastasi, A. and Urbina, S.,(2005) Psychological Testing,Pearson Education
- Freeman, Frank S (1962). Theory Practice of Psychological Testing. Oxford and IBH.
- Edward Hoffman (2004), Psychological Testing at work, Tata McGraw-Hill.
- Charles Jackson (2001), Understanding Psychological Testing, Jaico Publishing House.

GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code: MGT4410

Credit Units: 03

Course Objective:

The main objective of this course is to inculcate deep understanding of International Human Resources and to explore the dynamics of global business development. It also aims at preparing students about examining significant business opportunities and maximization of returns with understanding of cross cultural management, as primary causes of failure in multinational ventures stem from lack of understanding of the essentials differences in managing human Resources, at all levels in foreign environment.

Course Contents:

Module I: Internationalization

Evolution of International business, Stages of internationalization, Modes of entering International business Relationship between International Strategy and SIHRM- International Human Resource Management –

Major Economies and their HRM practices

Module II: Organisation Structure, International HRP, Recruitment and Selection

Organisation Structure and HRM, Global Human Resource Planning, Issues in supply of International Human Resources, Recruitment and Selection

Module III: International Compensation Management

Complexities, Objectives of International Compensation Management, Component and Structure of International Compensation package, Executive rewards and compensation, Approaches to International Compensation Management,

Module IV: Human Resource Professional – Molester Navigation

Context for international perfect management, framework for performance management, cross-cultural issues, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China – the sleeping giant awakes, Japan – a culture of enfolding relationship, South East Asia regional diversity.

Module V: Understanding Cross Culture: Issues & Perspectives

Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall Studies of National Culture, Managing Workforce diversity, Adjusting to the New Culture, Competencies for Global Manager

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Aswathappa K, Dash Sadhna (2008), International Human Resource Management Text & Cases, Tata McGraw Hill
- Bhatia S.K. (2005), International Human Resource Management, Deep & Deep Publications
- Evans Paul, Vladimir Pucik, Jean-Louis Barsoux (2010), The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill
- Rao PL, International Human Resource Management (2008), Excel Books

ORGANIZATIONAL DESIGN AND STRUCTURAL PROCESSES

Course Code: MGT4411

Credit Units: 03

Course Objective:

To develop an understanding of the nature, functioning and design of organization as social collectives and to develop theoretical & practical insights & problem solving capabilities for effectively managing the organizational processes. This course aims to provide a comprehensive perspective on new emergent organizational forms by discussing them in the context of environment, systems & processes.

Course Contents:

Module I: Overview of Organizations

Defining Organizations, Types of Organizations, Determinants of Organization Design, Parameters of Organization Design, Definition of Organizational Structure, Complexity, Formalization and Centralization

Module II: Organization & Environment

Organizational Environment, Specific and General Environment, Sources of Uncertainty in Organizational Environment, Hyper-Turbulence; Networks and Business Eco-Systems; Technological Discontinuities; Paradigm Shift

Module III: Types of Organization

Organization Design, Approaches to Organizational Design, Basic Challenges of Organizational Design, Organizational Design for Different Excellences, New Design Option

Module IV: Organizational Effectiveness

Organizational Effectiveness- Definition, Importance and Approaches to Organizational Effectiveness - The Goal Attainment Approach, The System Approach, The Strategic Approach.

Module V: Emerging Organizational Forms

Organizations as Networks/ Clusters; Self Organizing Systems; Designing for Innovation and Change.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Ackoff, R.L. (1999), Recreating the corporation: A Design of Organization for the 21st century. Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), Designing Effective Organizations, Sage Publications.
- Hall, R. H. (2002), Organizations: Structures, Processes and Outcomes, 8th Edition. Prentice Hall India
- Robbins Stephens (2009), Organization Structure, Design and Applications, Pearson Educationw

MANAGERIAL COUNSELLING

Course Code: MGT4412

Credit Units: 03

Course Objective:

To understand the concept and process so as to develop the professional counseling skills among the students

Course Contents:

Module I: Introduction

Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship.

Module II: Approaches to Counseling

Development of Counseling Skill, Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

Module III: Counseling process

Counseling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

Module IV: Counseling at work

Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India
- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill

FOREIGN TRADE POLICY

Course Code: MGT4413

Credit Units: 03

Course Objective:

Know the world's top economies and their Trade Policies, Regional & bi-lateral agreement.; Learning the direction, composition & procedures of India's Foreign Trade Policy 2009-2014; Knowing which Assistance, Promotion Schemes and Incentives exporters enjoy; knowing Import Tariffs & Customs duties; Learning International Documentary & Govt. Regulatory compliances

Course Contents:

Module I: World Trade & Economic integration

Why Trade, Link between Trade & Economic growth, World's leading economies, Complexities & Barriers to free trade, World's Top Trading Nations, Emerging markets. Free Trade Areas, Customs Union, Common Markets, Economic Unions; Regional Economic Blocks- EU, NAFTA, MERCOSUR, SAARC, SAFTA, APEC, ASEAN, ECOWAS, GCC, OPEC. Global integration, WTO, IMF, World Bank. Harmonized Commodity Description & Coding System, ISO Currency codes.

Module II: Overview of India's Foreign Trade Policy

The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy 2009-2014, Post 1991 India's Trade Liberalization, India's Economic Indicators, Export/Import data & major Trading partner countries. How to start an Export/Import business, Import Export Code (IEC), Registration cum Membership Certificate (RCMC) with appropriate Export Promotion Council (EPC). Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports. Licenses & Customs documents for imports.

Module III: India's Export Policy

Fiscal, Financial, Special Schemes & General incentives provided to exporters. Status holders, Focus Market Scheme, Free Trade Zones, Deemed Exports, Duty Drawback, Export Promotion Capital Goods Scheme, Advance License, Standard input-output norms, Duty Exemption Pass Book Scheme, Special Economic Zones, Export-oriented Units, Software Technology Parks, Free Trade Zones.

Module IV: India's Import Policy

Tariff structure and Customs Duties, Basic Duty, Additional Customs Duty, Education Cess, Anti-Dumping duty, Safeguard duty etc. Bill of Entry, Bonded Warehouses, Import of Restricted goods, second-hand goods, under Lease Finance, Replacement goods, samples, goods for Exhibitions, Fire Arms, Prototypes, Office equipment, Tourism Industry, Individuals & NRI's

Module V: Trade Policy of Leading Trade Economies vis-a-vis Indian Trade Policy

Indo European Union, US & China Trade Policy. Expansion of trade to Latin America, Africa & Asia.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- R.K. Jain (2010), Foreign Trade Policy and Handbook of Procedures (2009- 2014) (Vol 1), Jain Book Depot
- Nabhi (2011-12)(1999), How to Export, Nabhi Publications

INTERNATIONAL SUPPLY CHAIN MANAGEMENT

Course Code: MGT4414

Credit Units: 03

Course Objective:

Developing an understanding of the various components of an integrated supply chain management suited to global markets; Teaching criticality of an efficient supply chain with —zero defects! in the WTO border-less world ; Understanding the micro aspects of global distribution and logistics ; imparting knowledge of Multi-modal Transport operators , ocean & air transportation in world trade.

Course Contents

Module I: Global Supply Chain – Overview

Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability, Channel Structure, Supplier Network Development, Outsourcing., Supply Chain Logistics Operations.

Module II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

Module III: International Logistic System

Concept, Objectives & Scope, The System Elements, International Transportation Issues, Warehousing, Inventory Management, Packaging and Unitization Issues, Communication and Control, Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.)

Module IV: Air & Ocean Transport and Chartering

The General Structure of shipping industry, Characteristics of Shipping Industry, Liner and Tramp Operations and Significance, World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries, Liner Freight Practice, Principles – Freight Structure, Voyage Charter, Time Charter, Barboat Charter. Indian Shipping, Growth and Perspective, Problems of Shipping Industry, Shipping Policy, International Air Transport System, Air Transport and PDM Approach to Export Distribution, International Set – up for Air Transport, Air Freight Rates, India's Export – Import Trade by Air, Problems and Prospects, Law Relating to Carriage of Goods

Module V: Managing the Supply Chain Performance

SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

INTERNATIONAL CROSS CULTURE AND DIVERSITY MANAGEMENT

Course Code: MGT4415

Credit Units: 03

Course Objective:

Examine cross-cultural and international management issues; Analyzes problems of managing in an international marketplace; Focuses on cultural and regional diversity and differences, political and economic influences, global market factors, and other contingencies with which managers of multinational enterprises must contend; Fet acquainted with an array of management practices – from human resource staffing, to motivating a multi-cultural workforce, to creating strategic alliances for both large and small international organizations.

Course Contents:

Module I: Global Cultural Diversity

Differences in organizational behavior and management practices across countries, Major perspectives and frameworks underlying cross-cultural dimensions, Cultural convergence versus divergence, Business strategies for effective management of cultural diversity in an international setting, Cultural values and their implications for international management

Module II: HR issues of Cross Cultural Teams

Organizational culture in a global business environment, Emerging types of organizational structures in the global economy, Interdependence of nations and cultures in a global business environment. Role of human resources in an organization competing in the global economy, Corporate strategy and international human resource management, Concerns of managing expatriate employees, Relation between cultural values and team processes, Techniques to design and implement effective international teams

Module III: Cross-Cultural Perceptions & Communication

Theories of intercultural communication, Major barriers to effective cross-cultural communication, Perceptions & Communication difference, Techniques to overcome barriers and develop intercultural communication competence for North America, Europe, Middle-East, Latin America, Japan & China.

Module IV: Cross-cultural Business Negotiations

Negotiation process differences, Conflict handling and Negotiation techniques for North America, Europe, Middle-East, Latin America, Japan & China.

Module V: Competencies for Global Managers

Tackling issues and problems in international assignments, Acclimatizing expatriate employee to local culture, Identifying, grooming and motivating global Leadership, International management issues affecting women in leadership roles across cultures.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- McFarlin, D. B., & Sweeney, P. D. (2006). *International Management: Strategic opportunities and cultural challenges*. Boston, MA: Houghton Mifflin
- Daniels, J. D. and Radebaugh, L. H. (2004). *International Business: Environments and Operations*, Prentice-Hall, Inc., New Jersey. ISBN: 0-13-121726-7. (Referred to as D&R)
- Hill, C. W. (2003). *International Business: Competing in the Global Marketplace*, McGraw-Hill. (referred to as H)
- Griffin, R.W. and Pustay, M.W. (2002). *International Business: A Managerial Perspective*. FT/Prentice Hall.
- Griffin, R. W. and Pustay, M. W. (2005). *International Business*. FT/Prentice Hall.
- Hibbert, E. (1997). *International Business Strategy and Operations*. MacMillan Press Ltd.
- Henry, C. M. and Springborg, R. (2001). *Globalization and the Politics of Development in the Middle East*. Cambridge University Press.
- Rugman, A. M. and Hodgetts, R. M. (2003). *International Business*. Pearson Education Limited. ISBN: 0-273-67374-2. (referred to as R&H)
- Smith, A. (1937). *The Wealth of Nations*. New York: The Modern Library.
- Tayeb, M. (2003). *International Management: Theories and Practice*. Prentice Hall.
- Todaro, M. P. (2000). *Economic Development*, Pearson Education Limited. ISBN: 0-201-64858-X.
- Pandey, Janak, Sinha Durganand, (2001), *Asian contributions to Cross-Cultural Psychology*, SAGE Publications

GLOBAL OUTSOURCING: ISSUES AND PERSPECTIVES

Course Code: MGT4416

Credit Units: 03

Course Objective:

Knowing how to make sound decisions about global sourcing strategy; Analyse the Past, Present & Future Landscape of Global Services Outsourcing, with particular focus on BPO's & IT services outsourcing; Study how to develop Strategy & Managerial Competence in Global Sourcing using real world examples from Managerial Practice; help identify challenges of Global Sourcing as well as costs, risks, rewards, and strategies involved in making sourcing decisions.

Course Contents:

Module I: Historical and economic perspectives on Global Outsourcing

Origin of Globalization of Service Delivery ; Outsourcing- what & why, concept & scope of outsourcing activities ; Significance & challenges/barriers in outsourcing, Sourcing terminologies;

Module II: Sourcing Models

Sourcing Models; Insource vs. Outsource, Domestic vs Global; On-shore, near-shore & off-shore – why, when & how? Benefits & trade-offs. Types of outsourcing in various sectors – Manufacturing, Auto, Financial, Accounting, Insurance, Healthcare, HR, Media, Design, Retail, Entertainment, Legal etc.

Module III: Sourcing different services from different geographies

Types of global outsourcing services (IT, BPO, Infrastructure), the vendor landscape (local/multinational, niche players/generalists), Legal Issues: Contracts, Taxes, IP, Privacy, Compliance, Critical success factors in managing outsourcing relationships, Managing distributed work teams: overcoming distance, time, and culture.

Module IV: India's BPO's & IT Services Outsourcing experience

Outsourcing into India. India- A SWOT analysis ; India as a preferred destination ; Size, statistics & experiences of the Indian BPO & IT service providers

Module V: Developing an outsourcing strategy for Future Challenges

Implementing Outsourcing: Guidelines for choosing outsourcing partners, Contracting, Change Management, and Governance, Managing Globally Distributed Teams across Time, Space, and Culture.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Alphesh Patel & Hemendra Aran (2005), Outsourcing Success: The Business Imperative, TMI-ND
- Oshri, Kotlarsky, and Willcocks, (2009), The Handbook of Global Outsourcing and Offshoring
- Sarika Kulkarni, (2006), Business Process Outsourcing, Jaico Publishing House, MuMGTi

GLOBAL BUSINESS OPERATIONS

Course Code: MGT4417

Credit Units: 03

Course Objective:

Understand implications of global business operations for business firms and their managers; Address complications associated with business operations in today's global economy; Gain exposure to the terminologies, institutions & challenges of managers operating in the global arena; Examine the different strategies that businesses can adopt to compete in the global marketplace and enter specific foreign markets; Explore the role played by marketing, operations, and human resource management within a Global Business Operations.

Course Contents:

Module I: Global Opportunities

International Business challenges in the 21st Century, Emerging super powers, Opportunities in the Liberalized Global Trade & Investment scenario, Why go global?, Stages of going global, Barriers and complexities of Cross Border Operations.

Module II: International Eco system

The eco system, economic indicators and characteristics of operating in North America (USA), Europe (EU), Asia (China), Latin America (Brazil), Africa (South Africa) & Middle-East (UAE).

Module III: Structuring Global Operations & Strategic Alliances

Trade vs Invest, FDI vs FII route ; Route for strategic alliances - JV, equity, non-equity, subsidiaries, branches etc ; Stages- Strategy Development, Partner Assessment, Contract Negotiation, Alliance Operation, Alliance Termination etc ; Case studies of MNC's operating in India & Indian companies operating abroad.

Module IV: Global Cross-Culture & Value Issues

Cultural diversity & it's challenges; Country-specific cultural challenges; Implications & cultural adjustments

Managing cross-cultural diversity; Ethics, corruption & Corporate Social Responsibility (CSR); Business culture & practices prevalent in U.S.A, U.K., China, Brazil, Russia & Saudi Arabia.

Module V: Global Mergers & Acquisition (M&A's)

Case studies on corporate India's Acquisitions & Mergers abroad. Role of Investment Banks & Consultants in global A&M's. Latest FDI & FII trends, FDI & reverse FDI within & outside India.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Manab Thakur, Gene E. Burton & B.N. Srivastava (1997), International Management, Concepts & Cases, Tata McGraw-Hill Publishing Co
- Janet Morrison (2011), International Business Environment, Palgrave Macmillan
- Mia Mikic (2000), International Trade, Macmillan Press

SYSTEM ANALYSIS AND DESIGN

Course Code: MGT4418

Credit Units: 03

Course Objective:

This course covers the system development life-cycle (SDLC) phases, with respect to the waterfall approach, also describes the prototype approach for developing software systems. The object-oriented (OO) analysis and design concepts are also introduced. However, the emphases will be on the following topics:

Course Contents:

Module I: Introduction to system analysis and design

Typical information system; Typical cases for analysis; problem-solving steps; gathering information; starting a Project. Introduction to different phase of SDLC.

Module II: Requirements specifications

Feasibility analysis; Data flow diagrams; describing Data; Entity relationship analysis; data dictionary; physical and logical model of data; logical database design; and the importance of normalization; consider stations in file design ; role of database management system.

Module III: System design

Concepts of logical and physical design. Files, Processes, Human-machine interface: screens/dialogues, presentation of information, Forms and Reports design. Data Validation and Audit features. New System Specifications. Database design and Module design. Evaluating quality of design, e.g. cohesion, coupling.

Module IV: System Implementation

Testing and quality assurance. Software maintenance. Role of project management in the system development cycle. Complete example. Production planning and control, accounting principles: information flow; role of CAD/CAM; aggregate planning and master scheduling Elements, Resources, Risk, Project ocumentation, and Some Tools e.g. Gantt charts and PERT

Module V

Succeeding as System Analyst, Interpersonal skills, Management skills, Analytical skills and Technical skills. Requirements analysis. System investigation. Process analysis.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Awad EM (2010), Systems Analysis and Design, Galgotia Publications (P) PLtd.
- Whitten JL & Bentley LD(2010), Systems Analysis and Design Methods , Galgotia Publications (P) PLtd
- Valacich JS, George JF & Hoffer JA (2010), Essentials of Systems Analysis and Design, Pearson Education, Inc
- Kendall K & KendallJ (2010), Systems Analysis and Design, Pearson Education., Inc..

ENTERPRISE MANAGEMENT

Course Code: MGT4419

Credit Units: 03

Course Objective:

Today Enterprise comprises of various stakeholders, such as employer, partners, customers and managing them is the key factor. Today enterprise is better known as extended enterprise and this course gears towards familiarizing the various components of Ext. Enterprises such as ERP, KM, CRM, SCM, business intelligence etc.

Course Contents:

Module I

Enterprise Management, Components of Enterprise Management, ERP – A Manufacturing Perspective, ERP Modules and their Benefits, ERP Implementation Life Cycle, Role of Vendors, Consultants and Users, ERP Market and Future Directions

Module II

Understanding Supply Chain and its Drivers, Planning in Supply and Demand in Supply Chain Planning and Managing Inventories in a Supply Chain, Transportation, Network Design and IT in Supply Chain, E-Business and Supply Chain, Business Intelligence and Some Solutions

Module III

What is CRM and its Power?, The Customer Service/Sales Profile and Management of it Choosing Your CRM Strategy, Tools for Capturing Customer Information, CRM on Internet, Enterprise Application Integration, CRM in companies like Toyota, Walmart etc

Module IV

Knowledge and Management, Drivers of Knowledge Management, Classifying Knowledge, Implementing Knowledge Management, Aligning KM and Business Strategy, Knowledge Management Platform, Knowledge Management Tools

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Leon A (2010) Enterprise Resource Planning, Tata Mcgraw Hill Education Private Limited
- Greenberg, P (2010) Customer Relationship Management, at the Speed of Light; Tata Mcgraw Hill Education Private Limited
- Fernandez !B & Sabherwal R (2010); Knowledge Management – systems and Processes; PHI Learning Pvt Ltd.
- Frazelle, EH ((2010); Supply Chain Strategy; Tata Mcgraw Hill Education Private Limited

INFORMATION SECURITY AND RISK MANAGEMENT

Course Code: MGT4420

Credit Units: 03

Course Objective:

In today's competitive global economy, Information is the key resource which is growing day – by – day it is very critical to protect that information from all aspects. This course is designed to familiarize students with the importance of information, Risk involved in managing them and How to protect this information?

Course Contents:

Module I: Introduction of Information Security

Goals of Computer Security. CIA triangle, Identifying the Assets, Threats, Impact, vulnerabilities, User Authentication, System Access Control, Password Management, Privileged User Management, User Account Management, Data Resource Protection, Sensitive System Protection, Cryptography, Intrusion detection, Computer-Security Classifications

Module II: Computer Security

Hardening (Operating System and Application Code, File System Security, Local Security Policies, Services, Default Accounts), Network Activity, Malicious Code, Firewall, Fault Tolerant System, BACKUP and UPS

Module III: Network Security

Network security issues, threats & solutions, cryptography, algorithms (encryption, substitution, sequential and random, transposition), crypto-analysis, methods of breaking these algorithms.

Module IV: Disaster Management

Types of Disaster, Challenge in Global operations, Understanding disaster recovery & business continuity, Business Continuity Management, Preparing BCP – a 10 step process, case (eg WTC)

Module V: Management of Security taking Windows OS as example (Practical)

Security Management, Users and Groups Management, Managing Local and Global Groups, Managing User Accounts, Windows NT Domain Management, Registry Management, Logical Structure, Physical Structure, DNS Management, Managing Group Policy, User Authentication Management, Creating Domain User Accounts, Files and Folder Management, Files and Folder Permission Shared Resources Management, Encrypting File System (EFS).

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Vedpuriswar AV (2009), Enterprise Risk Management: A strategic approach to Derisking an Enterprise, Vision Books.
- Whitman ME & Mattord HJ (2009), Principles and Practices of Information Security; Cengage Learning

MARKETING OF IT SOLUTIONS

Course Code: MGT4421

Credit Units: 03

Course Objective:

—Marketing and Management of Software Solutions course is in two parts, the first one exposes the students to various typical features of solutions marketing and the second part to the Management of software solutions.

Course Contents:

Module I: Introduction to IT Sector

Introduction to software, industry, software business models: service, product, hybrid models

Module II: Solutions Marketing

IT marketing, internet marketing, sales cycle, service development lifecycle

Module III: Introduction to marketing strategies for cloud computing

PAAS, SAAS, IAAS

Module IV: Customer Handling

Writing proposals, handling proposals, customer handling strategies, account planning, relationship building

Module V: IT investment and Budgeting

Product pricing, service pricing, CBA, TCO

Module VI: IT solutions – implementation and maintenance

PM, Implementation and Maintenance of IT solutions

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Bob H (2009), Software Project Management, Tata McGraw Hill
- Kelkar, SA (2009), Software Project Management, PHI
- Kishor Swapna(2010), Software Requirements & Destinations, Tata McGraw Hill
- Royce (2009), Software Project Management, Pearson Education

SOFTWARE QUALITY ASSURANCE

Course Code: MGT4422

Credit Units: 03

Course Objective:

Quality is the essence of life. Information Technology by virtue of its various products, broadly software and hardware, is enabling quality in various aspects. It thus becomes more imperative that the software, which is actually becoming life line of any organization, adheres to certain quality norms. The students must understand the various aspects of quality, tools to implement quality in software development and monitoring the same.

Course Contents:

Module I: Quality Concepts and Practices

Why Quality?, Cost of Quality, TQM concept, Quality Pioneers Approaches to Quality.

Module II: Software Quality

Software Development Process, S/w quality Attributes and significance of each attribute in detail, Hierarchical Models of quality. Concept of Quality Assurance and Quality Control

Module III: Software Quality Assurance

Implementing an IT Quality function, Content of SQA Plan, Quality Tools, Quality baselines, Model and assessment fundamentals, Internal Auditing and Quality assurance.

Module IV: Software Quality Control

Testing Concepts - ad hoc, white box, black box and integration, Cost Effectiveness of Software Testing – credibility & ROI, right methods, Developing Testing Methodologies- Acquire and study the test strategy, building the system test plan and unit plan , Verification and Validation. Software Change Control- SCM, change control procedure, Defect Management – causes, detection, removal and tracking,

Module V: Metrics and Measurement of Software Quality

Measuring Quality, measurement concepts- Standard unit of measure, software metrics, Metrics Bucket, Problems with Metrics, Objective and subjective measurement, attributes of good measurement, Installing measurement program, Risk Management- defining, characterizing risk, managing risk, software risk management

Module VI: Quality Standards

Introduction to various Quality standards: ISO-9000 Series, Six Sigma, SEI CMMi Model.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Ben-Menachem M & Garry SM (2009), Software Quality – Producing Practical, Consistent Software, Thomson Learning (Vikas)
- Godbole, NS (2009), Software Quality Assurance – Principles and practice, Narosa
- Shafer & Shafer (2009), Quality Software Project Management, Pearson Education

ADVERTISING AND SALES PROMOTION

Course Code: MGT4423

Credit Units: 03

Course Objective:

This course provides students an opportunity to gain an understanding of advertising and other marketing communications practices. The course emphasizes on developing students' abilities to use Advertising as a tool to Create Awareness, Position the Product, and make an impact in the Consumers' Minds. This comprehensive course also familiarizes students' with Media Planning and creativity in advertising.

Course Contents:

Module I: Introduction to Advertising

Concept and definition of advertisement – Social and Economic Implications of advertisements, Setting advertisement objectives, Ad. Agencies – Selection and Remuneration, Types of advertisement

Module II: Advertising Planning & Strategy

Advertising Department: Objectives and functions, Role of Advertisement Agencies: Selection and Remuneration, Advertising Campaign, Budgeting Methods.

Module III: Advertising Media and Effectiveness

Media Planning, Scheduling, & Buying; Print, Broadcast & Interactive Online Media, Measuring Advertising Effectiveness, Creativity in Advertising, Copy Writing.

Module IV: Sales Promotion

Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions

Module V: Integrated Marketing Communication

Other Promotional Tools, Public Relations, Event Marketing, Direct Marketing, Surrogate Advertising, New Product Launches.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin. 8th edition.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MGT4424

Credit Units: 03

Course Objective:

This course examines customer relationship management as a key strategic process for organizations. Composed of people, technology, and processes, an effective CRM optimizes the selection or identification, acquisition, growth and retention of desired customers to maximize profit. Anyone interested in being an architect of CRM within his or her organization, or responsible for the development of any major aspect of CRM will find this course beneficial. CRM discussions and projects will address both organizational customers (B2B) and consumers/households (B2C).

Course Contents:

Module I: Introduction and Significance of Customer Relationship Management

Evolution of CRM, Need for CRM, Benefits of CRM, Transaction vs. Relationship orientation, Introduction and Objectives of a CRM Process, an Insight into CRM , e-CRM and m-CRM.

Module II: Managing Customer Relationship

Understanding Principles of Customer Relationship, Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, Sequences in Retention Process, Understanding Strategies to Prevent Defection and Recover Customers. Market share vs. Share of customers, Life Time Value of Customers.

Module III: CRM Process

The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase, Modules in CRM, 4C's (Elements) of CRM Process, Customer Acquisition Strategies, Customer Retention Strategies (Zero defections), Cross selling and up selling strategies, Customer Equity, Customer Metrics, Customer loyalty, Loyalty ladder, Customer Complaint Management.

Module IV: CRM practices in Business Economy (B 2 C and B 2 B Market)

Growth of Service in India, Service Customer Classification, Service Marketing Mix, Service Recovery, Characteristics of Business Markets, Importance of CRM in B2B and B 2 C Markets, Key Account Management, Supplier-Channel Management, CRM practices and application in Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry, Telecom Industry and Product Markets.

Module V: Issues and Challenges in Implementation of CRM

CRM Implementation Road Map, CRM Roadblocks (4P's), Phased development, learning from customer defections, evaluating customer retention plan, Emerging trends in CRM.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Alok Kumar, Chhabi Sinha, Rakesh Sharma (2009) Customer Relationship Management – Concepts and Application, Biztantra.
- Alok Kumar Rai (2009) Customer relationship Management Concepts and Cases, PHI
- G Shainesh & Jagdish N Sheth, (2006) Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
- Jill Dyché (2006) The CRM Hand book (2006) Pearson Education.
- Judith W.Kincaid (2007) Customer Relationship Management- Getting it Right, Pearson Education.
- Ronald S (2001), Accelerating Customer Relationships, Swift, PHI.
- S.Shajahan (2009) Relationship Marketing, Tata McGraw Hill

INDUSTRIAL MARKETING

Course Code: MGT4425

Credit Units: 03

Course Objective:

To provide an understanding of industrial market characteristics, evolution of strategies and to learn practical application of different concepts of industrial market

Course Contents:

Module I

Introduction to industrial marketing, environment of industrial and consumer marketing, nature of an industrial buyer, types of industrial products and services and their contextual nature, standard product classification

Industrial buying behaviour, individual vs. group decision making, concept of buying center and environmental & organizational influences, buy-grid framework and its practical application, after-sales service (AMC)

Industrial market segmentation, targeting and positioning techniques; sequential segmentation, niche market

Module II

Industrial channel, types, nature, difference between merchant, agents and broker, selection criteria, channel conflicts, channel integration (VMS), marketing strategies, policy, sales management practices training, motivation and examination., e-commerce

Industrial marketing communication, advertising, publicity and sales promotion

Module III

New product development through in-house (R&D) and technology transfer, different stages in NPD, different types of test markets; IPRs, patent, copyright, non-disclosure agreement (NDA), industrial PLC and effect of various external and internal environmental factors

Module IV

Different types of bids – tender and auction, two parts bid, price discovery mechanism under different market scenarios, OEM and their impact on pricing policies, break-even point calculation

Line of credit and mode of payment, its implication on working capital management

Module V

Industrial marketing research techniques, marketing intelligence, sales and demand forecast in industrial market

Industrial marketing in international context, Incoterms, role of contingency factors affecting industrial marketing decisions

Brief introduction to nature of turnkey and BOT projects, its contractual agreement; leasing

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Reeder, Brierty and Reeder, Industrial Marketing: Analysis, Planning and Control, PHI Learning
- Krishna K. Havaldar, Industrial Marketing: Text and cases ,McGraw Hill
- Newspapers- Economic Times, Business Standard, Financial Express, Brand Equity
- Magazines- Advertising and Marketing, Business World, Business India
- Reading about following organizations/ standard reports/ publications is suggested:
 1. Directorate General of Supplies and Disposals (DGS & D)
 2. Business Monitor International (BMI)
 3. National Industrial Classification (NIC)
 4. International Standard Industrial Classification (ISIC)
 5. Thomas Register (USA)
 6. Business Marketing Association (BMA)
 7. Directorate General of Commercial Intelligence and Statistics (DGCI&S)
 8. Export Credit Guarantee Corporation (ECGC)
 9. Minerals and Metals Trading Corporation of India Limited (MMTC)
 10. M-Junction
 11. Transport Corporation of India (TCI)

INTERNATIONAL MARKETING

Course Code: MGT4426

Credit Units: 03

Course Objective:

In today's dynamic global scenario people who succeed will have to learn the art of managing functions across domestic borders. Thus the course aims at exposing the students to the international business activities. The course would develop a general perspective about managing international business both in operational as well as strategic context.

Course Contents:

Module I: Overview

Need, Scope, Tasks, Domestic vs. International marketing, International trade Theories, Importance of International Marketing, Management orientation (Ethnocentric, Polycentric, Regiocentric & Geocentric)

Module II: International Marketing Environment

Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, International trade alliances, WTO, World Bank, IMF, Regional Economic groups. Social & Cultural environment – Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk, IPR, Licensing & Trade Services, Dispute Settlement & Litigation, EMGTrgoes & Sanctions.

Module III: International Entry & Expansion Strategies

International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & control, Ownership/ Investment, Merger's and Acquisitions, Stages of development models (Domestic, International, Multinational, Global, Transnational) Strategies employed by Indian companies to sustain Globally. Tariff and Non Tariff Barriers.

Module IV: Developing Product for International Market

The international product and its life cycle, Product positioning & Segmentation , Product design consideration, Geographic expansion, Global branding and different positioning of the same brand in different countries, New product development & testing . Dumping, Gray market, Role of Services in global economy,

Module V: Promotion & Pricing Strategy for International Market

Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, Internet Marketing.. Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

Keegan Warren & Bhargava Naval (2011), Global Marketing Management, Pearson
Cateora Philip, Graham John & Salwan Prashant (2010), International Marketing, Mc Graw Hill
Paul Justin & Kapoor Ramneek (2010), International Marketing, Mc Graw Hill
Joshi Rakesh Mohan (2009), International Business, Oxford Higher Education

- Vasudeva PK (2010), International Marketing, Excel Books
- Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva

MARKETING OF SERVICES

Course Code: MGT4427

Credit Units: 03

Course Objective:

The course has been designed to equip students to become more effective managers of any service organization by familiarizing them with the basic characteristics of services, their implications on design and delivery, and the ways to achieve sustainable competitive advantage by managing critical parameters.

Course Contents:

Module I: Understanding Services and Consumer Behavior

Service Sector and its structure. Drivers of service sector growth. Nature of services: Tangibility Spectrum; Defining the service offering; Flower of Service. Goods vs. Services; the service marketing challenges and implications for marketers for each service characteristic. Categorizing Service Processes. Self Service Technologies. Consumer behavior in services; Search, Experience and Credence attributes. Service Encounters and the types; Moments of Truth. The expanded Services Mix.

Module II: Focus on Customers

Customers' expectations of service. Desired and Adequate service, Zone of Tolerance. Managing customer expectations and perceptions in services. Service Quality Dimensions. Customer Satisfaction vs. Service Quality. The impact of service failure and recovery. Types of Customer Complaint Actions and Complainers. Service Guarantees. Service Recovery Strategies.

Module III: Aligning Strategy, Design and Delivery

Service Blueprinting. Operational service product designing and adding value. Evidence of service and Servicescape. The Service Triangle. Boundary–Spanning Roles. Strategies for closing the delivery gap.

Module IV: Delivering Services through Intermediaries, Managing Demand and Capacity. Pricing Services

Role of Distribution in Services. Channel Conflicts and other key problems. Key Intermediaries for Service Delivery. Understanding Demand and Capacity constraints. Strategies for matching Capacity and Demand. Approaches to Pricing Services

Module V: Service Sector Study (Group Project)

Exposure to various growing Service Sectors, viz.: Banking, Insurance, Hospitality, Education, Telecom, and Health Care etc. Live-Project by each group, on any one of the growing sectors of services; Group Presentations/ Viva on assigned date.

Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

Text & References:

- Valarie A Zeithaml Mary Jo Bitner, Dwayne Gremler, Ajay Pandit. (2007), Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill
- Christopher Lovelock. (2010), Services Marketing: People, Technology, Strategy, Pearson Education India.
- Rajendra Nargundkar, (2006), Services Marketing: Text and Cases, Tata McGraw-Hill
- Harsh V. Verma. (2010), Services Marketing: Text and Cases, Pearson Education.