



**AMITY UNIVERSITY**  
— R A J A S T H A N —

**MBA**

**Duration – 2 Years Full Time**

**Programme Structure  
and  
Curriculum & Evaluation**

**2017**

## PROGRAMME STRUCTURE

### FIRST SEMESTER – LIST OF COURSES

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Paper (TP) Hours per week	Total Credits
MBA101	Organization Behavior	CC	3	0	0	3
MBA102	Accounting for Management	CC	2	1	0	3
MBA103	Managerial Economics	CC	3	0	0	3
MBA104	Marketing Management	CC	3	0	0	3
MBA105	Information Technology for Managers	CC	2	0	2	3
MBA106	Quantitative Techniques in Management	CC	2	1	0	3
MBA107	Legal Aspects of Business	CC	2	0	0	2
MBA108	Principles of Management	CC	2	0	0	2
MBA109	Managerial Competency & Career Development	CC	1	0	2	2
<b>Value Added Courses</b>						
BCS111	Business Communication – I	VA	1	-	-	1
BSS111	Behavioral Science – I	VA	1	-	-	1
	Foreign Language – I	VA	2	-	-	2
FLN111	French					
FLG111	German					
FLS111	Spanish					
FLJ111	Japanese					
FLC111	Chinese					
	<b>TOTAL</b>			<b>2</b>	<b>2</b>	<b>28</b>

## SECOND SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Paper (TP) Hours per week	Total Credits
MBA201	Human Resource Management	CC	3	0	0	3
MBA202	Financial Management	CC	2	1	0	3
MBA205	Operations Management	CC	2	1	0	3
MBA210	Economic Analysis	CC	3	0	0	3
MBA281	Business Research Methods	CC	2	1	0	3
MBA282	Entrepreneurship & New Venture	CC	2	0	0	2
MBA283	Business Ethics and Corporate Governance	CC	2	0	0	2
<b>Domain Elective-II:</b> Choose courses amounting to minimum 6 credits from the following courses.						
MBA203	International Business & Practices	DE	2	1	0	3
MBA217	Sales Management	DE	2	1	0	3
MBA219	International Cross Cultural Management	DE	2	1	0	3
MBA221	Agribusiness and Rural Environment	DE	2	1	0	3
MBA222	Agricultural Marketing Management	DE	2	1	0	3
MBA284	Marketing of Services	DE	2	1	0	3
MBA285	Organizational Change & Development	DE	2	1	0	3
MBA286	Recruitment, Selection, Training & Development	DE	2	1	0	3
MBA287	Management of Financial Institutions	DE	2	1	0	3
	<b>Open Elective-I</b>	<b>OE</b>				<b>3</b>
<b>Value Added Courses</b>						
BCS211	Business Communication – II	VA	1	0	0	1
BSS211	Behavioral Science – II	VA	1	0	0	1
	Foreign Language – II					
FLN211	French					
FLG211	German					
FLS211	Spanish					
FLJ211	Japanese					
FLC211	Chinese	VA	2	0	0	2
	<b>TOTAL</b>					<b>32</b>

### THIRD SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Tutorial (T) Hours per week	Project (P)/Term Paper (TP) Hours per week	Total Credits
MBA301	Strategic Management	CC	2	1	0	3
MBA303	Business Modeling	CC	2	0	2	3
MBA304	Industry & Company Analysis	CC	2	0	2	2
MBA350	Summer Internship	CC	0	0	18	9
<b>Domain Elective-III:</b> Choose six courses amounting to minimum 18 credits from the following courses. Choose (3+3) for Dual Specialization and (4+2) for Major & Minor Specialization						
<b>Agribusiness Management</b>						
MBA311	Post - Harvest Management	DE	2	1	0	3
MBA312	Agricultural Input Marketing	DE	2	1	0	3
MBA313	Rural Marketing	DE	2	1	0	3
MBA380	Social Banking & Micro Finance	DE	2	1	0	3
MBA381	Agricultural Risk Management	DE	2	1	0	3
MBA382	Food Processing Management	DE	2	1	0	3
<b>Finance and Accounting</b>						
MBA318	Cost and Management Accounting	DE	2	1	0	3
MBA319	Large Scale Investment	DE	2	1	0	3
MBA320	International Finance	DE	2	1	0	3
MBA322	Security Analysis & Portfolio Management	DE	2	1	0	3
MBA379	Fixed Income Investments	DE	2	1	0	3
MBA380	Social Banking & Micro Finance	DE	2	1	0	3
<b>Human Resource</b>						
MBA324	Industrial Relations & Labor Laws	DE	2	1	0	3
MBA325	Performance & Competency Management	DE	2	1	0	3
MBA326	Strategic Human Resource Management	DE	2	1	0	3
MBA329	HR Audit & HR Information Systems	DE	2	1	0	3
MBA377	General Human Psychology	DE	2	1	0	3
MBA378	Compensation & Reward Management	DE	2	1	0	3
<b>International Business</b>						
MBA320	International Finance	DE	2	1	0	3
MBA336	Export Import Documentation & Logistics	DE	2	1	0	3
MBA340	International Economics & Policy	DE	2	1	0	3
MBA371	WTO & International Regulatory Environment	DE	2	1	0	3
MBA372	International Business Strategy	DE	2	1	0	3

MBA373	Growth Prospects of Thrust Areas of Indian Exports	DE	2	1	0	3
<b>Marketing and Sales</b>						
MBA313	Rural Marketing	DE	2	1	0	3
MBA360	Consumer Behavior	DE	2	1	0	3
MBA361	Product & Brand Management	DE	2	1	0	3
MBA362	Advertising & Sales Promotion	DE	2	1	0	3
MBA374	Marketing Research	DE	2	1	0	3
MBA375	Retail & Mall Management	DE	2	1	0	3
MBA376	Digital Marketing	DE	2	1	0	3
	<b>Open Elective-II</b>	<b>OE</b>				<b>3</b>
<b>Value Added Courses</b>						
BSC311	Business Communication – III	VA	1	0	0	1
BSS311	Behavioral Science – III	VA	1	0	0	1
	Foreign Language – III					
FLN311	French					
FLG311	German					
FLS311	Spanish					
FLJ311	Japanese					
FLC311	Chinese	VA	2	0	0	2
	<b>TOTAL</b>					<b>42</b>

#### FOURTH SEMESTER

Course Code	Course Title	Category	Lectures (L) Hours per week	Hours per week	Hours per week	Total Credits
MBA455	Dissertation	CC	0	0	18	9
<b>Domain Elective-III:</b> Choose four courses amounting to minimum 12 credits from the following courses. Choose (2+2) for Dual Specialization and (3+1) from Major & Minor Specialization						
<b>Agribusiness Management</b>						
MBA405	Agricultural Risk Management	DE	2	1	0	3
MBA406	Food Processing Management	DE	2	1	0	3
MBA408	Marketing Models in Agribusiness	DE	2	1	0	3
<b>Finance and Accounting</b>						
MBA414	Financial Engineering	DE	2	1	0	3
MBA472	Strategic Financial Management	DE	2	1	0	3
MBA473	Behavioral Finance	DE	2	1	0	3
<b>Human Resource</b>						
MBA419	Social & Industrial Psychology	DE	2	1	0	3
MBA420	Organization Structure, Design & HR Planning	DE	2	1	0	3
MBA422	Global Human Resource Management	DE	2	1	0	3
<b>International Business</b>						
MBA430	Global Outsourcing: Issues & Perspective	DE	2	1	0	3
MBA431	International Marketing	DE	2	1	0	3
MBA433	Foreign Trade Policy	DE	2	1	0	3
<b>Marketing and Sales</b>						
MBA431	International Marketing	DE	2	1	0	3
MBA463	Customer Relationship Management	DE	2	1	0	3
MBA471	Supply Chain Management	DE	2	1	0	3
<b>Value Added Courses</b>						
BCS411	Business Communication – IV	VA	1	0	0	1
BSS411	Behavioral Science – IV	VA	1	0	0	1
	Foreign Language – IV	VA	2	0	0	2
FLN411	French					
FLG411	German					
FLS411	Spanish					
FLJ411	Japanese					
FLC411	Chinese					
						<b>25</b>

**Total Credits (28+32+42+25) = 127**

**Note:** 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”.

# ORGANIZATION BEHAVIOUR

Course Code: MBA101

L:3, T:0, P/FW:0 C:03

## Course Objective:

To help the students gain knowledge about the functions and responsibilities of the manager and to provide students an understanding of Human Behaviour in organizations at individual, group and organizational level so as to enhance their managerial effectiveness.

## Course Contents:

### Module I: Introduction to Management

Concepts of Management, Planning & processes of Planning, Organizing, Directing and Controlling. Functions and Responsibilities of Managers, School's of Management Thought: Classical, Neo-Classical and Modern.

### Module II: Fundamentals Organizational Behaviour

Meaning and nature of organizational behaviour, importance, levels and factors influencing OB, Models of organization behaviour.

### Module III: Individual Behaviour

Concept and theories of Learning, Perception, factors affecting perception & perceptual distortions, Personality & theories of personality, Motivation and Job Performance

### Module IV: Foundations of Group Behaviour

Defining and Classifying Groups, Group Structure and Processes, Group vs Team, Team Effectiveness. Leadership & theories of leadership, power and politics, Conflict management.

### Module V: Individual in the Organization

Organizational Structure, Organizational Design, Organizational Culture

### Module VI: Organizational Change and Stress Management

Forces of Change, Resistance to Change, Lewin's Three-Step Model. Stress Management - Potential sources, Consequences and Coping strategies for stress.

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

## Text & References:

- Luthans, F. (2011). Organizational Behaviour – An Evidence Based Approach, 12<sup>th</sup> Ed. McGraw – Hill Irwin
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour, 15<sup>th</sup> Ed. Pearson
- Robbins, S. P. (2002). Organizational Behaviour: Concepts, Controversies, Applications, Prentice Hall
- Koontz, H., O'Donnel, C., & Weihrich, H. (1992). Management, Tata Mc Graw Hill
- Newstrom, J. W. & Davis, K. (1993). Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill
- Agarwal, R. D. (1995). Organisation and Management, Tata McGraw Hill
- Aswathappa. K. (2005). Human Resource and Personnel Management- Text & Cases, Tata McGraw Hill

# ACCOUNTING FOR MANAGEMENT

**Course Code: MBA102**

**L:2, T:1, P/FW:0 C:03**

## **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: Financial Accounting**

Introduction, Foundations, Overview of IFRS, Accounting policies, Branches of accounting, Recording of transactions and classification: Journal to trial balance (Accounting cycle), Preparation and Adjustments in Financial Statements (with reference to Indian Companies Act), Classification and Valuation of Assets and Liabilities

### **Module II: Financial Statement Analysis**

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis, Trend Analysis, Comparative Financial Statements and Common Size Statements

### **Module III: Cost Accounting**

Elements of cost, Cost Classification and Allocation, Cost Sheet

### **Module IV: Management Accounting**

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

## **Examination Scheme:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## **Text & References:**

- Narayanaswamy, R. (2013). Financial Accounting: A Managerial Perspective, 5<sup>th</sup> Ed. PHI Publications.
- Gupta, B. (2013). Accounting for Managers. International Book House
- Mukherjee, H. (2013). Financial Accounting. McGraw Hill Publication.
- Ramanathan. (2013). Accounting for Management. Oxford.
- Shah, P. (2012). Financial Accounting for Management. Oxford.
- Tulsian, P. (2013). Financial Accounting. Pearson Publication.

# MANAGERIAL ECONOMICS

Course Code: MBA103

L:3, T:0, P/FW:0 C:03

## Course Objective:

The objective of this course is to equip the manager with the methodology of decision making using the concepts of microeconomics. Starting out with an exposition of the theory of decision making by households and firms, the participants will be made to comprehend the working of the markets, the determination of prices and the techniques of decision making that the players in the market can adopt to ensure that sound decisions are made.

## Course Contents:

### Module I: Market Forces and Consumer Behaviour

Relevance of microeconomics economics in managerial decision making, the concepts of demand and supply, law of demand and supply, exceptions, determinants, movement and shift in demand and supply, Elasticity and its Application: degrees, types, determinants and measurements for demand and supply. Applications of supply, demand and elasticity, Supply Demand and Government Policies: impact of price Control (price ceiling and price flooring) and tax (point of view as a buyer and seller both) on market outcome, Elasticity and tax incidence. Consumer behavior: concept of preferences and utility function.

### Module II: Production and Cost

Production function: returns to factor, returns to scale and Isoquants. Cost of Production: concepts of cost, revenue and profit, accounting cost, economic cost opportunity cost, private and social cost, implicit and explicit cost, fixed and variable cost, total cost, average cost, average variable cost, average fixed cost, marginal cost, average variable cost, typical cost curves in long run and short run. Concept of efficient scale: economies and diseconomies of scale.

### Module III: Pricing in Market and Firm Behaviour - I

Perfect Competition: short run and long run dynamics of pricing and Output decisions, deriving the supply curve of a competitive firm, entry and exit to and from an industry. Monopoly Pricing: study of a single firm in a market. Price Discrimination: first degree (perfect price discrimination), second degree (non linear pricing), third degree (charging different prices for the same product for different groups), Monopoly Vs social cost.

### Module IV: Pricing in Market and Firm Behaviour - II

Monopolistic Competition: short run and long run dynamics of pricing and output decisions, Pricing and Output under Oligopoly: characteristics of oligopoly, price rigidity under oligopoly.

## Examination Scheme:

Components	CPA	TP	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Pindyck, R. & Rubinfeld, D. (2009). Microeconomics, 7<sup>th</sup> Ed, Prentice Hall.
- Damodaran, S. (2013), Managerial Economics, 2<sup>nd</sup> Ed, Oxford University Press.
- Koutsoyiannis, A. (2005). Modern Microeconomics, 2<sup>nd</sup> Ed, Macmillan Press Ltd.
- Das, S. P. (2007). Microeconomics for Business, Sage Publication Ltd.
- Mankiw, N. G. (2012). Principles of Microeconomics, 6<sup>th</sup> Ed, Cengage Learning.
- Parkin, M. (2008). Microeconomics, 8<sup>th</sup> Ed, Pearson International
- Baumol, William J. (2010). Economic Theory and Operations Analysis. 4<sup>th</sup> Ed, Prentice Hall & PHI Learning

# MARKETING MANAGEMENT

Course Code: MBA104

L:3, T:0, P/FW:0 C:03

## Course Objective:

The objective of this course is to To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

## Course Contents:

### Module I: Introduction

Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; emerging trends in marketing, Environmental Scanning.

### Module II: Product and Pricing Decisions

Product - concept and classification; Major product decisions; New product development; Product life cycle – concept and appropriate strategies adopted at different stages, Pricing policies and strategies.

### Module III: Distribution Decisions

Channels of distribution – concept and importance; Role of Channel intermediaries and their functions; Channel management; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems

### Module IV: Differentiation Segmentation Targeting and Positioning

Differentiation, Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process

### Module V: Consumer Behavior

Consumer vs. business buying behavior; Consumer buying decision process and influences

### Module VI: Integrated Marketing Communication

Integrated Marketing Communication – Concept; Communication process and promotion; determining promotion mix; Factors influencing promotion mix; Ethical issues in promotion decisions.

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Kotler, P., Keller, K. L., Koshy, A. & Jha, M. (2013), Marketing Management– A South Asian Perspective, 14<sup>th</sup> Ed, Pearson India
- Lamb, C. W., Hair, J. F., & McDaniel, C. (2015). Mktg, 8<sup>th</sup> Ed, Cengage Learning.
- Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2008). Marketing Concepts and Cases, 13<sup>th</sup> Ed, Tata McGraw Hill (Special Indian Edition).
- **Czinkota, M. (2010). Marketing Management, 10<sup>th</sup> Ed, Cengage Learning.**
- Kazmi, S. H. H. (2007). Marketing Management – Text and Cases, 1<sup>st</sup> Ed, Excel Books.
- Kumar, A., & Meenakshi, N. (2010). Marketing Management, 2<sup>nd</sup> Ed, Vikas Publishing House.
- Zikmund, W. G., & D’Amico, M. (1998). Marketing: Creating and Keeping Customers in an Ecommerce World, 6<sup>th</sup> Ed, South-Western College Publication

# INFORMATION TECHNOLOGY FOR MANAGERS

Course Code: MBA105

L:3, T:0, P/FW:0 C:03

## 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	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	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, C. S. (2009). Understanding Computers – Today and Tomorrow, Thompson Press
- Jawadekar, W. S. (2009). Management Information System, Tata McGraw Hill
- Mclead, R., & Schell, G. (2009). Management Information Systems, Pearson Prentice Hall
- O'Brein, J. A. (2009). Introduction to Information Systems, Tata McGraw Hill

# QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Code: MBA106

L:2, T:1, P/FW:0 C:03

## 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; 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 -  $\sigma$  known &  $\sigma$  unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean  $\mu$ , 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 :  $\sigma$  known, population mean :  $\sigma$  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, 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, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

## Examination Scheme:

Components	CPA	TP	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2002), Statistics for Business and Economics, 11<sup>th</sup> Ed, South-Western Cengage Learning
- Sharma, J. K. (2007), Business Statistics, Pearson Education India
- Rao, A. B. (2004). Quantitative Techniques in Business, 2nd Ed, Jaico Publications
- Levin, R. I., & Rubin, D. S.(1998), Statistics for Management, 7<sup>th</sup> Ed, Pearson Education India
- Arora, P. N., & Arora, S. (2003). Statistics for Management, S Chand & Company
- Tulsian, P. C., & Pandey, V. (2002). Quantitative Techniques – Theory and Problems, Pearson Education Asia
- Aczel, A. D., & Sounderpandian, J. (2008). Business Statistics, 7<sup>th</sup> Ed, McGraw-Hill Primis
- Kazmier, L. J., & Pohl, N. F. (2004), Basic Statistics for Business and Economics, McGraw Hill
- Johnson, R. A., & Wichern, D. W. (2003). Business Statistics – Decision Making with Data, John Wiley & Sons
- Agarwal, D. R. (2001). Quantitative Methods, 2nd Ed, Vrinda Publications

# LEGAL ASPECTS OF BUSINESS

Course Code: MBA107

L:2, T:0, P/FW:0 C:02

## 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	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Kuchhal, M. S. (2014). Business Law, 4<sup>th</sup> Ed, Vikas Publication
- Tulsian, P. C. (2013). Relevance of Business Law, 24<sup>th</sup> Ed, Tata McGraw Hill
- Singh, A. (2010). Elements of Mercantile Law, 4<sup>th</sup> Ed, S Chand & Sons

# PRINCIPLES OF MANAGEMENT

**Course Code: MBA108**

**L:2, T:0, P/FW:0 C:02**

## **Course Objective:**

This course is designed to familiarize students with the knowledge, roles, responsibilities, and skills required of modern managers. It provides an overview of the major functions of management. Emphasis is on planning, organizing, leading & controlling. Upon completion, students should be able to work as contributing members of a team utilizing these functions of management.

## **Course Contents:**

### **Module I: Introduction to Management**

Concept of Management, Scope; Functions and Principles of Management; Evolution of Management thought; Constraint & Challenges of Management

### **Module II: Planning**

Nature and Purpose of Planning; Planning Process; Types of Plans; Goal Setting & Strategic Management; Managing by Objective (MBO); Planning Tools & Techniques

### **Module III: Organising**

Basic Organization Structure Designs; Span of Management, Centralization and Decentralization, Line and Staff Relationships; Formal and Informal Groups; Delegation of authority; Staffing; Contemporary Organisation Designs

### **Module IV: Leading & Controlling**

Leadership Styles; Leadership Theories, Contemporary Views of Leadership Issues in 21st Century, Concept of Managerial Control; Process of Controlling; Types of Control; Contemporary Issues in Controlling

## **Examination Scheme:**

Components	CPA	P	Q/S/CA	A	MTE	EE
Weightage (%)	15		-	5	15	70

## **Text & Reference Books**

- Management by Stephen P. Robbins & Mary Coulter (2012), PHI, 8<sup>th</sup> Edition, 2012
- Principles of Management by Charles W L Hill, Steven L McShane (2007), McGraw Hill Education, Special Indian Edition.
- Management Theory and Applications by Kreitner (2009), Cengage Learning, India
- Management Principles and Applications by Griffin (2010), Cengage Learning India
- Essentials of Management by Harold Koontz, O'Donnell and Heinz Wehrich (2006), Tata McGraw Hill, New Delhi

# **MANAGERIAL COMPETENCY & CAREER DEVELOPMENT**

**Course Code: MBA109**

**L:1, T:0, P/FW:2 C:02**

## **Course Objective:**

The main objective of this course is to enable students to think strategically and professionally about building their managerial competencies and career development.

## **Course Contents:**

1. Landscape of Learning
2. Modes of Learning
3. Professionalism
4. Career Planning
5. The Concept of Career Anchor
6. The Concept of Competence
7. Developing a Personal Career Strategy
8. Preparing Individual Development Plan
9. Dual Ladder for Career Development
10. Managing Yourself

## **Evaluation:**

- A. Individual Development Plan – 50 Marks
- B. Professionalism (Peer Rating) – 25 Marks
- C. Presentation (10 minute Video) – 25Marks

# BUSINESS COMMUNICATION - I

**Course Code: BCS111**

**L:1, T:0, P/FW:0 C:01**

## **Course Objective:**

One cannot 'not communicate'. This course is designed to facilitate our young Amitians to communicate effectively by emphasizing on practical communication through refurbishing their existing language skills and also to bring one and all to a common take-of level.

## **Course Contents:**

### **Module I: Fundamentals of communication**

Relevance of communication, Effective communication, Models of communication, Effective use of language

### **Module II: Tools of communication**

Proficiency in English – The international, Language of business, Building vocabulary, (Denotative & connotative), Extensive vocabulary drills (Synonyms / Antonyms / Homonyms), One Word substitution, Idioms & phrases, Mechanics and Semantics of sentences, Writing sentences that really communicate, (Brevity, Clarity, and Simplicity), Improving the tone and style of sentences

### **Module III: Barriers to Effective use of language**

Avoiding clichés, Removing redundancies, Getting rid of ambiguity, Euphemism, Jargons, Code switching

**Note:** 2 tests of 20 marks of one hour duration each will be conducted over and above the teaching hours. They will have to be programmed accordingly.

## **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>CAF</b>	<b>V</b>	<b>GD</b>	<b>GP</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

## **Text & References:**

- Jones, L. (2001). Working in English, Cambridge University Press
- Raman, M., & Singh, P. (2012). Business Communication, Oxford University Press
- Jha, M. (2007). Echoes – Course in English Literature & Language, Orient BlackSwan
- Swan, M. (2015). Practical English Usage, 3<sup>rd</sup> Ed, OUP Oxford

# **BEHAVIOURAL SCIENCE - I**

## **(SELF-DEVELOPMENT AND INTERPERSONAL SKILLS)**

**Course Code: BSS111**

**L:1, T:0, P/FW:0 C:01**

### **Course Objective:**

This course aims at imparting an understanding of:

- Self and the process of self exploration;
- Learning strategies for development of a healthy self esteem;
- Importance of attitudes and their effect on work behaviour; and
- Effective management of emotions and building interpersonal competence.

### **Course Contents:**

#### **Module I: Understanding Self**

Formation of self concept, Dimension of Self, Components of self, Self Competency

#### **Module II: Self-Esteem: Sense of Worth**

Meaning and Nature of Self Esteem, Characteristics of High and Low Self Esteem, Importance & need of Self Esteem, Self esteem at work, Steps to enhance Self Esteem

#### **Module III: Emotional Intelligence: Brain Power**

Introduction to EI, Difference between IQ, EQ and SQ, Relevance of EI at workplace, Self assessment, analysis and action plan

#### **Module IV: Managing Emotions and Building Interpersonal Competence**

Need and importance of Emotions, Healthy and Unhealthy expression of emotions, Anger: Conceptualization and Cycle, Developing emotional and interpersonal competence, Self assessment, analysis and action plan

#### **Module V: Leading Through Positive Attitude**

Understanding Attitudes, Formation of Attitudes, Types of Attitudes, Effects of Attitude on – Behaviour, Perception, Motivation, Stress, Adjustment, Time Management, Effective Performance, Building Positive Attitude

#### **Module VI: End-of-Semester Appraisal**

Viva based on personal journal, Assessment of Behavioural change as a result of training, Exit Level Rating by Self and Observer

### **Examination Scheme:**

<b>Components</b>	<b>SAP</b>	<b>A</b>	<b>CT</b>	<b>V</b>	<b>Journal for Success (JOS)</b>
<b>Weightage (%)</b>	20	05	20	30	25

### **Text & References:**

- Towers, M. (1997). Self Esteem, 1<sup>st</sup> Ed. American Media
- Pedler, M., Burgoyne, J., & Boydell, T. (2006). A Manager's Guide to Self-Development, 5<sup>th</sup> Ed, McGraw-Hill
- Covey, S. R. (1992). Seven habits of Highly Effective People, Simon & Schuster Ltd.
- Khera, S. (1999). You Can Win, 1<sup>st</sup> Ed, Macmillan
- Chatterjee, D. (1998). Leading Consciously, 1<sup>st</sup> Ed, Viva Books Pvt Ltd.
- Singh, D. (2002). Emotional Intelligence at work; 1<sup>ST</sup> Ed, Sage Publications.
- Goleman, D. (1995). Emotional Intelligence, Bantam Books
- Goleman, D. (1998). Working with E.I., Bantam Books.

# FRENCH - I

Course Code: FLN111

L:2, T:0, P/FW:0 C:02

## Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the accents
- with the manners
- with the cultural aspects

To enable the students

- to establish first contacts
- to identify things and talk about things

## Course Contents:

Unité 1, 2: pp. 01 to 37

### Contenu lexical: Unité 1: Premiers contacts

1. Nommer des objets, s'adresser poliment à quelqu'un
2. se présenter, présenter quelqu'un
3. entrer en contact : dire tu ou vous, épeler
4. dire où on travaille, ce qu'on fait
5. communiquer ses coordonnées

### Unité 2: Objets

1. identifier des objets, expliquer leur usage
2. Dire ce qu'on possède, faire un achat, discuter le prix.
3. Monter et situer des objets
4. Décrire des objets
5. comparer des objets, expliquer ses préférences

### Contenu grammatical:

1. articles indéfinis, masculin et féminin des noms, pluriel des noms
2. Je, il, elle sujets, verbes parler, habiter, s'appeler, être, avoir, masculin et féminin des adjectifs de nationalité
3. tu, vous sujets, verbes parler, aller, être, c'est moi/c'est toi
4. verbes faire, connaître, vendre, c'est/il est + profession, qui est-ce ? qu'est-ce que ... ?
5. article défini, complément du nom avec de, quel interrogatif
6. adjectifs possessifs (1), pour + infinitif
7. verbe avoir, ne...pas/pas de, question avec est-ce que ?, question négative, réponse Si
8. Prépositions de lieu, il y a/qu'est-ce qu'il y a
9. accord et place des adjectifs qualificatifs, il manque...
10. comparatifs et superlatifs, pronoms toniques, pronom on

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Français.Com (Débutant)

# GERMAN - I

Course Code: FLG111

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Introduction

Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc.

All personal pronouns in relation to the verbs taught so far.

Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),

Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!,  
Es geht!, nicht so gut!, so la la!, miserabel!

### Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

### Module III: Phonetics

Sound system of the language with special stress on Diphthongs

### Module IV: Countries, nationalities and their languages

To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.

### Module V: Articles

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

### Module VI: Professions

To acquaint the students with professions in both the genders with the help of the verb “sein”.

### Module VII: Pronouns

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb “to have”

### Module VIII: Colours

All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.

### Module IX: Numbers and calculations – verb “kosten”

The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

“Wie viel kostet das?”

### Module X: Revision list of Question pronouns

W – Questions like who, what, where, when, which, how, how many, how much, etc.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant - 1, 2 & 3

- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

## SPANISH – I

**Course Code: FLS111**

**L:2, T:0, P/FW:0 C:02**

### **Course Objective:**

To enable students acquire the relevance of the Spanish language in today's global context, how to greet each other. How to present / introduce each other using basic verbs and vocabulary.

### **Course Contents:**

#### **Module I**

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets.

#### **Module II**

Introduction to '*Saludos*' (How to greet each other. How to present/ introduce each other).

Goodbyes (*despedidas*)

The verb *llamarse* and practice of it.

#### **Module III**

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

#### **Module IV**

Introduction to *SER* and *ESTAR* (both of which mean To Be).Revision of '*Saludos*' and '*Llamarse*'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

#### **Module V**

Time, demonstrative pronoun (*Este/esta, Aquel/aquella* etc)

#### **Module VI**

Introduction to some key AR /ER/IR ending regular verbs.

### **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>C</b>	<b>I</b>	<b>V</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### **Text & References:**

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - I

Course Code: FLJ111

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to learn the basic rules of grammar and Japanese language to be used in daily life that will later help them to strengthen their language.

## Course Contents:

### Module I: Salutations

Self introduction, Asking and answering to small general questions

### Module II: Cardinal Numbers

Numerals, Expression of time and period, Days, months

### Module III: Tenses

Present Tense, Future tense

### Module IV: Prepositions

Particles, possession, Forming questions

### Module V: Demonstratives

Interrogatives, pronoun and adjectives

### Module VI: Description

Common phrases, Adjectives to describe a person

### Module VII: Schedule

Time Table, everyday routine etc.

### Module VIII: Outings

Going to see a movie, party, friend's house etc.

## Learning Outcome

- Students can speak the basic language describing above mentioned topics

## Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments and role-plays will support classroom teaching

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1

# CHINESE – I

Course Code: FLC111

L:2, T:0, P/FW:0 C:02

## Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART – The Chinese Phonetic Alphabet Called “Hanyu Pinyin” in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

### Module II

Greetings

Let me Introduce

The modal particle “ne”.

Use of Please ‘qing’ – sit, have tea ..... etc.

A brief self introduction – Ni hao ma? Zaijian!

Use of “bu” negative.

### Module III

Attributives showing possession

How is your Health? Thank you

Where are you from?

A few Professions like – Engineer, Businessman, Doctor, Teacher, Worker.

Are you busy with your work?

May I know your name?

### Module IV

Use of “How many” – People in your family?

Use of “zhe” and “na”.

Use of interrogative particle “shenme”, “shui”, “ma” and “nar”.

How to make interrogative sentences ending with “ma”.

Structural particle “de”.

Use of “Nin” when and where to use and with whom. Use of guixing.

Use of verb “zuo” and how to make sentences with it.

### Module V

Family structure and Relations.

Use of “you” – “mei you”.

Measure words

Days and Weekdays.

Numbers.

Maps, different languages and Countries.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- “Elementary Chinese Reader Part I” Lesson 1-10

# HUMAN RESOURCE MANAGEMENT

**Course Code: MBA201**

**L:3, T:0, P/FW:0 C:03**

## **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**

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

### **Module II: Meeting Human Resource Requirements**

Job Analysis, Job Description & Specification, Strategic Human Resource Planning, Recruitment, Selection Process, Selection Methods: Interviews & Tests. Placement, Induction, promotion and transfer

### **Module III: Training & Developing of Employees**

Training and Development, Managing Careers, Understanding of Performance Management Systems and its relevance, Potential Appraisal

### **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 & Separation Techniques

## **Examination Scheme:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## **Text & References:**

- Aswathappa. K, (2011), Human Resource Management - Text & Cases, 6<sup>th</sup> Ed., McGraw Hill, New Delhi
- Dessler, G. (2005). Human Resource Management, Pearson Education India
- Mathis, R. L., & Jackson, J. H. (2006). Human Resource Management, 10<sup>th</sup> Ed., Cengage Learning
- Snell, S., & Bohlander, G. (2007). Human Resource Management, Cengage Learning
- Aswathappa, K., (2005). Human Resource and Personnel Management – Text & Cases, Tata McGraw-Hill

# FINANCIAL MANAGEMENT

**Course Code: MBA202**

**L:2, T:1, P/FW:0 C:03**

## **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**

Introduction to Indian Capital Market, 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/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## **Text & References:**

- Sridhar, A. N. (2014), Financial Management Problems & Solutions, Shroff Publishers Distributors
- 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, PHI
- Brearly, R. A., & Myers, S. C. (2006). Principles of Corporate Finance, Tata McGraw Hill
- Pike, R., & Neale, B. (1998). Corporate Finance and Investment: Decisions and Strategies, PHI
- Rustagi, R. P. (1999). Financial Management: Theory, Concepts and Problems, Galgotia Publishing
- Pandey, I. M. (1999). Financial Management, Vikas Publishing House

# OPERATIONS MANAGEMENT

**Course Code: MBA205**

**L:2, T:1, P/FW:0 C:03**

## **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

### **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:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S/CA</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	5	-	5	5	15	70

## **Text & References:**

- Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2010). Operations Management: Processes and Supply Chains, 9<sup>th</sup> Ed. Prentice-Hall
- Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2006). Operations Management for Competitive Advantage, 11<sup>th</sup> Ed. McGraw-Hill Irwin
- Slack, N., Chambers, S., Johnston, R. & Betts, A. (2006). Operations and Process Management – Principles and Practice for Strategic Impact, Prentice Hall
- Jacobs, F. R., & Chase, R. B. (2008). Operations and Supply Management – The Core, McGraw-Hill Irwin
- Brown, S., Blackmon, K., Cousins, P., & Maylor, H. (2001). Operations Management – Policy, Practice and Performance Improvement, Butterworth-Heinemann
- Tan, K. H., & Matthews, R. L. (2009). Operations Strategy in Action – A Guide to the Theory and Practice of Implementation, Edward Elgar
- Slack, N., & Lewis, M. (2008). Operations Strategy, 2<sup>nd</sup> Ed., Prentice Hall

# ECONOMIC ANALYSIS

**Course Code: MBA210**

**L:3, T:0, P/FW:0 C:03**

## **Course Objective:**

This course is 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 which influence the business operations and strategies of the firm and the business environment under which they operate.

## **Course Contents:**

### **Module I:**

Understanding the Importance of Macroeconomics – A Business Perspective, Management Problem of an Economy

National Income and its dimensions: GDP, GNP, NNP and NDP at market price and at factor cost, Personal income and Disposable income, Measurements of national income: income method, expenditure method and value added method, problems in the estimation of national income, Concepts of real and nominal: income at current price and income at constant price. Interpreting the GDP Statistics – A Manager's View

### **Module II:**

Meaning of inflation, deflation and stagflation, demand pull and cost push inflation, Measurement of Inflation: wholesale price index, consumer price index and GDP deflator, economic and social effects of inflation. Simple Keynesian Multiplier Model and aggregate demand, The Keynesian System: The Role of Aggregate Demand, Business cycles

### **Module III:**

Function of commercial bank and Central Bank, Monetary Policy: meaning objectives and instruments of monetary policy, monetary policy development in India, Limitation of monetary policy. Fiscal Policy: meaning objectives and instruments of fiscal policy, fiscal policy and stabilization in the economy, Limitation of fiscal policy. Macroeconomic crises: explaining the experiences around the world Economy

### **Module IV:**

Balance of Payments: Meaning and structure of balance of payments, kinds of disequilibrium in balance of payments, process of adjustment in balance of payments, Twin Deficit, Analysis of performance of Indian economy in the external sector. Foreign Exchange: foreign exchange market, exchange rate systems, exchange rate determination, fixed versus flexible exchange rate

## **Examination Scheme:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## **Text & References:**

- Souza, Errol D (2012). Macroeconomics, 2<sup>nd</sup> Ed, Pearson Education
- Dornbusch, R., Fischer, S., & Startz, R. (2004). Macroeconomics, 9<sup>th</sup> Ed, McGraw-Hill
- Ahuja, H. L. (2006). Macro Economics, S. Chand & Company Ltd.
- Agarwal, V. (2010). Macroeconomics Theory and Policy, 1<sup>st</sup> Ed, Pearson India
- Mankiw, N. G. (2012). Macroeconomics, 8<sup>th</sup> Ed, Worth Publishers
- Barro, R. J. (1997). Macroeconomics, 5<sup>th</sup> Ed, The MIT Press
- Salvatore, D. (2012). Introduction to International Economics, 3<sup>rd</sup> Ed, John Wiley & Sons
- Branson, W. H. (1989). Macroeconomic Theory and Policy, 3<sup>rd</sup> Ed, HarperCollins India
- Shapiro, E. (1982). Macro Economic Analysis, 5<sup>th</sup> Edition, Tata McGraw Hill.
- Dwivedi, D. N. (2003). Macroeconomics Theory and Policy, 4<sup>th</sup> Ed, Tata McGraw Hill.

# BUSINESS RESEARCH METHODS

Course Code: MBA 281

L:2, T:1, P/FW:0 C:03

## Course Objective:

This course aims to provide the theoretical and practical base for a research project by focusing on the fundamentals of the research proposal, literature review, and qualitative and quantitative methods. This course aims to equip students with the skills and expertise to develop and implement a research dissertation.

## Course Contents:

### Module I: Introduction

Introduction to Research; Understanding Research Philosophies; Research as Creative and Strategic Thinking Process; Theory Building: Research Concept, Construct, Propositions, Variable, and Hypothesis; Business Research Process; Ethical Issues in Business Research, Generating & Refining Ideas for Research Topic, Developing Research Questions, Indicators of Good Scientific Research

### Module II: Reviewing Literature and Formulating Research Design

Importance of Literature Review; Finding & Managing the Literature, Writing Formal Literature Review; Building Theoretical Framework; Generation of Hypothesis; Formulation of Research Design; Exploratory Research Design; Descriptive Research Design; Experimental Research Design

### Module III: Measurement & Sampling

Levels of scale measurement; Conceptualization & Operationalization; Criteria for Good measurement; Sampling Design: Probability and Non Probability Sampling Techniques; Sample Size Determination; Sampling and Non Sampling Errors

### Module IV: Research Methods & Data Collection

Questionnaire Design: Basic Considerations, Wording, Layout, Methods to Administer Questionnaire, Techniques for Measuring Attitudes; Comparative and Non Comparative Scaling Techniques; Overview of Qualitative Methods: Interview; Focus Group, Observation

### Module V: Data Analysis & Report Writing

Overview of SPSS: Descriptive and Inferential Statistical Analysis; Purpose and Components of Research Proposal; Components of Written Research; Overview of Academic Writing; Using MS Word for Referencing

## Examination Scheme:

Components	CT	MTE	A	EE
Weightage (%)	10	15	5	70

## Text & References:

### Text:

- Zikmund, Babin, Carr, Adhikari, Griffin., Business Research Methods, Cengage Learning, 1e, 2012
- Zina O'Leary, The Essential Guide to Doing Research, SAGE, 2004

### References:

- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

# Entrepreneurship and New Venture

**Course Code: MBA282**

**L:2, T:0, P/FW:0 C: 02**

## Course Objective:

The course will help the students to acquaint with the special challenges of starting new ventures, introducing new product and service ideas. To enable students understand entrepreneurship, its relevance and importance in the 21st century. To enable students understand the role of entrepreneurial leadership plays in the nurturing and growth of a startup

## Course Contents:

**Unit-I:** Entrepreneurship: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India. Role of Entrepreneurship in economic development –Start-ups.

**Unit-II:** Idea Generation and Opportunity Assessment: Ideas in Entrepreneurships – Sources of New Ideas – Techniques for generating ideas – Opportunity Recognition – Steps in tapping opportunities. Marketing considerations- selecting the target market, market strategy. Pricing strategies and marketing of services

**Unit-III:** Project Formulation and Appraisal: Preparation of Project Report –Content; Guidelines for Report preparation – Project Appraisal techniques –economic – Steps Analysis; Financial Analysis; Market Analysis; Technical Feasibility.

## Examination Scheme:

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

## Text & References:

1. Robert.D.Hisrich, Methew J.Manimala, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill Education, Ninth Edition, 2017
- 2.Rajeev Roy, Entrepreneurship, Oxford University Press, Seventh Impression 2016
- 3.Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
4. Michael H. Morris, ET. al., Entrepreneurship and Innovation, Cen gage Learning, New Delhi, 2011
5. KanishkaBedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
6. Anil Kumar, S., ET.al., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
7. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, 1/e, Pearson, India.
8. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, 1/e Cengage Learning

# BUSINESS ETHICS AND CORPORATE GOVERNANCE

**Course Code: MBA283**

**L:2, T:0, P/FW:0 C:02**

## **Course Objective:**

The objective of the course is to help the students understand the nature of business ethics and issues in corporate governance and its application to the Indian corporate scene.

## **Course Contents:**

### **Module I INTRODUCTION TO ETHICS and ORGANIZATIONAL ETHICS**

Introduction to Business Ethics, Ethical Concepts, Ethical Values, Ethical Corporate Behaviour, Development of Ethical corporate Behaviour, Ethical

### **Module II: Ethical Decision Making**

Conflicts in decision making from ethical point of view, Ethical Dilemma Solving ethical dilemma

### **Module III: Ethical Issues in Functional Areas**

**Ethics in Marketing, Ethics in Finance, Ethics in Human Resource and Ethics in Information Technology**

### **Module IV: Corporate Governance**

The Need for Corporate Governance, Principles of Corporate Governance, Managerial Roles in Corporate Governance, Role of Board of Directors in Corporate Governance, Responsibilities of Board of Directors, Corporate Governance in India.

## **Examination Scheme:**

<b>Components</b>	<b>P0 (Attendance)</b>	<b>P1</b>	<b>C1</b>	<b>CT</b>	<b>EE1</b>
<b>Weightage (%)</b>	5	5	5	15	70

## **Text & References:**

### **Text:**

- Business Ethics: Concepts & Cases, Velasques, M.G., PHI
- Corporate Governance, Eric Banks, John Wiley
- Modh, Satish, Ethical Management: Text and Cases in Business Ethics and Corporate Governance. New Delhi: Macmillan Publishers India Ltd

### **References:**

- Corporate Governance, Fernando Pearson Education
- Mathur, U.C., Corporate Governance and Business Ethics: Text and Cases. New Delhi: Macmillan Publishers India Ltd, 2005.

# INTERNATIONAL BUSINESS & PRACTICES

Course Code: MBA203

L:2, T:1, P/FW:0 C: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, 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, GATT, WTO, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, Uruguay round of negotiations; Introduction to International Supply chain management & Logistics

### 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

### 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

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Daniels, J. D., Radebaugh L. H., Sullivan D. P., & Salwan P. (2013), International Business: Environments and Operations, Pearson Hall
- Sundaram, A. K., & Black, J. S. (2009). International Business Environment, Prentice-Hall of India
- Apte, P. G. (2010), International Financial Management, Tata McGraw Hill
- Cherulinam, F. (2010), International Business, Himalaya Publishing House
- Charles Hill, C. (2007), International Business, McGraw Hill
- Joshi, R. M., (2009), International Business, Oxford Publication

# SALES MANAGEMENT

Course Code: MBA217

L:2, T:1, P/FW:0 C: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 Process. 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. The Process of Motivation. Factors affecting the motivation of the Sales Person. Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Designing a Compensation Plan.

### 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/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India
- Ingram, T. N., Laforge, R. W., Avila, R. A., Schepker Jr., C. H. Williams. (2009). Analysis and Decision Making, Segment Books
- Dalrymple, D. J., Cron, W. L., & DeCarlo, T. E. (2003). Sales Management, John Wiley & Sons Inc.
- Futrell, C. M. (2010). Fundamentals of Selling. Tata McGraw Hill
- Manning, G. L., Ahearne, M., & Reece, B. R. (2011). Selling Today, Prentice Hall of India.

# INTERNATIONAL CROSS CULTURAL MANAGEMENT

Course Code: MBA219

L:2, T:1, P/FW:0 C:03

## Course Objective:

Examine cross-cultural and international management issues; Analyze problems of managing in an international marketplace; Focuses on cultural and regional diversity and differences. The Course Contents provide exposure to the diverse management styles across the globe and impart understanding of different approaches to comparative analysis of each management style.

## Course Contents:

### Module I: Introduction

The Concept of International Comparative Management; Definition of Culture and impact of the culture on International Business

### Module II: Modalities of Cross-Cultural Dimensions

Kluckhohn and Strodtbeck's Cultural Dimension; Hofstede's Cultural Dimensions; Trompenaars Cultural Dimensions; Hall and Hall's Cultural Dimension

### Module III: Styles of Management, cross cultural diversity and its impact on the International Business

Japanese Style of Management; German style of Management; UK style of Management; French style of Management; Spanish style of Management; Style of Management of United States companies; Management Characteristics of West European Companies; Styles of Management in African Countries; Style of Management of Latin American Countries; Indian style of Management

### Module IV: Competencies for Global Managers

Cross Cultural Leadership, Cultural influences on leaders and their behavioural patterns; 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.

### Module V: Cross-Cultural Communication & Negotiation

Cross Cultural Communication, Major barriers to effective cross-cultural communication, Perceptions & Communication difference, Techniques to overcome barriers.

### Module VI: International HR Issues an Overview

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	5	-	5	5	15	70

## Text & References:

- Hudgeth, R. M., Luthans, F., & Doh, J. (2008). International Management – Culture, Strategy & Management, 6th Ed., Tata McGraw Hill
- Daniels, J. D., & Radebaugh, L. H. (2007). International Business: Environment and Operations, 11<sup>th</sup> Ed. Prentice-Hall, Inc.
- Sharan, V. (2009). International Business – Concept, Environment and Strategy, 3<sup>rd</sup> Ed., Pearson Education.
- Hill, C. W. (2005). International Business – Competing in the Global Marketplace, 7<sup>th</sup> Ed., McGraw-Hill.
- Aswathappa, K., & Dash, S. (2008). International Human Resource Management, 2<sup>nd</sup> Ed., Tata McGraw Hill
- Griffin, R. W., & Pustay, M. W. (2005). International Business, 4<sup>th</sup> Ed., Prentice Hall
- Hibbert, E. (1997). International Business Strategy and Operations, MacMillan Press
- Tayeb, H. M. (2009). International Human Resource Management – A Multinational Company Perspective, 3<sup>rd</sup> Ed., Oxford University Press
- Pandey, J., & Sinha, D. (1996). Asian Contributions to Cross-Cultural Psychology, Sage Publications.
- Ansari, H. K. (1996). Managing Diversity at Work, Kogan Page.

# AGRI BUSINESS AND RURAL ENVIRONMENT

Course Code: MBA221

L:2, T:1, P/FW:0 C:03

## Course Objective:

To nurture talent in the students to understand basics of agribusiness and to make them theory able to take on the work in Rural Environment making use of agribusiness

## Course Contents:

### Module I: Rural India

Rural Life, culture, Business opportunities, Rural Elite, Sustainable Agriculture, Rural Pluralism, Formal and informal Social Organization, Institutional Change in Indian Agriculture, Traditional and emerging local institutions. Policy environment, Rural Development overview of Agro Processing Industry

### Module II

Agriculture Policy State Agriculture development activities, Role of Agriculture in Economic Development

### Module III

Rural Development & Agri-Business prospects, Processing aspects, Marketing aspects, Concept of Agripreneurs, Rural Credit Institutions, Linkages between different rural institutions, Rural infrastructure and its problem and prospects in developing economy. Cooperation farming, contract farming, Rural Financial Market, Rural Labour Market, Input Delivery Mechanism.

### Module IV

Food processing Industry, Agro food products processing and trading concerns, Marketing Organizations and export oriented units AEZs, APEDA, MPEDA, NAFED, International Agri Business WTO, Agreement on Agriculture

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

## Text & References:

- Bibek, D., & Kaushik, P. D. (1999). Indian Industry Guide to the World Trade Organization, CII & Rajiv Gandhi Foundation
- Mukhopahyay, J. K. (2001). WTO Issues & Indian Agriculture, EXIM Bank Ltd, Pune
- Mehta, P. (2004). Moving the DOHA Round, Financial Express, ND.
- Chand, R. WTO Provisions & Indian Agriculture.

# AGRICULTURE MARKETING MANAGEMENT

Course Code: MBA222

L:2, T:1, P/FW:0 C:03

## Course Objective:

The course is designed to acquaint the students with the methods and processes of marketing agricultural products in national markets along with trends of globalization. The content includes, agricultural markets, types of agricultural markets, agencies involved in marketing agricultural produce, market structure, market cost, market margins, pricing and its functions and a brief account of pricing policy in India. The course also deals with the basics of marketing management.

## Course Contents:

### Module I

Introduction: Concept of marketing, definitions of agricultural marketing, markets & marketing, the marketing mix, marketing environment, peculiarities of agriculture markets, markets at different levels of development & their evolution, & role of price in economic development.

### Module II

Role of government in agricultural marketing: Public sector institutions- CACP, FCI, CWC, DMI, fair price shops, EXIM bank, etc and their functions. Cooperative marketing in India.

### Module III

Demand for farm products: Determinants of consumer behavior, consumer of farm products, factors affecting demand and consumption of farm products, Supply of farm products, product life cycle and product development, marketed and marketable surplus along with the factors affecting their supply.

### Module IV

Pricing and promotion strategy: Market structure, determinants of price and export pricing, fundamental export pricing strategy, developing price strategies, advertising, publicity, personal selling and sales promotion. Marketing function: Exchange functions, buying and selling, physical functions – storage, transportation and processing; facilitating functions-packaging, branding, financing, market information, grading etc, management of marketing functions. Marketing Channels: Stages of marketing, marketing channels, selection and management of marketing channel for farm products, Marketing efficiency – Meaning and components of marketing costs; price spread and market margins, concept and measurement of marketing efficiency

## Examination Scheme:

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

## Text & References:

- Acharya, S. S., & N. L. Agarwal, N. L. (2015). Agricultural Marketing in India, Oxford & Ibh Publishing
- Kotler, P. (2000). Marketing Management Millenium Edition, Prentice Hall.
- Mamoria, C. B., & Joshi, R. L. (1979). Principles and Practices of Marketing in India, Imprint
- Arora, V. P. S., Krishi Vipran and Keemat Vishleshan.

# MARKETING OF SERVICES

Course Code: MBA284

L:2, T:1, P/FW:0 C: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.

# ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: MBA285

L:2, T:1, P/FW:0 C: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 planned 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 Transformation" New Delhi, Prentice Hall.

# **Recruitment, Selection, Training & Development**

**Course Code: MBA286**

**L:2, T:1, P/FW:0 C:03**

Course Objective: The course aims at providing theoretical and practical approaches to the recruitment, selection and training process along with up-gradation of hard and soft skills. It further focuses on the enhancement of student's ability to obtain, maintain and diversify requisite skill sets for their growth.

## **Module: I Recruitment & Placement**

Recruitment Overview, Placement & Induction-Overview, Job Description and Specification, Job Analysis-Why, What, How, Uses, Significance, Methods and Application, Job Analysis in a job-less world

## **Module: II Personnel Planning & Recruiting**

Employee Planning and Forecasting, Selection & the Selection Process, Recruiting, Significance, Sources etc., Developing and Using Application Forms: Application Blank, Information Technology and HR: Recruiting on Internet, The Global Talent Search

## **Module: III Employee Testing and Interviews**

Basic Testing Concepts, Types of Tests, Psychometric Testing: BELBIN, TAT, FIRO-B, MBTI, Big Five Personality Test, Interviewing Candidates, Types and Methods of Interviews

## **Module: IV Training- Aims, Context, Choices & Dynamics**

Training Strategy and Culture, Overview of Training Process, System and Training Need Analysis, Establishing the Objectives and Designing the Training Programme, Training Methods, Developing the Group and the Climate, Trainers and Training Styles, Post-Training Support and Evaluation/Examination of Training

### **Text and References:**

Dessler, G., (2009), Human Resource Management, 11th ed., PHI, New Delhi.

Raymond A. Noe, (2009), Employee Training and Development, 4th ed., Tata McGraw Hill, New Delhi.

Blanchard, Thacker, (2007), Effective Training-Systems, Strategies, and Practices, 2nd ed., Pearson Education, New Delhi.

Aswathappa, K., (2008), Human Resource Management, 5th ed., Tata McGraw Hill, New Delhi.

Wexley, K. & Lathan Gary, (2002), Developing & Training HR in Organization, Prentice Hall, New Delhi.

Rao, V.S.P., (2008), Human Resource Management, 2nd ed., Excel Books, New Delhi.

# MANAGEMENT OF FINANCIAL INSTITUTIONS

Course Code: MBA287

L:2, T:1, P/FW:0 C: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.**

# BUSINESS COMMUNICATION - II

**Course Code: BCS211**

**L:1, T:0, P/FW:0 C:01**

## **Course Objective:**

This course is designed to hone the PR skills of the budding managers and enable them to be an integral part of the corporate communication network. The Verbal Communication (oral and written) will be the lingua franca of this endeavour.

## **Course Contents:**

### **Module I: Communication in Practice**

Verbal Communication

1. Communication Networks
2. Developing writing skills

*Inter- office communication*

The business letters

E mail – Netiquette (etiquette on the mail)

*Intra- office communication*

Memos

Notices

Circulars

Agenda and Minutes

Business Report writing

*Resume writing*

### **Module II: Cross Functional Communication**

Marketing/ integrated marketing communication

Project management communication

Human Resource communication

Financial Communication

### **Module III: Communication for Public Relations**

Functions and activities of PR

Reputation Management

Building Corporate Image and Identity

Negotiation Techniques

## **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>CAF</b>	<b>V</b>	<b>GD</b>	<b>GP</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

## **Text & References:**

- Raman, M., & Singh, P. (2012). Business Communication, Oxford University Press
- Ashely, A. Oxford Handbook of Commercial Correspondence, New Ed, Oxford University Press
- Penrose, J. M., Rasberry, R. W., & Myers, R. (2003), Business Communication for Managers – An Advanced Approach, 5<sup>th</sup> Ed, Thomson South-Western
- Krizan, A. C. (2005). Business Communication, Thomson South-Western
- Adler, G. R. R. B. (2006). Understanding Human Communication, 9<sup>th</sup> Ed, Oxford University Press

# **BEHAVIOURAL SCIENCE - II**

## **(BEHAVIOURAL COMMUNICATION AND RELATIONSHIP MANAGEMENT)**

**Course Code: BSS211**

**L:1, T:0, P/FW:0 C:01**

### **Course Objective:**

This course aims at imparting an understanding of:

- Process of Behavioural communication
- Aspects of interpersonal communication and relationship
- Management of individual differences as important dimension of IPR

### **Course Contents:**

#### **Module I: Behavioural Communication**

Scope of Behavioural Communication; Process – Personal, Impersonal and Interpersonal Communication; Guidelines for developing Human Communication skills; Relevance of Behavioural Communication in relationship management

#### **Module II: Managing Individual Differences in Relationships**

Principles; Types of issues; Approaches; Understanding and importance of self disclosure; Guidelines for effective communication during conflicts

#### **Module III: Communication Climate: Foundation of Interpersonal Relationships**

Elements of satisfying relationships; Conforming and Disconfirming Communication; Culturally Relevant Communication; Guideline for Creating and Sustaining Healthy Climate

#### **Module IV: Interpersonal Communication**

Imperatives for Interpersonal Communication; Models – Linear, Interaction and Transaction; Patterns – Complementary, Symmetrical and Parallel; Types – Self and Other Oriented; Steps to improve Interpersonal Communication

#### **Module V: Interpersonal Relationship Development**

Relationship circle – Peer/ Colleague, Superior and Subordinate; Initiating and establishing IPR; Escalating, maintaining and terminating IPR; Direct and indirect strategies of terminating relationship; Model of ending relationship

#### **Module VI: End-of-Semester Appraisal**

Viva based on personal journal; Assessment of Behavioural change as a result of training; Exit Level Rating by Self and Observer

### **Examination Scheme:**

<b>Components</b>	<b>SAP</b>	<b>A</b>	<b>ME</b>	<b>VIVA</b>	<b>Journal for Success (JOS)</b>
<b>Weightage (%)</b>	20	05	20	30	25

### **Text & References:**

- Vangelist L. A., & Knapp, M. L. (2004). Inter Personal Communication and Human Relationships, 3<sup>rd</sup> Ed, Pearson
- Wood, J. T. (2012). Interpersonal Communication – Everyday Encounter, 7<sup>th</sup> Ed, Wadsworth Publishing
- Simons, C., & Naylor-Stables, B. (1997). Effective Communication for Managers, Cassell
- Beebe, S. S., Beebe, S. J. & Redmond, M. V. (2013). Interpersonal Communication – Relating to Others, 7<sup>th</sup> Ed, Pearson

# FRENCH - II

Course Code: FLN211

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the student

- to talk about his time schedule
- to talk about travel

## Course Contents:

Unité 3, 4: pp. 42 to 72:

### Contenu lexical: Unité 3: Emploi du temps

1. demander et donner l'heure, des horaires
2. raconter sa journée
3. parler de ses habitudes au travail, de ses loisirs
4. dire la date, parler du temps qu'il fait
5. fixer rendez-vous (au téléphone par e-mail), réserver une table au restaurant

### Unité 4: Voyage

1. réserver une chambre d'hôtel, demander la note
2. expliquer un itinéraire
3. parler de ses déplacements, situer sur une carte
4. exprimer un conseil, une interdiction, une obligation
5. acheter un billet de train, consulter un tableau d'horaires

### Contenu grammatical:

1. question avec à quelle heure ? adjectifs démonstratifs
2. verbes pronominaux au présent, les prépositions à et de : aller à venir de
3. adverbes de fréquence, pourquoi... ? Parce que ... ?
4. expression indiquant la date, verbes impersonnels
5. verbe pouvoir + infinitif, le lundi, lundi prochain
6. adjectifs possessifs (2), adjectif tout
7. impératif présent (1), nombres ordinaux
8. questions avec est-ce que ? à et en + moyen de transport, en/au+pays
9. verbes devoir+infinitif, il faut+ infinitif, il est interdit de
10. verbes: aller, venir, partir, questions avec d'où, où, par où, à quel, de quel

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Français.Com (Débutant)

# GERMAN – II

Course Code: FLG211

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Grammar to consolidate the language base learnt in Semester - I

## Course Contents:

### Module I: Everything about Time and Time periods

Time and times of the day.

Weekdays, months, seasons.

Adverbs of time and time related prepositions

### Module II: Irregular verbs

Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).

### Module III: Separable verbs

To comprehend the change in meaning that the verbs undergo when used as such

Treatment of such verbs with separable prefixes

### Module IV: Reading and comprehension

Reading and deciphering railway schedules/school time table

Usage of separable verbs in the above context

### Module V: Accusative case

Accusative case with the relevant articles

Introduction to 2 different kinds of sentences – Nominative and Accusative

### Module VI: Accusative personal pronouns

Nominative and accusative in comparison

Emphasizing on the universal applicability of the pronouns to both persons and objects

### Module VII: Accusative prepositions

Accusative prepositions with their use

Both theoretical and figurative use

### Module VIII: Dialogues

Dialogue reading: 'In the market place'

'At the Hotel'

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

## SPANISH – II

Course Code: FLS211

L:2, T:0, P/FW:0 C:02

### Course Objective:

To enable students acquire more vocabulary, grammar, Verbal Phrases to understand simple texts and start describing any person or object in Simple Present Tense.

### Course Contents:

#### Module I

Revision of earlier modules.

#### Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

#### Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*). Simple texts based on grammar and vocabulary done in earlier modules.

#### Module IV

Possessive pronouns

#### Module V

Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - II

Course Code: FLJ211

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse in the language with the help of basic particles and be able to define the situations and people using different adjectives.

## Course Contents:

### Module I: Verbs

Transitive verbs, intransitive verbs

### Module II: More prepositions

More particles, articles and likes and dislikes.

### Module III: Terms used for instructions

No parking, no smoking etc.

### Module IV: Adverbs

Different adverbial expression.

### Module V: Invitations and celebrations

Giving and receiving presents

Inviting somebody for lunch, dinner, movie and how to accept and refuse in different ways

### Module VI: Comprehension's

Short essay on Family, Friend etc.

### Module VII: Conversations

Situational conversations like asking the way, At a post office, family

### Module VIII: Illness

Going to the doctor, hospital etc.

## Learning Outcome

- Students can speak the language describing above-mentioned topics.

## Methods of Private study/ Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1

## CHINESE – II

**Course Code: FLC211**

**L:2, T:0, P/FW:0 C:02**

### **Course Objective:**

Chinese is a tonal language where each syllable in isolation has its definite tone (flat, falling, rising and rising/falling), and same syllables with different tones mean different things. When you say, “ma” with a third tone, it mean horse and “ma” with the first tone is Mother. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

### **Course Contents:**

#### **Module I**

Drills

Practice reading aloud

Observe Picture and answer the question.

Tone practice.

Practice using the language both by speaking and by taking notes.

Introduction of basic sentence patterns.

Measure words.

Glad to meet you.

#### **Module II**

Where do you live?

Learning different colors.

Tones of “bu”

Buying things and how muchit costs?

Dialogue on change of Money.

More sentence patterns on Days and Weekdays.

How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.

Morning, Afternoon, Evening, Night.

#### **Module III**

Use of words of location like-li, wais hang, xia

Furniture – table, chair, bed, bookshelf,.. etc.

Description of room, house or hostel room.. eg what is placed where and how many things are there in it?

Review Lessons – Preview Lessons.

Expression ‘yao’, ‘xiang’ and ‘yaoshi’ (if).

Days of week, months in a year etc.

I am learning Chinese. Is Chinese difficult?

#### **Module IV**

Counting from 1-1000

Use of “chang-chang”.

Making an Inquiry – What time is it now? Where is the Post Office?

Days of the week. Months in a year.

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

Different Games and going out for exercise in the morning.

#### **Module V**

The verb “qu”

Going to the library issuing a book from the library  
Going to the cinema hall, buying tickets  
Going to the post office, buying stamps  
Going to the market to buy things.. etc  
Going to the buy clothes .... Etc.  
Hobby. I also like swimming.  
Comprehension and answer questions based on it.

### **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>C</b>	<b>I</b>	<b>V</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### **Text & References:**

- “Elementary Chinese Reader Part I” Lesson 11-20

# STRATEGIC MANAGEMENT

**Course Code: MBA301**

**L:2, T:1, P/FW:0 C: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, (5<sup>th</sup> Ed.), McGraw Hill.
- Thomson & Strickland,(2008), Business Policy and Strategic Management, (12<sup>th</sup> Ed.), McGraw Hill.
- Pearce John 'A & Robinson R.B,(1997), Strategic Management: Strategy Formulation and Implementation, (3<sup>rd</sup> Ed.), A.I.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today

# BUSINESS MODELING

**Course Code:** MBA303

**L:2, T:0, P/FW:2 C:03**

## **Course Objective:**

This course is aimed to study the computer programs for business and financial modeling and structuring and solving financial problems using spreadsheets and structured programming techniques. The objective of the course is to develop skills in translating financial models into spreadsheets using Microsoft Excel and to utilize and integrate spreadsheet functionalities, programming, and interfaces in financial applications.

## **Course Contents:**

### **Module I: Introduction to Spreadsheet Modeling and Excel Functions**

Basic of excel functions, Variable Identification, Conversion of financial information in spreadsheet, Spreadsheet Modeling

### **Module II: Deciphering Drivers and Financial Information**

Understanding inter-relation among financial statements, Identifying and analyzing industry drivers, Defining financial variables, Development of Assumption Sheet

### **Module III: Development of Business Model**

Development of financial and business model using Excel functions and Linking sheets, Analysis of financial and business model using excel functions, Sensitivity Analysis and Scenario Building, Discounted Cash Flow (DCF) Analysis and Valuation

## **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>Project</b>	<b>Q/S</b>	<b>A</b>	<b>CE</b>	<b>EE</b>
<b>Weightage (%)</b>	15	30	-	5	50	0

## **Text & References:**

- Benninga, S. (2000), Financial Modeling, 2<sup>nd</sup> Ed, MIT Press
- Financial Management: Theory & Practice by P. Chandra, 2008, Tata McGraw Hill Publishing Company Limited

# INDUSTRY & COMPANY ANALYSIS - I

**Course Code: MBA304**

**L:2, T:0, P/FW:0 C:02**

## **Course Objective:**

The course is designed to give the student basic understanding about various industries such as market structure, trends of key indicators, major players and other important dimensions.

## **Course Contents:**

### **Module I**

The student needs to submit a detailed study report (on the prescribed format) and present their findings on the chosen industry from the following. The discussion will lead to understanding of basic functionality of various industries, trends of key indicators, products and players & other important decisions.

Agriculture and Allied Industries	FMCG	Pharmaceuticals
Automobiles	Gems and Jewellery	Power
Aviation	Healthcare	Railways
Banking	Infrastructure	Real Estate
Cement	Insurance	Renewable Energy
Consumer Durables	IT & ITeS	Retail
Ecommerce	Manufacturing	Telecommunications
Education and Training	Media and Entertainment	Textiles
Financial Services	Metals and Mining	Tourism and Hospitality
	Oil and Gas	

### **Module II**

The student needs to submit a detailed study report (on the prescribed format) and present their findings on the chosen company from the following industries. The discussion will lead to understanding of major players in various industries, their competitive position in the industry.

Agriculture and Allied Industries	Renewable Energy
Automobiles	Retail
Aviation	Telecommunications
Banking	Textiles
Cement	Railways
Consumer Durables	Real Estate
Ecommerce	Metals and Mining
Education and Training	Oil and Gas
Financial Services	Pharmaceuticals
FMCG	Power
Gems and Jewellery	Tourism and Hospitality and Hospitality
Healthcare	
Infrastructure	
Insurance	

Important Frameworks: Porter's Five Forces, Strategic Group Analysis, PESTEL Analysis, SWOT Analysis, Value Chain Analysis, Ratio Analysis; Trend Analysis

**Evaluation:**

<b>Components</b>	<b>Report</b>	<b>Presentations</b>	<b>Continuous Assessment</b>	<b>Attendance</b>	<b>Viva</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>05</b>	<b>20</b>	<b>NA</b>

# SUMMER INTERNSHIP

**Course Code: MBA350**

**L:0, T:0, P/FW:18 C: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 "point" 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, Ninprom 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%
<b>TOTAL</b>	<b>100%</b>

# POST - HARVEST MANAGEMENT

Course Code: MBA311

L:2, T:1, P/FW:0 C:03

## Course Objective:

In general, the course provides detailed scientific knowledge in food engineering with emphasis on post-harvest, food processing and food preservation. More specifically, this course familiarizes the students with fundamentals aspects on the biology of important groups of pests and diseases on harvested crops or constructions. The course includes aspects of applied entomology (insects, mites), animal pests (rodents) and pathogens (fungi and bacteria). Special attention is given to preventive rather than to curative control methods. It includes basics of modern diagnosis methods, threshold limits, ecological conditions and population dynamics as well as notions on reasonable pesticide use, safe for the applicator, consumer and to the environment.

## Course Contents:

### Module I: Introduction

Introduction to post-harvest management, General principle of post-harvest management, Extent of post-harvest losses in different crops (cereals, pulses, oilseeds, horticultural crops, fruits and flowers, etc.), Types of losses, Causes of losses, Stages of post-harvest losses, Method of processing and extent of losses, effect of losses, cost to society and nation.

### Module II: Prevention of Post Harvest Losses

Ecological growth conditions, Diagnostical methods, Control methods: preventive and curative; cultural, biotechnological and chemical; Control to pest and diseases, animal, etc., Post-harvest integrated pest and disease management.

### Module III: Strategy for Post-harvest Management

Loss-reducing/minimizing strategies, Loss avoiding strategies, Loss-spreading strategies, strategies for value addition

### Module IV: Post Harvest Management Techniques

Food handling and processing; Food Packaging and Transportation, Design and Management of Storage and Distribution Structures, Milk and Dairy Products, Vegetable Products, Meat and Meat Products, Fisheries and Fishery Products, Food Colloids, Human Nutrition, Food Toxicology, Fermentation Processing, Principles and methods of preservation of fruits and vegetables, Food additives, quality assurances for fruits and vegetables, Bio-technology, food processing and waste treatment technology, various food processing technologies for fruits and vegetables processing.

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

- Postharvest Technology of fruits and Vegetables by L.R. Verma and V.K. Joshi, Vol I and II, Indus Publishing Company New Delhi, 2000.

# AGRICULTURAL INPUT MARKETING

Course Code: MBA312

L:2, T:1, P/FW:0 C:03

## Course Objective:

The objective of course is to apply the understanding of different marketing concepts developed in the first year marketing courses in the context of the Agricultural Input Marketing in India. The course would take into account the specific features of agriculture and farmers in India to apply/ modify the Marketing Planning and Implementation concepts to Agricultural Input Marketing situations in India.

## Course Contents:

### Module I

Introduction to agricultural input marketing. Understanding domestic and international business environment of seed, pesticides/ insecticides argil chemicals, fertilizer and farm machinery marketing (economic, social, political, legal etc.)

### Module II

Analyzing agriculture input marketing environment, Current issues and trends in agricultural input marketing, Trends in Agricultural Marketing in India, MIS for marketing agriculture inputs. Market Information Services-

### Module III

Theory and Practice, FAO Rome, Marketing strategies for seed, pesticides/ insecticides argil chemicals, fertilizer and farm machinery, Institutional setup in agriculture input market,

### Module IV

Segment and Targeting, Government role in agricultural input markets, Environmental Issues in agriculture input marketing.

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

As such there is no prescribed book for the paper. Set of relevant material for each session will be compiled and distributed before the class session. However, for general reading on the subject students are advised to refer following book:

- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millennium Study, Vol: 27, Academic Foundation, 4772-73/23 Bharat Ram Road, (23 Ansari Road) Daryaganj, New Delhi -110002.
- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millanum Study, Vol: 27, Academic Foundation, New Delhi. Page : 41-50
- Pingali Venugopal (2004). "Input management" State of the Indian farmer- A millanum Study, Vol: 27, Academic Foundation, , New Delhi. Page: 59-290Awasthi, M. K. 2002.
- "Agriculture Management' Note prepared for the Government of Assam.
- India infoline.com [www.indiainfoline.com/fmcg/agma.pdf](http://www.indiainfoline.com/fmcg/agma.pdf),
- Awasthi, M. K. 2003. Agriculture growth through efficient input marketing, Visiting lecture, delivered at NEHU Tura on 13/08/2005 at Department of Rural Development and Agri Production.
- Prahalad, C. K.2005 Market at the Bottom of Pyramid, Pearson Education Inc. Page 77- 98.
- Isherwood. K.F. 2000. Market Mineral Fertilizer Distribution and the Environment, IFA, Paris.

# RURAL MARKETING

Course Code: MBA313

L:2, T:1, P/FW:0 C:03

## Course Objective:

To understand how marketing for industrial good is different from the traditional marketing and marketing in rural India. The course is intended to make students aware of the success stories and failures in rural Indian Marketing.

## Course Contents:

### Module I

Environment of industrial and consumer marketing, profile of an industrial buyer, industrial and consumer marketing, organizational buying behavior process and organizational buying behavior, commercial and institutional buying, Bidding, tendering, channel behavior, industrial establishment. Original Equipment Manufacturer (OEM) and impact on pricing policies.

### Module II

The strategic perspective in industrial marketing, the GE matrix, Michael Porter's generic options theory, economies of scales Vs economies of scope and case discussion of Schulman plastics.

### Module III

Buyer seller interactions, sales culture overshadowing the marketing culture, interactive transactions, organizational buying environment, individual Vs group decision making and buying center influences. Assessing the market reach, fragmented markets and their implications and industrial pricing the services component.

### Module IV

Industrial marketing communications, advertising, publicity, sales promotion possibilities, the role of exhibitions and domestic and international contacts, the marketing intelligence, role of MIS and DSS functions and evaluating the marketing strategies and performances.

### Module V

Rural marketing an overview, principles of marketing as relevant to rural marketing changing concept of marketing, profiles of urban/ customers and differences in their characteristics.

### Module VI

Features of rural markets/ infrastructure, products and services in the rural markets and channels of distribution and trade management.

### Module VII

Transportation and communication, advertising and sales promotion strategies for rural marketing and characteristics of pricing in rural markets for different products and factors influencing.

### Module VIII

Marketing objectives, sales target strategies, organizing for rural marketing and new product launch techniques for rural markets.

### Module IX

Marketing strategies, policy, sales management practices training, motivation and Examination.

### Module X

Rural Market research and market information system and a glimpse of the future of rural marketing.

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

### Text:

- Industrial Marketing Management: A strategic view of business markets by Michael D Hutt and Thomas W Spoh.

*References:*

- Industrial Marketing by Richard M. Hill, Ralph S Alexander and James C Cross.
- Newspapers- Economic Times, Business Standard, Financial Express, Brand Equity.
- Magazines- Advertising and Marketing, Business World, Business India.

## **Social Banking and Microfinance**

**Course Code: MBA380**

**L:2, T:1, P/FW:0 C:03**

### **Course Objective:**

To provide a thorough knowledge of the concept of microfinance and how microfinance institutions work, including the operational aspects of an SHG/MFI. The course will be a mixture of theory and case studies. This course would go a long way in building up the financial literacy of the persons involved in microfinance and SME sector. It would also help to improve the professionalism in the microfinance industry and build capacity for the MFI sectors.

### **Course Contents:**

#### **Module I:**

**Introduction to Microfinance: The history of microfinance, why microfinance, microfinance as a development tool.**

**Why intervene in credit market. Study of the inherent challenges of financing small economic operators like moral hazard, adverse selection, high transaction cost and information asymmetry etc. Examination of the working of an informal moneylender as a form of monopolistic competition.**

**Composition of the Institutional Credit System (ICS) in India operating at the ground as well as apex levels; roles played by different constituents of ICS.**

#### **Module II:**

**Group lending vs individual lending, Roots of microfinance in India, Bangladesh, China, Latin America, Sri Lanka etc. Microfinance models in India and other countries.**

**Microfinance products. Legal and regulatory frame work in India. Emerging Issues and challenges in microfinance sector.**

#### **Module III:**

**Measuring Impact of Microfinance: Study of different methodology of impact evaluation. Government programmes for microfinance: SGSY, SHG-Bank Linkage.**

#### **Module IV:**

**Operational aspect of microfinance: Evaluating Microfinance Institute (MFI) financial sustainability, Asset/liability management in the MFI, Productivity enhancement tools.**

### **Examination Scheme:**

Components	A	CT	CA	EE
Weightage (%)	5	15	10	70

### **Text & References:**

- Beatriz Armendariz de Aghion and Jonathan Morduch (2005): "Economics of Microfinance", MIT Press.
- David Hulme and Paul Mosley (1996, : "Finance against poverty", vol. 1 & 2, Routledge.
- Mike Goldberg and Eric Palladini: "Measuring Risk and Creating Value with Microfinance", The World Bank.
- Robert Peck Christen (2010): "Banking services for the poor: Managing for financial success", Academic Foundation, New Delhi.
- Suresh Sundaresan (2008): "Microfinance Emerging Trends and Challenges", Edward Elgar Cheltenham, UK • Northampton, MA, USA.
- Research Articles as per suggestion of faculty.

# AGRICULTURAL RISK MANAGEMENT

Course Code: MBA 381

L:2, T:1, P/FW:0 C:03

## Course Objective:

Risk and uncertainty are inescapable factors in agriculture. Farmers are confronted with risks not only in making short-term production and marketing decisions, but also with long-term investments decisions. Various types of risk such as climatic risk, market risk, government-influenced institutional risk, personal or human risk. All these risks constitute business risk, which is further related to financial risk. Risk management is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk. It is a way for an organization to balance the chances of serious losses against the opportunities for profit-making. This course is designed mainly to provide better understanding of various types of risks faced by the farmers as well as agri-entrepreneurs both at the farm and community level and develop various strategies for its management.

## Course Contents:

### Module-I

Concept and meaning of agricultural risk and uncertainty, Risk Management for Farmers, Principal Risk, Risk Management at the Farm Household Level, Risk Management at Community Level,

### Module-II

Production Risk, Technological Change, Risk and Poverty Risk Coping Strategies of the Rural Poor, Risk Management Strategies: Risk Avoidance, Risk-Spreading Technologies,

### Module-III

Risk Mitigation, Risk Coping Mechanism, Limits to Risk Coping,

### Module-IV

Risk Measurement, Climatic Change and Yield Variability, Assessment of Effects of Climatic Variations on Agriculture, Rainfall Risk Measurement,

### Module-V

Designing Agricultural Risk Management Products/ Programmes, Agricultural Risk Insurance Programme in India, Comprehensive Crop Insurance Programme, Estimation of Crop Losses, Calculation of Premiums, payment of compensation, etc.

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

- Risk Management-State of Indian Farmer, Bharat Ramaswami, Shamika Ravi, S.D. Chpora, Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India, 2004
- Rural Poverty, Risk, and Development, Marcel Fafchamps, Edward Elgar, Northampton, MA, USA, 2003
- Alan Miller, et. Al. Department of Agricultural Economics, Purdue University, September 2004
- Summary Proceedings of A Workshop on cereal Variability, IFPRI, Edited by P.B.R Hazell
- Rainfall and Risk in India's Agriculture, Evert Jan Bakker, Volters-Noordhoff, Groningen, The Netherlands,1992
- Agricultural Risk Insurance Programme in India: Policy Ministry of Agriculture, Government of India: Policy Paper

# FOOD PROCESSING MANAGEMENT

Course Code: MBA 382

L:2, T:1, P/FW:0 C:03

## Course Objective:

The key objective of this course is to acquaint the students with upcoming Food Processing Industry and need and scope of effective decision-making for least cost combination of output with reference to purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in pre-purchase, purchase and post purchase systems; modern material planning and delivery systems, material handling and logistics systems.

## Course Contents:

### Module I: Overview of Food Processing Industry

Present status of food processing industry (FPI) in India; organizational structure of FPI; MOFPI, major dimensions of FPI; risk management in FPI; unit operations of FPI

### Module II: Applications of Food Safety Management in Food Processing Management

Components of Food Safety Management of Crops, Livestock, Fisheries and Meat products, Food Safety Administration Management in Food Supply Chain, Social Food Safety Management, Sanitation in food supply, Food Traceability System, Practices in wholesale and retail food supply, International Food Traceability System, Statute of Food Safety Administration, Food Hazards, Business Models in Food Supply Chain, Food Safety Risk Communication; Food Hygiene, Basic Food,

### Module III: Practices in Food Manufacturing

laws and regulation related to food industry; Food Plants, Installation of Food Plants, Plant Principles & Logistics, Advanced Technology of Food Supply Chain,

### Module IV: Quality Control Practices in Food Processing Management

Supply Chain quality management in food industry-quality standards and ISO: principles of food preservation and processing; protection of food during storage, and transportation; packaging distribution of food products;

### Module V: Case Studies on Project Formulation

Dairy products, Edible oils industry, fruit and vegetables processing, milling-pulse, cereals etc

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

### Text:

- *Peter Fellows Food Processing Technology: Principles and Practice* Wood head Publishing, 2000
- Berit Mattsson, Ulf Sonesson Environmentally-friendly food processing Wood head Publishing, 2000
- Food Processing Work Management by Green and Krammer; CBS Publication
- Principles of Food Sanitation by Mariett NG; CBS Publication
- Food Preservation by SK Kulshrestta, Vikas Publishing House, New Delhi
- Fundamentals of Food and Nutrition by Sumati R. Mudambi & MV Rajagolap, New Age International Pvt. Ltd. New Delhi
- Food Processing and Preservation by Bibliography Sivasankar, Prentice Hall of India Pvt. Ltd., New Delhi
- Managing Food Processing Industries in India by U.K. Srivastva
- Microbiological Safety of Processed Foods by Crowther
- Food Poisoning & Food Hygiene by Hobbs
- Drying & Storage of Grains & Oilseeds by Brodoker

### References:

- [www.modernfoodprocessing.in](http://www.modernfoodprocessing.in)

# COST AND MANAGEMENT ACCOUNTING

**Course Code: MBA318**

**L:2, T:1, P/FW:0 C: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:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	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

# LARGE SCALE INVESTMENT

Course Code: MBA319

L:2, T:1, P/FW:0 C:03

## Course Objective:

The growth and future strategic posture depends on the current strategic investments by the company in the form of capital expenditures. These expenditures because of the huge amount involved can have material impact on the firm and if fail, can result in financial distress. The objective of the course is to make the students familiar with the planning, analysis, and selection of capital expenditure investments including infrastructure projects. The students will be exposed to approach of project financing and under what situations should project finance be used.

## Course Contents:

### Module I: Valuing the Project

Introduction to Capital and Infrastructure Projects; Overview and Resource Allocation Framework; Generation and Screening of Project Ideas; Project Identification; Market and Demand Analysis; Technical Analysis; Financial Analysis; Detailed Project Feasibility Report; Valuation Techniques – Discounted Cash Flow, Adjusted Present Value, Equity Cash Flow, Capital Cash Flow, Real Options Analysis; Project Appraisal

### Module II: Managing Risk

Risk Management; Types of Risk; Political Risk and Sovereign Guarantee, Analysis of Risk; Risk Analysis Techniques – Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Decision Tree Analysis, Monte Carlo Simulation; Risk Contamination; Risk Mitigation Approaches; Structuring Risk Mitigation Approach; Contracts for Structured Risk Mitigating

### Module III: Structuring the Project

Project Financing Options; Project Financing vs. Traditional Financing; Special Purpose Vehicle; Project Company Structuring, Public-Private Partnership

### Module IV: Financing the Projects

Financing Options – Equity and Debt; Multi-sourcing vs. Single sourcing strategy; Syndicate Loan Procedure; Bonds vs. Term Loan; Role of World Bank Affiliates & International Finance Corporation and Role of Bilateral Agency in International Project Financing; Importance of Social Cost Benefit Analysis and Environmental Assessment

## Examination Scheme:

Components	CPA	Case	Q/S	A	ME	EE
Weightage (%)	0	10	0	5	15	70

## Text:

- Finnerty, J. D. (1996) Project Financing: Asset-Based Financial Engineering, Wiley

## References:

- Chandra P. 2002, Projects: Planning, Analysis, Financing, Implementation & Review, 5th Ed. Tata McGraw-Hill Publishing
- Brearily, R. A. and S. C. Myers (1996) Principles of Corporate Finance, 4th Ed., Tata McGraw Hill
- Damodaran, A. (1997) Corporate Finance: Theory and Practice, 1st Ed., Wiley & Sons
- Dayal, R., P. Zachariah and K. Rajpal (1996) Project Management, 1st Ed. Mittal Publications
- Esty, B. (2004) Modern Project Finance: A Casebook, Wiley
- Goel, B.B. (2001) Project Management: A Development Perspective, Deep & Deep Publications
- Machiraju, H.R. (2001) Introduction to Project Finance: An Analytical Perspective, Vikas Publishing House Pvt. Ltd.
- Meredith, J.R. & S. J. Mantel Jr. (2000) Project Management: A Managerial Approach, 4th Ed. John Wiley & Sons
- Newbold, C.R. (1998) Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Patel, B.M. (2000) Project Management: Strategic Financial Planning Evaluation & Control, Vikas Publishing House Pvt. Ltd.
- Thakur, D. (1992) Project Formulation & Implementation, Deep & Deep Publications

# INTERNATIONAL FINANCE

Course Code: MBA320

L:2, T:1, P/FW:0 C: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.

# SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBA322

L:2, T:1, P/FW:0 C: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/TCEI/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.

# Fixed Income Investment

**Course Code:**

**Credit Units:**

Course Objective: The primary objective of the course is to provide students with a solid background in fixed income securities. Upon completion of the course the student should possess the ability to demonstrate a thorough working knowledge of the analysis of fixed income securities, including basic characteristics of bonds in alternative sectors, valuation tools, and the factors that influence bond yields. The student should also be able to estimate risk and returns for fixed income investments, analyze fixed income securities with unique features, and value fixed income investments with embedded options.

**Course Contents:**

**Module I: Basics of Fixed Income Markets and Securities**

An introduction to fixed income markets, discount factors, interest rates, term structure, coupon bonds, floating rate bonds, rate of return, yield to maturity

**Module II: Interest Rate Risk Management**

Duration, convexity, immunization, slope and curvature.

**Module III: Interest Rate Derivative**

Forward rates and contracts, interest rate swaps, futures and options, use of derivatives for hedging and trading.

**Module IV: Credit Risk and Credit Derivatives**

Modeling credit risk, structural models, intensity modeling, default correlation, credit derivatives, Credit Default Swaps (CDS), Collateralized Debt Obligations (CDO).

**Module V: Term Structure Models: Discrete Time**

Risk neutral probabilities, no arbitrage pricing, interest rate models, binomial trees, American options, callable bonds, caps, floors, swaps and swaptions.

**Module VI: Term Structure Models: Continuous Time**

Continuous time interest rate models, market models, no arbitrage pricing, relative value trades, Monte Carlo simulation and derivatives pricing.

**Examination Scheme:**

<i>Components</i>	P-1	C-1	CT-1	Attendance	EE1
Weightage (%)					

**Text & References:**

*Text:*

- Fixed Income Analysis- CFA Investment Series, Third Edition

*References:*

- The Handbook of Fixed Income Securities- Frank J.Fabozzi (8<sup>th</sup> Edition)

# INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: MBA324

L:2, T:1, P/FW:0 C: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.

# PERFORMANCE AND COMPETENCY MANAGEMENT

Course Code: MBA325

L:2, T:1, P/FW:0 C: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

# STRATEGIC HUMAN RESOURCE MANAGEMENT

**Course Code: MBA326**

**L:2, T:1, P/FW:0 C: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.

# HR AUDIT AND HR INFORMATION SYSTEMS

**Course Code: MBA329**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

To create an awareness among managers of recent developments in Human Resource Audit and Human Resource Information Systems (HRIS) in an organization.

## **Course Contents:**

### **Module I: Human Resource Development Audit**

Introduction to Human Resource Development Audit, Objective, Methodology, reasons for poor utilization and effectiveness.

### **Module II: Elements of HRD**

HRD Strategies, HRD Styles and Culture, HRD, Structures, HRD Systems, HRD Competencies.

### **Module III: HRD audit implementation**

Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian experiences and cases Module I: Concept of Human Resource Information System.

### **Module IV: Introduction to Human Resource information system**

*Role of information system in human resource Decision making, Designing and Implementation of HRIS.*

### **Module V: Managing Human Resource Information System**

Organizing data, personnel audit and personnel research, Computer applications in HRM (uses and trends).

### **Module VI: Modules of HRIS**

*Modules of HRIS, Recruitment and selection, T & D, Performance Appraisal, IR & Administration Compensation Management.*

## **Examination Scheme:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- Rao T.V., HRD Audit, Response Books, Division of Sage Publications India Pvt. Ltd., 3<sup>rd</sup> Edition

### **References:**

- Wayne F Castio, Managing Human Resources, McGraw Hill
- Pareek Udai, Pioneering HRD, TVRLS
- Pareek Udai, Designing and Managing HR Systems, TVRLS

# GENERAL HUMAN PSYCHOLOGY

**Course Code: MBA377**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

This course will help the students to understand the basic concepts of individual psychology from affective, behavioural and cognitive perspectives.

## **Course Contents:**

### **Module I: Introduction**

The science of psychology, the beginnings of modern psychology and psychology today

### **Module II: The Nervous System**

Components of the nervous system and neural interaction

### **Module III: Emotions**

Introduction and elements of emotions, early theories and recent theories

### **Module IV: Sensory Processes and Perception**

Sensory Processes – introduction, information gathering; Perception and illusion -perceptual learning.

### **Module V: Life Span Development**

Foundations of development, life stages: infancy, childhood, adolescence, stages of adulthood

### **Module VI: Memory and Intelligence**

Type of memory and memory models. Intelligence and its type, general intelligence – multiple abilities.

### **Module VII: Personality and Social Cognition**

Personality theories- psychoanalytic theories and humanistic theories- individuality, trait theories, social-cognitive theories – interpreting the world

## **Examination Scheme:**

Components	CPA	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

## **Text & References:**

- Baron, R. A., & Kalsher, M. J. (2001). Introduction to Psychology. Pearson Education
- Morgan, C. T., King, R. A., Weis, J. R., & Schopler, J. (1993). Introduction to Psychology, 7<sup>th</sup> Ed. Tata McGraw Hill
- Hillgard, E. R., Atkinson, R. C., & Atkinson, R. L. (1983). Introduction to Psychology, 6<sup>th</sup> Ed, Oxford & IBH Publishing
- Hewstone, M., Fincham, F., & Foster, J. (2005). Psychology, BPS Blackwell

# COMPENSATION AND REWARD MANAGEMENT

**Course Code: MBA378**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

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, 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:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- B.D. Singh (2007). Compensation and Reward Management, Excel Books, New Delhi.

### **References:**

- Milkovich & Newman, Compensation , 8<sup>th</sup> Ed. Irwin/McGraw-Hill
- Frans Poets, The Art of HRD – Job Evaluation & Remuneration, Volume7, 1<sup>st</sup> Edition, Crest Publishing,
- Michael Armstrong, Helen Murlis, The Art of HRD – Reward Management, Crest Publishing
- Michael Armstrong, Employee Reward, (University Press)
- P. Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)

# EXPORT IMPORT DOCUMENTATION AND LOGISTICS

Course Code: MBA336

L:2, T:1, P/FW:0 C:03

## Course Objective:

Trade procedures and documentation formalities are a critical part of international business management. This subject aims at imparting knowledge of trade procedures and documentation formalities with a view to enable the participants to develop a systematic approach in handling trade transaction and incidental paper work.

## Learning Outcomes:

On completion of this module students will have:

- Considered the framework of export and import documentation
- Evaluated and justified the various documents for processing export and import orders
- Evaluated the legal implications in the area of exports and imports
- Assessed the various terms and conditions of export finance
- Developed the ability to critically examine the EXIM policy framework

## Course Contents:

### Module I: Introduction

Export Documentation Framework

### Module II: Documents for processing export order and legal implications

Processing of an Export Order

INCO Terms

Foreign Exchange Regulation Act and introduction to FEMA

### Module III: Export Finance and documents

Export Payment Terms

Export Finance

Forward Exchange Cover

### Module IV: Central excise clearance

Customs Clearance of Export Cargo

Customs Clearance of Import Cargo

Role of Clearing and Forwarding Agents

Shipment of Export Cargo

Negotiation of Export Documents

### Module V: EXIM Policy Framework

EPCG Scheme

Duty Exemption Scheme

Export Oriented Units and Export processing Zones

Exercise on Negotiation of Export Documents.

## Learning Methods:

Class room lectures: Each class is intended to be approximately 60 minutes of lecture and 15 minutes in discussion. The discussion period may involve newsworthy events related to EXIM policy etc. 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. A few additional journal articles related to topics discussed will be made available at the Library. The latest articles on international policies on exports and imports will be distributed for discussion.

## Examination Scheme:

Components	C1	V	A	CT	EE
Weightage (%)	10	5	5	10	70

## Text & References:

- Khurana P K, 2007, Export Management, Galgotia Publications, 7<sup>th</sup> edition.

- Notes of Amity Distance Education Course for EIDL
- E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation, 2002)
- Thomas A. Cook, The Ultimate Guide To Export Management, 2001
- Michael B. Stroh, A Practical Guide To Transportation And Logistics, 2006
- Donald F. Wood, Anthony Barone, Paul Murphy, And Daniel L. Wardlow, International Logistics, 2002

# INTERNATIONAL ECONOMICS AND POLICY

**Course Code: MBA340**

**L:2, T:1, P/FW:0 C: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:**

- Schmitloft, 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

# WTO AND INTERNATIONAL REGULATORY ENVIRONMENT

**Course Code: MBA371**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

The primary objective of this course is to provide the students with a thorough understanding of the global, economic, political and legal environment prevalent in international trade. The major focus of this course is to highlight the international norms and regulatory bodies for enhancing global trade. Finally the students will be able to analyze the various nuances associated with international trade.

## **Learning Outcomes:**

On the successful completion of this module the student will be able to:

- Understand the concept of global and national regulatory environment in business management
- Appreciate the role of various bodies in the international regulatory environment
- Evaluate the various measures taken by different nations to regulate their business environments
- Impact of WTO agreements in regulating trade in developed and developing countries

## **Course Contents:**

### **Module I: Business and its Environment**

Relevance and scope of regulating International Business  
Measures to regulate Trade in the advent of Globalization  
Internal and External Environment  
P.E.S.T.E.L Analysis

### **Module II: Global and National Business Environment**

Relevance of Classical Theory in regulating International Trade  
- Theory of Absolute Advantage and  
- Theory of Comparative Cost Advantage

Theory of Competitive Advantage

Export Marketing, Pricing and Distribution

Dynamics of Extractive Economies, Developed Economies and Developing Economies

Import Substitution vis-à-vis Export Substitution

### **Module III: Protectionism and International Trade**

Determination of Tariff

Types of Tariff & Role

Effective Rate of Protection

Welfare effect: Small nation vis a vis large nation

FTA , NAFTA, LAFTA, SAFTA, EEC, ASEAN

SEZs, EOUs, STPs ,

EXIM Policy to FTP

### **Module IV: International Trading Environment and Rules Governing International Trade under WTO**

Multilateral and Plurilateral Trading System and the legal framework - MFN and NTC clauses

Unfair Trade Practices and Barriers to Trade (Non technical)

Agreements on Antidumping

Subsidies and countervailing measures

Pre-shipment Inspections

### **Module V: Measures to Regulate Trade Environment**

Sanitary and Phyto Sanitary Measures

Technical Barriers to Trade, Safeguards and Rules of Origin

Agreement on Agriculture

Trade Related Intellectual Property Rights (TRIPS)

Trade Related Investment Measures (TRIMS)

General Agreements on Trade and Services

Dispute Settlement Mechanism

## **Learning Methods:**

Tutorials, Interactive sessions, Case studies, Field visits, Management games, Extensive research projects, Seminars, Weekend experience in companies - the course is covered by adopting a combination of lecture

methods, class presentation by groups of students, self study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

### Examination Scheme:

Components	C1	V	A	CT	EE
Weightage (%)	10	5	5	10	70

### Text & References:

- Exports of India's Major Products: Problems and Products, Oxford University Press, 2001, Pawan Kr Graga
- Chauhan Sandeep-GATT to WTO – Deep & Deep Publication Pvt. Ltd., 2001 Edition
- Verma M.L -Foreign Trade Management in India, Vikas Publishing House, 2002
- Prasad, H Ashok, ed., Exim dynamic of service and WTO, Common Wealth Publishers, New Delhi,1996
- Mathur, Vibha, WTO and India, New Century, New Delhi, 2005
- Garg, Hema, W T O and regionalism in world trade, New Century, New Delhi, 2004
- Mattoo, Aditya, Ed., India and the WTO, Rawat Publications, Jaipur, 2004
- Das, Bhagirath Lal, WTO and the multinational trading system, Book Well, New Delhi, 2003
- Hoekman, Bernard, Development trade & the WTO: a handbook, The World press, Washington, 2002
- Bhandari Surendra –WTO and Developing Countries-Deep and Deep Publication
- Bhagirath Lal Das-An Introduction to the WTO Agreements-Third World Network and Zed Books, Anne O Krueger –WTO as an International Organisation Oxford University Press.
- Shenkar, Oded & Yadang Lou, (2004) International Business, John Wiley & Sons
- Cherunilum, Francis (2002) Business Environment Text & Cases, 12<sup>th</sup> Ed. Himalya Publishing House.
- Lori Wallach, Michelle Sforza, (1999),The WTO: five years of reasons to resist corporate globalization
- Elimma Ezeani, (2010),The WTO and its development obligation: prospects for global trade
- Bhagirath Lal Das, (2003)WTO: the Doha Agenda : the new negotiations on world trade
- T. K. Bhaumik, (2006),The WTO: a discordant orchestra
- Aaditya Mattoo, Robert Mitchell Stern, (2000),India and the WTO
- Asif Hasan Qureshi, (2008), Interpreting WTO agreements: problems and perspectives
- Debroy Bibek, 2005, Economic and Social Environment, Oscar Publications

# International Business Strategy

Course Code: MBA372

L:2, T:1, P/FW:0 C:03

## Course Objective:

International Strategy is a term used to describe strategic activities of firm operating across borders. It is a distinct area of management. 'Global' is a new replacement for the term 'International'. Hence 'International Strategy' and 'Global Strategy' are sometime used interchangeably. International Strategic Management is relatively new and dynamic discipline and requires strong relationship with other areas of management. A new strategic initiative can not be successfully implemented unless it is supported by all the other functional areas of the organization like production, finance, HR, marketing, material management and quality etc. International Strategic Management is thus deeply interwoven with other aspects of business management. The aim of this course is to give learner an understanding of theory and principles of strategic management with a wider perspective towards 'Global Strategic Thinking'. The course presents a process of developing and implementing a strategic plan within an organization for international business

## Learning Objective:

At the end of the course, the student will be able to:

- Understand the concepts of strategy and strategic management
- Learn its role in International Business Management
- Conduct strategic analysis for making right strategic choices
- Develop strategic alternatives
- Make right choices of strategies and effectively implement them.
- Understand contemporary thoughts and practices in strategy implementation as well as other advance issues in Strategic Management.

## Course Contents:

### Module I: Introduction & Basic Concepts

Introduction and Course Overview,  
Concept of Strategy and Strategic management,  
Nature of 'International Strategic Management',  
Evolution of Strategic Management  
Strategic Management Process- **strategic choices, strategy into action**, Levels of Strategy

### Module II: Role of environment on strategy

Value chain analysis  
External environment

- Macro & Micro environment
- Opportunities & threats
- Global business environment

Internal Environment

- Strengths & weaknesses – **strategic gaps**
- Present strategies, Capabilities & Core Competencies.
- 

### Module III: Vision, Mission, Business Definition, Goals and Objectives of Global Companies

### Module IV: Evolution of Global Corporation

Why do firms Internationalize /Globalize,  
Phases of Global strategy,  
Global Strategic Planning/ Management,  
Problems in IS Planning,  
Corporate Social Responsibility as strategy

### Module V: Global Strategic Analysis- Building strategic alternatives & choices

Porter's 5 Force Model,  
ETOP & SAP Profile,  
SWOT/TOWS Matrix, BCG, GE Nine Cell Matrix

### Module VI: Formulation, Implementation, Evaluation and Control of International Strategies

Generic strategies,  
Grand strategies,  
Corporate/Business/Functional strategies,  
International strategic alliances.

Operationalising and Institutionalizing strategy,  
Strategic leadership,  
Managing culture in a global organization,  
Strategic evaluation and control,  
Goal flow down processes,  
Balanced Score Card

**Module VII: Current trends and Contemporary Concepts-**

Blue ocean, White space, disruptive strategy etc.,  
Concept of strategic intent-view of Hamel & Prahlad.  
Why restructuring? Numerator and Denominator Management as expressed by Hamel & Prahlad, Turn around strategy

**Learning Methods:**

Various teaching and learning styles will be used in this module. Lecturing will be used in a number of classes to clarify background information. Interactive discussions will be used to help students learn from each other. Case studies will be used as a basis for reinforcing ideas, improving oral presentation skills, improving written communication skills, and develop an appreciation for team participation.

**Examination Scheme:**

Components	C1	V	A	CT	EE
Weightage (%)	10	5	5	10	70

**Text & References:**

- Strategic Management: A Methodical Approach, by A.J. Rowe, E. Dickel, R.O. Mason and N.H. Snyder, Addison Wesley, New York, 2003
- T L Wheelen and J D Hunger. (2000), Strategic Management, Addison-Wesley Publishing
- Pearce John A & Robinson Richard B, Strategic Management: Formulation, Implementation and Control, McGraw Hill, 11<sup>th</sup> Edition
- Johnson & Scholes, 2008, Exploring Strategic Change, Pearson Higher Education, 3<sup>rd</sup> Edition
- B. De Wit and R. Meyer 2004, Strategy-Process, Content, Context, West Publishing.
- Strategic Management Journal.
- Academy of Management Journal.
- F. Tau 1995, The responsiveness of information technology to business strategy formulation – An empirical study, Journal of Information Technology
- David Fred R (2009), Strategic Management: Concepts and Cases, Prentice Hall India, 12<sup>th</sup> Edition
- Kamel Mellahi, J George Frynas & Paul N. Finlay (2005), Global Strategic Management, Oxford University Press

# GROWTH PROSPECTS OF THRUST AREAS OF INDIAN EXPORTS

Course Code: MBA373

L:2, T:1, P/FW:0 C:03

## Course Objective:

The course will enable the students to understand trend and composition of India's export and also the existing and potential export destination of Indian products. The course will also help the students to understand how Foreign Trade policy of India has promoted export from India.

## Course Contents:

### Module I: India's Trade and Institutional Framework for Export Promotion of Thrust Sectors

India's International Trade-Present Scenario, Future outlook, Role of EPCs and other Trade Promotion bodies in promoting Export from India; Role of EoUs, EHTPs, STPs, BTPs and SEZs in India's Export

### Module II: Foreign Trade Policy-2015- 2020

MEIS- Market Export from India Scheme; SEIS- Service Export from India Scheme; New Initiatives for EOU's, EHTPs, STP; Incentives for SEZ, Status Holders; Make in India; Export Promotion Capital Goods Scheme

### Module IV: Specific Growth Sectors – Export potential and future prospects

Gems and Jewellery; Leather and Footwear; Apparel & Textiles; Agriculture and Processed Food; Marine Products; Engineering Sector; Pharmaceutical, Chemical and Allied Products; Handicrafts, Carpets and Handloom; IT Products; Services

### Module V: Study of Specific Markets

Country Groups- USA, EU: Single market, Latin American Countries, African Countries, CIS, ASEAN

## Examination Scheme:

Components	P	T	Q/S/CA	A	ME	EE
Weightage (%)	10	-	-	5	15	70

## Text & References:

- Garg, P. K. (2002). Export of India's Major Products – Problem & Prospects, New Century Publications
- Aswathappa, K. (2012). International Business, 5<sup>th</sup> Ed, McGraw Hill Education (India)
- Cherulinam, F. (2010). International Business –Text & Cases, 5<sup>th</sup> Ed, PHI Learning
- Justin, P. (2014). International Business, 6<sup>th</sup> Ed., Prentice Hall of India
- Foreign Trade Policy with Handbook of procedures, Appendices and aayat niryat forms, Duty drawback 2015-2020, (2015-2020 edition), Young Global Publications
- Varma, M. L., & Saxena, S. S. (2011). Thrust Sectors in India's exports, Neha Publishers & distributors.
- Foreign Trade Policy of India 2015-20
- Annual Economic Survey of India
- Press Releases of Department of Commerce

# CONSUMER BEHAVIOUR

Course Code: MBA360

L:2, T:1, P/FW:0 C: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

# PRODUCT AND BRAND MANAGEMENT

**Course Code: MBA361**

**L:2, T:1, P/FW:0 C: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:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	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

# ADVERTISING AND SALES PROMOTION

Course Code: MBA362

L:2, T:1, P/FW:0 C: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.
- 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.

# MARKETING RESEARCH

Course Code: MBA374

L:2, T:1, P/FW:0 C:03

## Course Objective:

The aim of this course is of providing the relevant inputs of Business Research Methods to the students so that they could study systematically various complex management problems and derive solutions for the same. Besides the course work, the students shall be required to undertake a research project incorporating the research techniques studied during the semester

## Course Contents:

### Module I: Fundamentals of Marketing Research

Marketing Research: Definition, Classification & Application; The role of Marketing Research in Decision Making, Marketing Information System and Decision Support System; Marketing Research Process and Problem Formulation

### Module II: Research Design Formulation

Research Design: Exploratory, Descriptive and Experimental Research Designs; Measurements & Scaling: Comparative and Non Comparative Scaling Techniques; Questionnaire & Form Design, Sampling Design & Procedures

### Module III: Data Collection & Bivariate Analysis

Field Work: Procedure, Errors & Remedies, Data Preparation (SPSS), Cross Tabulation, Descriptive Statistics, Analyzing Differences & Associations (Chi-Square Test, ANOVA, T-test, Correlation & Regression Analysis)

### Module IV: Multivariate Data Analysis

Testing Assumption for Multivariate Data Analysis & Preparing Data for Analysis; Multivariate Data Analysis Techniques – Multiple Regression Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis. Discriminantal Analysis, Multidimensional Scaling

### Module IV: Research Report

Importance of Report Presentation, Report Preparation and Presentation Process, Report Format, Report Writing, Ethics in Marketing Research

## Examination Scheme:

Components	CPA	P	Q/S/CA	A	ME	EE
Weightage (%)	-	20	-	5	15	60

## Text & References:

- Malhotra, N., & Dash, S. (2013). Marketing Research – An Applied Orientation, 6<sup>th</sup> Ed, Pearson India.
- Churchill, G. A., Iacobucci, D., & Israel, D. (2012). Marketing Research - A South Indian Perspective, 6<sup>th</sup> Ed, Cengage Learning.
- Beri, G. C. (2010). Marketing Research, 4<sup>th</sup> Ed, McGraw Hill, India
- Nargundkar, R., (2010). Marketing Research: Text & Cases, 3<sup>rd</sup> Ed, Tata McGraw Hill

## Software:

- PASW (SPSS) 18.0 is required for analyzing the data for marketing research.
- The software is available in the computer lab.

# RETAIL AND MALL MANAGEMENT

Course Code: MBA375

L:2, T:1, P/FW:0 C:03

## Course Objective:

The primary objective of the course is to develop fundamental competencies in retail and mall management. The course is designed to prepare students for positions in the FMCG/Pharmaceutical/Electronics/Consumer Durable/Fashion/Apparel retail businesses or positions in the real estate companies with additional interest in mall management. The course also benefit students interested in starting their own entrepreneurial retail operation. Additionally this course aims at familiarizing students with emergence of malls as a new format of market with emphasis on mall management principles and practices.

## Course Contents:

### Module I

Concept of retailing, Current retail scenario (Global and in Indian), Growth of retail business / Outlets in India. Key drivers of retailing in India, Evolution of retailing in India, Organized retailing in India, Retail Formats and their Characteristics viz. Location, space / layout, merchandise, Customer profile etc. Store based and non-store formats of retailing, Issues and challenges of retailing in India.

### Module II: Store Planning, Design and Layout

Various location alternatives and their advantages/disadvantages, Location mapping, Location parameters, Site selection and their suitability vis-à-vis various retail formats ; Store design, atmospherics and the Retailing Image Mix: (employees, merchandise, fixtures, sound, odour, visual, type, density etc.), The space mix: (Single goods, convenience goods, impulse purchase merchandise), The effective retail space management: (Store Layout: the circulation path).

### Module III: Store Operations

POS (Point of Sale) / Cash process, Customer service and accommodation, Retail selling process, Retail floor and shelf management, Retail accounting and cash management, Merchandise and category management. Visual merchandising and displays, Retail technology and retail automation, POS and Back-end Technologies.

### Module IV: Mall Phenomenon

Defining shopping mall, How shopping mall differs from other retail formats in characteristics such as Location, Space / Layout, Merchandise, Customer Profile, Niche, Conveniences, Shopping Centre / Mall Location: Existing mall traffic, Clean environment, Designated parking area, Medium to high rental cost, Strengths and Weaknesses of the Mall format; Licenses and Permits for mall operations.

### Module VI: Mall Management

Positioning the Mall, zoning – formulating the right tenant mix and its placement in a mall, promotions and marketing, facility management – infrastructure, traffic and ambience management, finance management. Lifestyle centres and their management, Indian scenario of mall management practices.

## Examination Scheme:

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

## Text & References:

- Michael Levy, Barton A Weitz and Ajay Pandit, (2008), Retailing Management, Tata McGraw Hill
- R Vedamani & Gibbson, (2008), Retail Management: Functional Principals and Practices, Jaico publications
- Patrick M. Dunne & Robert F Lusch, (2002), Retail Management, Cengage Learning
- Berry Berman & Joel R. Evans, (2009), Retail Management – A Strategic Approach, Pearson Education

## Learning Resources:

- Images Retail magazine
- Cygnus Report on Retail Sector
- CII Report on Retail Scenario in India
- Images Malls in India
- Images Year Book

# DIGITAL MARKETING

**Course Code: MBA376**

**L:2,**

**T:1,**

**P/FW:0 C:03**

## **Course Objective:**

This course has been designed with an objective to familiarize students with key aspects of digital marketing. The course aims to provide working knowledge in digital marketing domain and help students to develop an understanding of the framework within online marketing businesses and its operations.

## **Course Contents:**

### **Module I: Introduction**

Introduction to Digital Marketing; Objectives of Digital Marketing; Marketing in Digital Economy; Influential Digital Subcultures; Digital Marketing Strategy;

### **Module II: Search Marketing & Search Advertising**

Search Engine Optimization; Organic & Paid Search Results; Overview of Google Ad Words; Keyword Research and analysis; Tracking the success of SEM; Search Engine Optimization techniques; On-page & Off-page optimization; Search Advertising: Basic Concepts; Elements of Search Ad; Managing Pay Per Click Process

### **Module III: Social Media Marketing & Digital Display Advertising (DDA)**

Different Social Media Channels; Social Media Marketing (SMM) Process; Managing and Analyzing SMM Process; Key Stakeholders in Digital Display; Managing DDA Process

### **Module IV: Email & Mobile Marketing**

Email Strategy & Planning; Advantages & Challenges of Email Marketing; Managing Email Marketing Process; Understanding Mobile Marketing; Mobile Messaging Channels; Mobile Commerce; Managing Mobile Marketing Process

### **Module V: Affiliate & Video Marketing**

Affiliate Marketing: Basic Concepts, Building Blocks of Affiliate Marketing; Video Marketing: Basic Concepts, Video Production & Promotion; Content Marketing: Basic Concepts, Strategic Building Blocks of content Marketing

<b>Components</b>	<b>CPA</b>	<b>T</b>	<b>Q/S/CA</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	15	-	-	5	15	70

## **Text & Reference Books**

- Ian Dodson (2016), The Art of Digital Marketing, 1st Edition, Wiley
- Stokes, B., (2013), E-marketing: The essential guide to marketing in a digital world, 5Edition, Quirt E-marketing Pvt Ltd.
- Kotler, P., Kartajaya, H., & Setiawan, I.,(2017), Marketing 4.0: Moving from Traditional to Digital, 1<sup>st</sup> Edition, Wiley
- Chaffey, D., & Smith, PR., (2008), E-marketing Excellence, 3<sup>rd</sup> Edition, Elsevier

## BUSINESS COMMUNICATION - III

Course Code: MBA342

L:1, T:0, P/FW:0 C:01

### Course Objective:

'Actions speak louder than words.' Every business communicator needs to understand the nuances of 'body language and voice.' This course is designed to enable the young Amitian to decipher the relevance of Kinesics, Proxemics and Para Language that cater to the fundamental requirements of effective business presentations and speeches.

### Course Contents:

#### Module I: Non-Verbal Communication

Principles of non- verbal communication

Kinesics

Proxemics

Paralanguage and visible code

#### Module II: Speaking Skills

Pronunciation drills (Neutralizing regional pulls)

Conversational English

Guidelines to an effective presentation

#### Module III: Interviews and GDs

### Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

### Text & References:

- Business Communication, Raman – Prakash, Oxford
- Business Communication for Managers: An Advanced Approach, Penrose, Thomson
- Business Communication, Krizan, Thomson
- Understanding Human Communication, 9/e, Adler R Oxford

# BEHAVIOURAL SCIENCE - III (LEADING THROUGH TEAMS)

Course Code: MBA343

L:1, T:0, P/FW:0 C:01

## Course Objective:

This course aims to enable students to:

Understand the concept and building of teams

Manage conflict and stress within team

Facilitate better team management and organizational effectiveness through universal human values.

## Course Contents:

### Module I: Teams: An Overview

Team Design Features: team vs. group

Effective Team Mission and Vision

Life Cycle of a Project Team

Rationale of a Team, Goal Analysis and Team Roles

### Module II: Team & Sociometry

Patterns of Interaction in a Team

Sociometry: Method of studying attractions and repulsions in groups

Construction of sociogram for studying interpersonal relations in a Team

### Module III: Team Building

Types and Development of Team Building

Stages of team growth

Team performance curve

Profiling your Team: Internal & External Dynamics

Team Strategies for organizational vision

Team communication

### Module IV: Team Leadership & Conflict Management

Leadership styles in organizations

Self Authorized team leadership

Causes of team conflict

Conflict management strategies

Stress and Coping in teams

### Module V: Global Teams and Universal Values

Management by values

Pragmatic spirituality in life and organization

Building global teams through universal human values

Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc.

### Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## Text & References:

- Organizational Behaviour, Davis, K.
- Hoover, Judith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, Viva books

- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

# FRENCH - III

Course Code: MBA344

L:2, T:0, P/FW:0 C:02

## Course Objective:

To furnish linguistic tools

- to talk about work and problems related to work
- to perform simple communicative tasks (explaining a set back, asking for a postponement of appointment, give instructions, place orders, reserve)
- to master the current social communication skills
- oral (dialogue, telephone conversation)
- Written (e-mails, reply to messages)

## Course Contents:

Unité 5, 6: pp. 74 to 104

### Contenu lexical: Unité 5: Travail

1. manger au restaurant, comprendre un menu, commander
2. engager une conversation téléphonique
3. parler de sa formation, de son expérience, de ses compétences
4. Raconter des événements passés
5. consulter sa boîte e-mails, répondre aux messages

### Unité 6: Problèmes

1. identifier un problème, demander des précisions
2. expliquer un contretemps, déplacer un rendez-vous
3. demander de l'aide (par téléphone, par e-mail)
4. donner des instructions
5. expliquer un problème, suggérer une solution

### Contenu grammatical:

1. futur proche, articles partitifs, un peu de, beaucoup de, une bouteille de, un morceau de...
2. pronoms COD, venir de + infinitif, verbes appeler (au présent)
3. passé composé avec avoir, affirmatif et interrogatif, savoir et connaître
4. passé composé avec être, accord du participe passé, négation
5. pronoms COI, être en train de
6. ne...rien, ne...personne, ne...plus, ne...pas encore, qu'est-ce que/ qu'est-ce qui/qui est-ce que/qui est-ce qui
7. passé composé des verbes pronominaux
8. si/quand+présent, ne...plus, ne...pas encore
9. impératif présent (2) place du pronom et verbes pronominaux
10. trop/pas assez, verbe devoir au conditionnel présent

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Français.Com (Débutant)

# GERMAN - III

Course Code: MBA345

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

### Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat" – neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

### Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

### Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

### Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

### Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

### Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

### Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

# SPANISH – III

Course Code: MBA346

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable students acquire knowledge of the Set/definite expressions (idiomatic expressions) in Spanish language and to handle some Spanish situations with ease.

## Course Contents:

### Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

### Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

### Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

### Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

### Module V

Reflexives

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemental

# JAPANESE - III

Course Code: MBA347

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse in the language with the help of basic verbs and to express themselves effectively and narrate their everyday short encounters. Students are also given projects on Japan and Japanese culture to widen their horizon further.

**Note:** The Japanese script is introduced in this semester.

## Course Contents:

### Module I: Verbs

Different forms of verbs: present continuous verbs etc

### Module II

More Adverbs and adverbial expressions

### Module III: Counters

Learning to count different shaped objects,

### Module IV: Tenses

Past tense, Past continuous tense.

### Module V: Comparison

Comparative and Superlative degree

### Module VI: Wishes and desires

Expressing desire to buy, hold, possess. Usage in negative sentences as well.

Comparative degree, Superlative degree.

### Module VII: Appointment

Over phone, formal and informal etc.

## Learning Outcome

- Students can speak the language and can describe themselves and situations effectively
- They also gain great knowledge in terms of Japanese lifestyle and culture, which help them at the time of placements.

## Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1

# CHINESE – III

**Course Code: MBA348**

**L:2, T:0, P/FW:0 C:02**

## **Course Objective:**

Foreign words are usually imported by translating the concept into Chinese, the emphasis is on the meaning rather than the sound. But the system runs into a problem because the underlying name of personal name is often obscure so they are almost always transcribed according to their pronunciation alone. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## **Course Contents:**

### **Module I**

Drills

Dialogue practice

Observe picture and answer the question.

Introduction of written characters.

Practice reading aloud

Practice using the language both by speaking and by taking notes.

Character writing and stroke order

### **Module II**

Measure words

Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight.

Directional words – beibian, xibian, nanbian, dongbian, zhongjian.

Our school and its different building locations.

What game do you like?

Difference between “hii” and “neng”, “keyi”.

### **Module III**

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call

Use of “jiu” and “cai” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

### **Module IV**

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit

Structural particle “de” (Compliment of degree).

Going to the Park.

Description about class schedule during a week in school.

Grammar use of “li” and “cong”.

Comprehension reading followed by questions.

### **Module V**

Persuasion-Please don't smoke.

Please speak slowly

Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc.

Talking about studies and classmates

Use of “it doesn't matter”

Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

## **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>C</b>	<b>I</b>	<b>V</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## **Text & References:**

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

# AGRICULTURAL RISK MANAGEMENT

**Course Code: MBA405**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

Risk and uncertainty are inescapable factors in agriculture. Farmers are confronted with risks not only in making short-term production and marketing decisions, but also with long-term investments decisions. Various types of risk such as climatic risk, market risk, government-influenced institutional risk, personal or human risk. All these risks constitute business risk, which is further related to financial risk. Risk management is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk. It is a way for an organization to balance the chances of serious losses against the opportunities for profit-making. This course is designed mainly to provide better understanding of various types of risks faced by the farmers as well as agri-entrepreneurs both at the farm and community level and develop various strategies for its management.

## **Course Contents:**

### **Module-I**

Concept and meaning of agricultural risk and uncertainty, Risk Management for Farmers, Principal Risk, Risk Management at the Farm Household Level, Risk Management at Community Level,

### **Module-II**

Production Risk, Technological Change, Risk and Poverty Risk Coping Strategies of the Rural Poor, Risk Management Strategies: Risk Avoidance, Risk-Spreading Technologies,

### **Module-III**

Risk Mitigation, Risk Coping Mechanism, Limits to Risk Coping,

### **Module-IV**

Risk Measurement, Climatic Change and Yield Variability, Assessment of Effects of Climatic Variations on Agriculture, Rainfall Risk Measurement,

### **Module-V**

Designing Agricultural Risk Management Products/ Programmes, Agricultural Risk Insurance Programme in India, Comprehensive Crop Insurance Programme, Estimation of Crop Losses, Calculation of Premiums, payment of compensation, etc.

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>A</b>	<b>HA</b>	<b>C</b>	<b>EE</b>
<b>Weightage (%)</b>	15	05	05	05	70

## **Text & References:**

- Risk Management-State of Indian Farmer, Bharat Ramaswami, Shamika Ravi, S.D. Chpora, Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India, 2004
- Rural Poverty, Risk, and Development, Marcel Fafchamps, Edward Elgar, Northampton, MA, USA, 2003
- Alan Miller, et. Al. Department of Agricultural Economics, Purdue University, September 2004
- Summary Proceedings of A Workshop on cereal Variability, IFPRI, Edited by P.B.R Hazell
- Rainfall and Risk in India's Agriculture, Evert Jan Bakker, Volters-Noordhoff, Groningen, The Netherlands,1992
- Agricultural Risk Insurance Programme in India: Policy Ministry of Agriculture, Government of India: Policy Paper

# FOOD PROCESSING MANAGEMENT

Course Code: MBA406

L:2, T:1, P/FW:0 C:03

## Course Objective:

The key objective of this course is to acquaint the students with upcoming Food Processing Industry and need and scope of effective decision-making for least cost combination of output with reference to purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in pre-purchase, purchase and post purchase systems; modern material planning and delivery systems, material handling and logistics systems.

## Course Contents:

### Module I: Overview of Food Processing Industry

Present status of food processing industry (FPI) in India; organizational structure of FPI; MOFPI, major dimensions of FPI; risk management in FPI; unit operations of FPI

### Module II: Applications of Food Safety Management in Food Processing Management

Components of Food Safety Management of Crops, Livestock, Fisheries and Meat products, Food Safety Administration Management in Food Supply Chain, Social Food Safety Management, Sanitation in food supply, Food Traceability System, Practices in wholesale and retail food supply, International Food Traceability System, Statute of Food Safety Administration, Food Hazards, Business Models in Food Supply Chain, Food Safety Risk Communication; Food Hygiene, Basic Food,

### Module III: Practices in Food Manufacturing

laws and regulation related to food industry; Food Plants, Installation of Food Plants, Plant Principles & Logistics, Advanced Technology of Food Supply Chain,

### Module IV: Quality Control Practices in Food Processing Management

Supply Chain quality management in food industry-quality standards and ISO: principles of food preservation and processing; protection of food during storage, and transportation; packaging distribution of food products;

### Module V: Case Studies on Project Formulation

Dairy products, Edible oils industry, fruit and vegetables processing, milling-pulse, cereals etc

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

### Text:

- *Peter Fellows Food Processing Technology: Principles and Practice* Wood head Publishing, 2000
- Berit Mattsson, Ulf Sonesson Environmentally-friendly food processing Wood head Publishing, 2000
- Food Processing Work Management by Green and Krammer; CBS Publication
- Principles of Food Sanitation by Mariett NG; CBS Publication
- Food Preservation by SK Kulshrestta, Vikas Publishing House, New Delhi
- Fundamentals of Food and Nutrition by Sumati R. Mudambi & MV Rajagolap, New Age International Pvt. Ltd. New Delhi
- Food Processing and Preservation by Bibliography Sivasankar, Prentice Hall of India Pvt. Ltd., New Delhi
- Managing Food Processing Industries in India by U.K. Srivastva
- Microbiological Safety of Processed Foods by Crowther
- Food Poisoning & Food Hygiene by Hobbs
- Drying & Storage of Grains & Oilseeds by Brodoker

### References:

- [www.modernfoodprocessing.in](http://www.modernfoodprocessing.in)

# MARKETING MODELS IN AGRIBUSINESS

Course Code: MBA408

L:2, T:1, P/FW:0 C:03

## Course Objective:

A model is simply a representation. Models characterize either what currently exists in fact, or what might exist in the future. Marketing models represent such operations as an existing product distribution system; a consumer's value structure, consumer preference modelling for product choices, or the effects of advertising on consumer awareness, knowledge, attitudes, or intention to purchase. The purpose of a model is typically to provide the manager with a guide for evaluating the effect of a set of input variables. The major objectives are:

- To understand the role of analytical techniques and computer models for enhancing marketing decision making in modern enterprises
- To improve skills in viewing marketing processes and relationships systematically and analytically
- To demonstrate the value of marketing models in real managerial contexts
- To apply the modeling techniques to real marketing decision problems.

## Course Contents:

### Module I

Introduction to Marketing Decision Models for Agribusiness, Characteristics of decision models, Verbal, graphical and mathematical models, Descriptive and normative decision models, Familiarization with software for Modelling in Marketing.

### Module II

Models for Segmentation and Targeting for Agri-products, Models for Consumer Behaviour and Positioning,

### Module III

Framework and Tools for Strategic Market Decisions, Market entry and exit decisions, Product portfolio models, Analytical hierarchy process, Models for Product Decisions, Models for identifying opportunities, Conjoint analysis for product design.

### Module IV

Advertising and Communication Decisions Models, Models for Salesforce and Channel Decision (Sales force sizing and allocation, Sales territory design, Marketing channel decisions)

### Module V

Models for Pricing of Food and Agro-products (Classical models, Cost, demand and competition oriented pricing, and Price discrimination), Characteristics of Various Models, Limitations and Precautions.

## Examination Scheme:

Components	CT	A	HA	C	EE
Weightage (%)	15	05	05	05	70

## Text & References:

- Lilien, Gary L. and Rangaswamy, Arvind. *Marketing Engineering: Computer-Assisted Marketing Analysis and Planning (2nd Ed.)*. Pearson Education (LR).
- Lilien, Gary L.; Kotler, Philip and Moorthy, K. Sridhar. *Marketing Models*. Prentice Hall. (LKM)
- Smith, Scott M., *Marketing Models*
- <http://marketing.byu.edu/htmlpages/courses/693r/modelsbook.html>

# FINANCIAL ENGINEERING

Course Code: MBA414

L:2, T:1, P/FW:0 C: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.

# STRATEGIC FINANCIAL MANAGEMENT

**Course Code:MBA 472**

**L:2, T:1, P/FW:0 C: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.

## BEHAVIORAL FINANCE

Course Code:MBA 473

L:2, T:1, P/FW:0 C:03

### Course Objective:

The course aims to generate sensitivity towards psychological aspects in financial decision making, especially investment decisions. It intends to develop understanding of behavioural anomalies resulting into erroneous decision making. It also aims to develop alternative opinion amongst the audience towards assumption of rationality - the core of traditional financial theories such as efficient market hypothesis, arbitrage pricing theory and capital asset pricing model.

### Course Contents:

#### Module I: Basics of Behavioural Finance

Introduction to concepts of Traditional Finance - Rationality, Efficiency and Homo Economicus, Basic tenets of behavioural finance, Types of Behavioural Biases - Cognitive and Emotional.

#### Module II: Cognitive Biases

Overconfidence, Representtiveness, Anchoring and Adjustment, Cognitive Dissonance, Availability, Self-Attribution, Illusion of Control, Conservatism, Ambiguity Aversion, Mental Accounting, Confirmation, Hindsight, Recency, Framing.

#### Module III: Emotional Biases

Endowment Bias, Self-Control, Optimism, Loss Aversion, Regret Aversion, Status Quo

### Evaluation:

Components	Book Review	Project	Attendance	End Term
Weightage (%)	25	20	05	50

### Text & References:

- Forbes, W., (2011), Behavioural Finance, Wiley India Pvt. Ltd.
- Braun M.A., (2008), Did The 'Homo Economicus' Mutate To The Concept Of Behavioural Finance and Economics?, Grin Verlag
- Parikh, P., (2009) Value Investing and Behavioural Finance, TMH Education Pvt. Ltd.
- Shefrin, H., (2000), Beyond Greed and Fear: Understanding Behavioural Finance and the Psychology of Investing (Financial Management Association Survey & Synthesis Series), Oxford University Press
- Montier, (2002), Behavioural Finance: Insights Into Irrational Minds and Markets, John Wiley & Sons
- Christina, O., (2011), Behavioural Finance, Lap Lambert Academic Publishing

# SOCIAL AND INDUSTRIAL PSYCHOLOGY

**Course Code: MBA419**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

The Objectives of this course are to understand human behaviour in social and industrial settings. A student will be able to comprehend the causes of behaviour as well as the methods of improvement by going through this course.

## **Course Contents:**

### **Module I: Social and Industrial Psychology**

Definition, Nature and Background.

### **Module II: Social Perception**

Non-Verbal Communication, theories of Attribution, Impression formation and impression management.

### **Module III: Social Identity**

Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self-focusing.

### **Module IV: Social Influence**

Conformity, Compliance and Obedience.

### **Module V: Interviews, Application Blanks and References**

The interview, Application blanks and biographical inventories, References and background investigations.

### **Module VI: Employment Testing**

Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.

### **Module VII: Safety Psychology**

Safety management and safety psychology, Differential accident liability.

## **Examination Scheme:**

<b>Components</b>	<b>C</b>	<b>A</b>	<b>CT</b>	<b>EE</b>
<b>Weightage (%)</b>	10	5	15	70

## **Text & References:**

### **Text:**

- Robert A. Baron and Donn Byrne, 1995, 7<sup>th</sup> Ed “Social Psychology: Understanding Human Interactions”, New Delhi, Prentice Hall of India
- John B. Miner, 1992, “Industrial - Organizational Psychology”, Singapore, McGraw-Hill

### **References:**

- S.C. Tailor, L.A. Peplau and D.O. Sears, 1995, 7<sup>th</sup> Ed., “Social Psychology”, New Jersey, Prentice Hall Inc.

# ORGANIZATIONAL STRUCTURE, DESIGN AND HR PLANNING

Course Code: MBA420

L:2, T:1, P/FW:0 C: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.

## Course Contents:

### Module I: Overview of Organizations

Introduction & brief overview of the course, what are organizations, why study organizations, Are organizations real? Types of organizations, Determinants of organization design, Parameters of organization design, Definition of organizational structure, complexity, formalization and centralization

### Module II: Organization & Environment

Organizational Strategy, Organization and technology

### Module III: Types of Organization

New design option, Power and conflict in organization, Paradigm shift in organization design, Organization effectiveness.

### Module IV: HR Planning

Objectives, Benefits, Advantages, Remediation, Problems.

### Module V: HR Planning

Tools, methods & Techniques- linkage of HR, Planning with other HR Functions, Recent trends in HR Planning.

## Examination Scheme:

Components	C	A	CT	EE
Weightage (%)	10	5	15	70

## Texts & References:

### Text:

- Aswathappa, K (2005), 'Human Resource & Personnel Management' 4<sup>th</sup> ed. Tata Mcgraw Hill Company Limited, New Delhi.
- Hall, R. H. (2002), 'Organizations: structures, processes and outcomes', 8<sup>th</sup> ed. Prentice Hall of India Pvt Linted, New Delhi.
- Nadler, D.A. & Tushman, M. (1997): 'Competing by design', Oxford University Press.
- Senge, P. M. (1990), 'The Fifth Discipline': Century Business

### References:

- Ackoff, R.L. (1999), 'Recreating the corporation: A Design of Organization for the 21<sup>st</sup> century. Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), 'Designing Effective Organizations', Sage Publications.

# GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code: MBA422

L:2, T:1, P/FW:0 C: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

# GLOBAL OUTSOURCING: ISSUES AND PERSPECTIVES

Course Code: MBA430

L:2, T:1, P/FW:0 C: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, Mumbai

# INTERNATIONAL MARKETING

Course Code: MBA431

L:2, T:1, P/FW:0 C: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, Embargoes & 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

# FOREIGN TRADE POLICY

Course Code: MBA433

L:2, T:1, P/FW:0 C: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

# CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MBA463

L:2, T:1, P/FW:0 C: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 Publication.
- Alok Kumar Rai (2009), Customer relationship Management Concepts and Cases, Prentice Hall of India.
- G Shainesh & Jagdish N Sheth, (2006), Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
- Jill Dyche (2006), The CRM Hand book, Pearson Education.
- Judith W.Kincaid (2007), Customer Relationship Management- Getting it Right, Pearson Education.
- Ronald S (2001), Accelerating Customer Relationships, Swift, Prentice Hall of India.
- S.Shajahan (2009), Relationship Marketing, Tata McGraw Hill

# SUPPLY CHAIN MANAGEMENT

**Course Code: MBA471**

**L:2, T:1, P/FW:0 C:03**

## **Course Objective:**

The aim of this course is to develop the understanding of the various components of the integrated supply chain. The learning is focused on developing the supply chain to suit domestic as well as global markets.

## **Course Contents:**

### **Module I: Introduction of Logistics and SCM**

Evolution of Logistics and Importance of Supply Chain Management in the Overall Organization Functioning, Customer Focus in Supply Chain, Developing Supply Chain as a Competitive Focus by Customer Satisfaction and Corporate Profitability, 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: 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.

### **Module IV: SCM in Indian and Global Perspective**

Supply Chain Management in the Indian Environment, Motives and Development of Global Markets, Supply Chain Reconsideration- to suit the Global Environment, Risk Involved in International Markets, Benchmarking Global Supply Chains.

## **Examination Scheme:**

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

## **Text & References:**

- Agarwal (2010), Supply Chain Management, Macmillan India
- 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, et al (2009), Supply Chain Management for Competitive Advantage, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Sharma (2010), Supply Chain Management, Oxford University Press
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

# FRENCH - IV

**Course Code: MBA444**

**L:2, T:0, P/FW:0 C:02**

## Course Objective:

To strengthen the language of the students with both oral and written  
To provide the students with the know-how

- to master the tenses – present, past and future
- to express emotion
- to accomplish simple tasks of day-to-day programmes
- to prepare résumé

## Course Contents:

**Unité 7:** pp. 106

Rédiger un résumé (Cf. Campus 2 – P.6, Français.Com, Intermédiaire- p.98)

Passer un entretien d'embauche. Français.Com, Intermédiaire – p.100

### Contenu lexical: Unité 7: Tranches de vie

1. évoquer un souvenir
2. raconter une histoire
3. rapporter des événements marquants d'une vie professionnelle
4. expliquer une situation de stress, donner son avis
5. faire des projets

- Contenu grammatical:**
1. formation de l'imparfait, chaque/chacun
  2. emploi du passé composé et de l'imparfait
  3. relatifs qui, que, où, mise en relief, indicateurs de temps: depuis, il y a, pendant, pour, en
  4. pronom en de quantité, propositions complétives: je pense que..., je crois que ...
  5. futur simple, pronom y

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Français.Com (Débutant)

# GERMAN - IV

Course Code: MBA445

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.

Introduction to Advanced Grammar Language and Professional Jargon

## Course Contents:

### Module I: Present perfect tense

Present perfect tense, usage and applicability

Usage of this tense to indicate near past

Universal applicability of this tense in German

### Module II: Letter writing

To acquaint the students with the form of writing informal letters.

### Module III: Interchanging prepositions

Usage of prepositions with both accusative and dative cases

Usage of verbs fixed with prepositions

Emphasizing on the action and position factor

### Module IV: Past tense

Introduction to simple past tense

Learning the verb forms in past tense

Making a list of all verbs in the past tense and the participle forms

### Module V: Reading a Fairy Tale

Comprehension and narration

Rotkäppchen

Froschprinzessin

Die Fremdsprache

### Module VI: Genitive case

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

### Module VII: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

### Module VIII: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

# SPANISH - IV

Course Code: MBA446

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

## Course Contents:

### Module I

Revision of earlier semester modules  
Introduction to Present Continuous Tense (Gerunds)

### Module II

Translation with Present Continuous Tense  
Introduction to Gustar, Parecer, Apetecer, doler

### Module III

Imperatives (positive and negative commands of regular verbs)

### Module IV

Commercial/ business vocabulary

### Module V

Simple conversation with help of texts and vocabulary  
En la recepcion del hotel  
En el restaurante  
En la agencia de viajes  
En la tienda/supermercado

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español Sin Fronteras (Nivel – Elemental)

# JAPANESE - IV

Course Code: MBA447

L:2, T:0, P/FW:0 C:02

## Course Objective:

To enable the students to comfortably interact using basic Japanese.

**Note:** Teaching is done in roman as well as Japanese script, students will be taught katankana (another form of script) in this semester i.e. to be able to write all the foreign words in Japanese.

## Course Contents:

### Module I

Comparison using adjectives, making requests

### Module II

Seeking permission

### Module III

Practice of conversations on:

Visiting people, Party, Meetings, After work, At a ticket vending machine etc

### Module IV

Essays, writing formal letters

## Learning Outcome

- Students can speak the language describing above-mentioned topics.

## Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments, role-plays.
- Students are also encouraged to attend Japanese film festival and other such fairs and workshops organized in the capital from time to time.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1

# CHINESE – IV

Course Code: MBA448

L:2, T:0, P/FW:0 C:02

## Course Objective:

How many characters are there? The early Qing dynasty dictionary included nearly 50,000 characters the vast majority of which were rare accumulated characters over the centuries. An educate person in China can probably recognize around 6000 characters. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Dialogue Practice  
Observe picture and answer the question  
Pronunciation and intonation  
Character writing and stroke order.  
Electronic items

### Module II

Traveling – The Scenery is very beautiful  
Weather and climate  
Grammar question with – “bu shi .... Ma?”  
The construction “yao ... le” (Used to indicate that an action is going to take place)  
Time words “yiqian”, “yiwai” (Before and after).  
The adverb “geng”.

### Module III

Going to a friend house for a visit meeting his family and talking about their customs.  
Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription.  
Aspect particle “guo” shows that an action has happened some time in the past.  
Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it.  
To welcome someone and to see off someone .... I cant go the airport to see you off... etc.

### Module IV

Shipment. Is this the place to checking luggage?  
Basic dialogue on – Where do u work?  
Basic dialogue on – This is my address  
Basic dialogue on – I understand Chinese  
Basic dialogue on – What job do u do?  
Basic dialogue on – What time is it now?

### Module V

Basic dialogue on – What day (date) is it today?  
Basic dialogue on – What is the weather like here.  
Basic dialogue on – Do u like Chinese food?  
Basic dialogue on – I am planning to go to China.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation  
I – Interaction/Conversation Practice

## Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38