

CENTRAL UNIVERSITY OF ORISSA

DEPARTMENT OF BUSINESS MANAGEMENT

SYLLABUS

M.B.A (Two Year Programme)

With effect from 2018-19 Academic Session

Central University of Orissa, Koraput

The MBA Programme is governed by the rules as laid down from time to time by the Central University of Orissa.

Eligibility for Admission:

As per the rules and regulations laid by the Central University of Orissa, Koraput and as reflected in the Prospectus.

Course Structure for Master of Business Administration

SEMESTER-I

Course Code	Course Title	Credit	Internal	External	Total Marks
MBA CP 101	Principle and Practices of Management	4	40	60	100
MBA CP 102	Quantitative Methods and Business Statistics	4	40	60	100
MBA CP 103	Managerial Economics	4	40	60	100
MBA CP 104	Business and Economic Environment	4	40	60	100
MBA CP 105	Business Communication and Managerial Skill development	4	40	60	100
MBA CP 106	Financial Accounting For Managers	4	40	60	100
MBA CP 107	Organisational Behaviour	4	40	60	100
MBA CP 108	Computer Application in Management	2	40	60	100
		30			800

SEMESTER-II

Course Code	Course Title	Credit	Internal	External	Total Marks
MBA CP	Marketing Management	4	40	60	100
MBA CP	Financial Management	4	40	60	100
MBA CP 203	Human Resource Management	4	40	60	100
MBA CP 204	Production and Operation Management	4	40	60	100
MBA CP 205	Management Information System & DSS	4	40	60	100
MBA CP	Research Methodology	4	40	60	100
MBA CP 207	Cost & Management Accounting	4	40	60	100
MBA CP	Communication LAB	2	20	30	50
MBA CP	IT Lab	2	20	30	50
		32			800

SEMESTER-III

Course Code	Course Title	Credit	Internal	External	Total Marks
MBA CP 301	Business Policy and Strategic Management	4	40	60	100
MBA CP 302	Entrepreneurship Development	4	40	60	100
MBA CP 303	Business Law	4	40	60	100
Course code	E1	4	40	60	100
Course code	E2	4	40	60	100
Course code	E3	4	40	60	100
Course code	E4	4	40	60	100
MBA CP 304	Summer Internship	8		200	200
		36			900

SEMESTER-IV

Course	Course Title	Credit	Internal	External	Total
MBA CP 401	International Business	4	40	60	100
MBA CP 402	Business Ethics and Corporate Governance	4	40	60	100
Course code	E1	4	40	60	100
Course code	E2	4	40	60	100
Course code	E3	4	40	60	100
Course code	E4	4	40	60	100
MBA CP 403	Dissertation & comprehensive Viva Voce	8		200	200
		32			800

Specialization Course

Specialization	Course Code	Course Title
	3rd Semester	
Marketing Management	MBA MEP- 301	Consumer Behaviour
	MBA MEP -302	Personal Selling & Sales Management
	MBA MEP-303	Integrated Marketing Communications
	MBA MEP-304	Distribution And Retail Management
	4th Semester	
	MBA MEP- 401	Services Marketing
	MBA MEP- 402	Marketing Strategy And Relationship Marketing
	MBA MEP- 403	Product & Brand Management
	MBA MEP- 404	International Marketing
	MBA MEP-405	Virtual Marketing

	3rd Semester	
Financial Management	MBA FEP - 301	Financial Services Management
	MBA FEP - 302	Security Analysis & Portfolio Management
	MBA FEP- 303	Advanced Financial Management
	MBA FEP - 304	Financial Markets and Institutions
	4th Semester	
	MBA FEP- 401	Tax Management & Practices
	MBA FEP - 402	Derivatives and Risk Management
	MBA FEP- 403	International Finance
	MBA FEP- 404	Banking & Financial Institutions
	3rd Semester	
Human Resources Management	MBA HREP - 301	Organizational Change & Effectiveness
	MBA HREP- 302	Industrial Relations Management
	MBA HREP - 303	Labour Legislation and Administration
	MBA HREP - 304	Training and Development
	4th Semester	
	MBA HREP - 401	Human Resource Planning & Development
	MBA HREP - 402	International Human Resources Management
	MBA HREP - 403	Performance Management
	MBA HREP - 404	Strategic Human Resource Management

Note:-

Total Credits : $30+32+36+32= 130$ Credit.

Marks Total Marks: $800+800+900+800= 3300$ Mark.

(1) Summer Internship and Project

Each student shall have to undergo a practical training for a period of 6-8 weeks during the vacation after the end of First Year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Department before the commencement of the end semester examination for the third semester. The evaluation of the project report along with the related viva voce shall be conducted by a panel consisting of internal faculties and one external examiner appointed by the University.

(2) Dissertation and Comprehensive Viva Voce

In the fourth semester there will be comprehensive viva voce. A student has also to prepare a report on the topic related to management under guidance of a faculty by collecting data from primary or secondary sources and submit two copies of the dissertation to the department before the commencement of the fourth semester end semester examination. The evaluation of the dissertation and viva voce will be conducted by a panel consisting of internal faculties and external subject experts appointed by the University.

(3) Specialization

In the Second year, a student shall select any two specialisations from the following Functional Areas.

1. Marketing Management
2. Financial Management
3. Human Resource Management

(4) Rules for Specialization

The students will be provided dual specialization. The student has to give written application expressing his choice of two functional areas as his/her specialization, before the commencement of third semester. The functional areas for specialization cannot be changed once opted. Four courses from each functional area will be taught in two semesters. In third semester two courses from the elected functional area one and two courses from elected functional area two will be taught and the remaining two courses from each of the both the elected specialization will be taught in fourth semester.

The courses to be offered for the batch under each elected functional area will be finally decided by Department Faculty Members, Dean(Academics) and the Controller of Examinations.

(5) Assessment

The final total assessment of the student shall be made in terms of an internal and an external assessment.

- (a) The internal and external assessment will be added together for calculation of passing mark of a course.
- (b) The Dissertation and comprehensive viva-voce shall constitute one head of passing.

(6) Examinations

The M.B.A examination will be held in four semesters. The attendance and Backlogs for examinations are as per the University rules and regulations.

(7) Standard of passing

As per the University norms.

(8) The syllabus and regulation can be changed as and when required with the approval of the competent authority. In case, any provision is not available, then the general regulations of the University governing admission, examination, semester promotion and others will be applicable.

(9) The syllabus and regulation shall be made effective from the academic session 2018-2019.

MBA CP-101
PRINCIPLES AND PRACTICES OF MANAGEMENT

Course Objective:

This course presents a thorough and systematic coverage of management theory and practice. The paper aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on building the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of organisational goals.

Introduction and Approaches to Management : Concept of Management and its Significance, Managerial Roles; Evolution of Management Theory – Classical, Neo-classical and Modern School of Management; Approaches to Management; Micro and Macro Environment for Managers; Management levels and Management skills; Functional Areas of Management; Management as Profession.

Planning and Decision Making: Concept, Process, Types and Significance of Planning; Nature and purpose of strategies and policies, The strategic planning process, Major kinds of strategies and policies, Effective implementation strategies; Concept, Process and Managerial Implications of MBO; Concept, Process, Types and Styles of Decision Making, Environments of Decision Making, The importance and limitations of rational decision making, Decision making under certainty, Risks and uncertainty; The systems approach and decision making.

Organizing Principles and Process: Nature, Principles; Process and significance of organizing; Organizational structure and Design, Approach to Organization Design, Departmentation, Chain of command, Span of control.

Staffing and Directing: Meaning, importance and elements of staffing; Line and staff concepts, Benefits and limitations of staff; decentralization of authority, Degrees of decentralization; Delegation of authority, Factors determining the degrees of decentralization of authority; Concept, Nature, Scope, Principles of Direction; Coordination: Concept, importance, techniques to ensure effective coordination.

Controlling: The basic control process; Control as a Feedback system; Requirement for effective control; Correcting deviations, types, process and techniques of control; Zero Base Budgeting and Management audit.

Comparative Study and Modern Management Techniques: Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management; An overview of various latest techniques: Business process reengineering, Business process outsourcing, Benchmarking, Knowledge management, Total quality management process, McKinsey's 7-S Approach, E-Business Management.

Suggested Readings:

Management - Stephen P. Robbins, Pearson Publication.

Organization and Management - R.D Agarwal, Tata McGraw Hill publishing.

Management Theory and Practices - P. Subba Rao, Himalaya Publishing House.

Principles and Practice of Management - L.M Prasad, Sultan Chand & Sons publication.

Principles of Management: Concepts and Cases - Dr. Rajeesh Viswanathan, Himalaya Publishing House.

Essentials of Management –Koontz and O'Donnell.- McGraw-Hill

Business organization and Management- C.R. Basu,, -TMH

Management- James Arthur Finch Stoner, R. Edward Freeman, Daniel R. Gilbert-PHI

MBA CP 102
QUANTITATIVE METHODS AND BUSINESS STATISTICS

Course Objectives:

The objective of this course is to familiar the quantitative aspect of Managerial decision making it covers a wide variety of concepts and techniques from Mathematics and Statistics. The main focus, however, is in their application in business Decision-Making..

Course Contents:

Introduction to Quantitative Analysis and its application in Decision Making, Preliminary Mathematics and Statistic. Arithmetic and Geometric Progression. Mathematical Basis of Managerial Decisions

Determinants and Matrices, Cramer's Rule, Integrations and Differentiation, Frequency Distribution and Analysis, Statistic & Probability Theory

Markov Model and Applications, Binomial & Poisson Distribution, Correlation and Regression Analysis Variance Analysis, One-Way Classification, Two way Classification.

Transportation Problems, Project Scheduling by PERT Programme Evaluation and Review theory /CPM (Critical Path Method) Optimization Techniques, Linear Programming

Suggested Readings:

1. N.D. Vohra , Quantitative Techniques in Management , TMH.
2. Barry Render, Ralph M. Jr. Michael E. Hanna, Quantitative Analysis for Management, Pearson
3. P.N. Arora, S.Arora, Statistics For Management, S. Chand.
4. Chadha, N.K., "Statistics for Behaviour and Social Scientists", Reliance Publishing House, Delhi.

5. Gupta, S.P., and Gupta M.P., "Business Statistics",Sultan Chand, New Delhi.
6. Kazmier, L.J. and Pohl, N.F., "Basic Statistics for Business and Economics", McGraw Hill, New York.
7. Levin Richard, I. and Rubin, D.S., "Statistics for Management", Prentice Hall Inc New Jersey.
8. Narag, A. S., "Linear Programming and Decision Making", Sultan Chand New Delhi.
9. Sharma, J.K., "Fundamentals of Operations Research", Macmillan, New Delhi.
10. Terry, Sineich, "Business Statistics by Examples", Macmillan Publishers London, Collier.
11. Renders Stain, "Quantitative Analyses for Management", Prentice Hall of India, New Delhi.
12. Mohammed,"Quantitative Methods for Business Economics", Prentice Hall of India, New Delhi.

MBA CP 103
MANAGERIAL ECONIMCS

Course Objective:

The objective of this course is to acquaint the students with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents:

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial Economist, Economic principles relevant to managerial decision making: incremental principle, marginal principle, opportunity cost, discounting, equi-marginal principle.

Demand analysis: Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting, Theory of demand analysis: Cardinal utility approach, Indifference curve approach, Theory of revealed preference.

Laws of variable proportions and Return to scale, Economies and diseconomies of scale, Isoquants and Isocost, Optimum combination of inputs, Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost.

Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly, Price discrimination, Pricing methods

Macro Economics: Aggregates and Concepts: GNP and GDP, WPI,CPI, Inflation: Types, Balance of Payment, Money Supply and Monetary Policy, Fiscal Policy; Concept and Measurement of National Income.

Suggested Readings:

- Adhikary, M., "Business Economics", Excel Books, New Delhi.
Peterson and Lewis, "Managerial Economics", Prentice Hall of India, New Delhi.
Deanj. "Managerial Economics", Prentice Hall of India, New Delhi.
Ahuja, H.L.,"Macro Economics-theory and Policies", S Chand
Ahuja, H. L.," Microeconomics: Theory and Policy", S Chand & Co.
Shapiro, Edward, "Macroeconomic Analysis", Galgotia Publications
Koutsoyiannis, A., "Modern Micro Economics", McMillan, New York.
Maheshwari, "Managerial Economics", Prentice Hall of India, New Delhi.
Salvatore. D., "Managerial Economics", Tata McGraw Hill.
Mithani, D.M., "Managerial Economics- Theory and applications", Himalaya Publications

MBA CP 104
BUSINESS AND ECONOMIC ENVIRONMENT

Course Objective:

The objective of this paper is to familiarize the students about the background of the spectrum of business and economic environment in which a firm operates. It attempts to highlight an overview of the changes that have taken place in the Indian business environment in the last few decades and the concepts and threats faced by the country in the present global environment.

Course Contents:

Business: Nature and various forms of business: sole-proprietorship, partnership, joint stock company, cooperative society and others; Business Environment: Meaning, characteristics, Scope and importance, components of business environment: micro and macro; Business Environmental Analysis; Environmental sustainability and business.

Socio-cultural environment: Government and Business, Nature, Impact of culture on business; consumerism: consumer rights, consumer protection act, PIL; Corporate Governance; Corporate Social Responsibility, social audit.

Economic Environment: Industrial Policy; Public Sector Enterprises; MSME, Industrial Sickness; privatization and disinvestment of PSUs; Role of NITI Aayog; Development and Regulations of Foreign Trade, FEMA, Public – Private Partnership.

Financial institutions of India and their role: RBI, IDBI, SIDBI, IFCI, ICICI, EXIM; Role of BIFR, liquidation procedure.

Globalization: Nature, Drivers, Strategies and Challenges of globalization; Globalization of Indian business; Trade Blocks: GATT/ WTO, European Union, ASEAN, BRICS, NAFTA.

Suggested Readings:

Adhikary, M., “Economic of Business Environment”, Sultan Chand and Sons, New Delhi.

Aswathappa. K., “Essentials of Business Environment”, Himalayan Publishing House, New Delhi.

Cherunilam, Francis, “Global Economy and Business Environment”. 1st Ed. Himalayan Publishing House, New Delhi.

Cherunilam, Francis, “Business Environment Text and Cases”, Himalayan Publishing House, New Delhi.

Davis and Bloxastron, “Business, Society and Environment”, McGraw Hill, New Delhi.

Fernando, A.C., “Business Environment”. Pearson.

Other References:

1. Economic Survey for the last three years.
2. Journals and Periodicals: Business World, Business India, Business Today, Economic Times.

MBA CP-105

BUSINESS COMMUNICATION AND MANAGERIAL SKILL DEVELOPMENT

Course Objective:

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Course Contents:

Communication in Business: Importance of Communication Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference Between Oral and Written Communication.

Oral Communication: Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, Public Speaking, and Presentation of Reports.

Report Writing: Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids.

Letters: Writing Commercial Letters: Business Letter Format, Types of Letter, Telegrams, Telex

Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary. Legal Aspects of Business Communication

Suggested Readings:

1. Bowman, J. P. and Branchaw, Bernadine, P., "Business Communication From Process to Product".
2. Hatch, Richard, "Communicating in Business", Science Research Associates, Chicago.
3. Kaul, A., "Effective Business Communication, Prentice Hall of India, New Delhi
4. Lesikar, Basic Business Communication, Tata McGraw Hill, New Delhi
5. Murphy, Herta A and Peck, Charles E, "Effective Business Communications". Tata McGraw Hill, New Delhi.
6. Pearce, C. Glenn, et al, "Business Communication: Principles and Applications". John Wiley, New York.
7. Treece, M., "Successful Business Communications". Allyn and Bacon Boston.

MBA CP-106
FINANCIAL ACCOUNTING FOR MANAGERS

Course Objective:

The objectives of this course are to familiarize students with the principles and practices of financial accounting and reporting practices followed for preparing annual reports.

Course Contents:

Financial Accounting: Meaning, scope and functions and Importance of financial accounting; Accounting Cycle; Generally Accepted Accounting Principles; accounting concepts and conventions. Users of Accounting Information.

Classification of accounts, Classification of Assets, Liabilities; effect of transactions and events on accounting equation. Accounting for fixed assets and depreciation;

Journal, subdivision of journal, ledger, trial balance, trading and profit and loss account, balance sheet with basic adjustments.

Techniques of financial statement analysis –Horizontal Analysis, Vertical Analysis, Ratio analysis, cash flow statements.

Published reports: Annual report, components of financial statements u/s 2 of Companies Act 2013, format of financial statements under Schedule III (Part 1 & Part 2), Auditor’s report, director’s report, management discussion and analysis, Case study Analysis.

Suggested Readings:

1. Heitger, L. E. and Matulich, S., “Financial Accounting” McGraw Hill, New York.
2. Bhattacharya, S. K. and Dearden, J., “Accounting for Management: Text and Cases”, Vikas, New Delhi.
3. Ghosh, T.P. “Financial Accounting For Managers” Taxmann
4. Mukherjee, A. and Hanif, M.,” Modern Accountancy” Tata McGraw-Hill, New Delhi.
5. Narinder, L. Ahuja, Dawar, V., “Financial Accounting and Analysis”. Taxmann
6. Meigs and Meigs, “Accounting for Business Decision Making”, McGraw Hill;
7. Vij, Madhu, “Financial and Management Accounting”, Anmol Publication, New Delhi.
8. Sehgal, A. Sehgal, D., “ Accounting for Managers” .Taxmann.

MBA CP- 107
ORGANISATIONAL BEHAVIOR

Course Objective:

People in organizations don't always behave the way you think they will. As a result, your ability to understand, explain, and predict human behavior within organizations is a rare and valuable skill whether you are a MBA student, a new employee, a middle manager, or a top level executive. This course is designed to expose you to important theories and conceptual models for analyzing, understanding, and managing human behavior within organizations. In this subject, you will study a wide range of organizational situations and examples of human behavior, and connect them to foundational theories and effective practical management methods.

Course Contents:

Introduction to Organizational Behaviour: Definition of Organization and Behaviour, Historical Development of OB, Human Relations Movement, Contributing disciplines to OB, Impact of technology on organizational behaviour, Limitations and Future of OB.

Foundations of Individual Behaviour: Factors affecting individual behaviour: Personal, Organisational and Environmental; Personality: Determinants, Personality traits, Theories, Instruments to measure personality, Personality attributes influencing OB; Emotions: Types of emotions, Determinants, Emotional intelligence; Motivation: Definition and Importance, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization.

Work Related Attitudes, Values and Perception: Attitudes: Importance, Sources of attitudes, Types of attitudes, Cognitive dissonance theory; Values: Importance of values, Types of values; Perception: Meaning and Definition, Factors influencing perception-perceptual errors.

Interpersonal Behavior: Group dynamics: Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Implications of Group Process for Organizations.

Team Building and Leadership Development: Work teams in organizations: Developing work teams, Team effectiveness and team building; Leadership: Functions of leaders, Importance of leadership, Leading as a function of management, Leadership styles, Managerial grid, Likert's four systems, Overlapping role of leader and managers, Leadership traits, Transactional leader vs. Transformational leader, Women as leaders, Leadership in entrepreneurial and family business organizations, Role of Leadership in Contemporary Business.

Organizational Outcomes: Power and Politics: Power - Dynamics, Sources and Tactics, Politics - Essence, Types of political activities, Ethics of power and politics; Conflicts and Negotiations: Nature of conflict, Functional and Dysfunctional conflict, Conflict resolution and negotiations, Managing conflict during change initiatives; Stress: Meaning and definition, Work stress model, Sources of stress, Stress Management - Individual and Organizational Strategies, Impact of stress on performance.

Suggested Readings:

Organizational Behaviour, Stephen Robbins, Prentice Hall Publisher.
Human Behaviour at work - Davis and Newstorm, McGraw-Hill Publisher.
Organizational Behaviour - Fred Luthans, McGraw-Hill Higher Education.
Organizational Behaviour - K. Aswathappa, Himalaya Publisher.
Human Relations & Organizational Behaviour - R.S. Dwivedi, Macmillan Publisher.
Organizational Behaviour - McShane, McGraw-Hill Higher Publisher.

MBA CP 108
COMPUTER APPLICATIONS IN MANAGEMENT

Course Objective:

The objectives of this course include developing an awareness of different software and hardware system available in the industry among the participants and build up the experience of computer usage in business organization with specific reference to commercial data processing systems.

Course Contents

An Introduction to Computers, its Classification and application in Business and Industry. Input and Output devices. Storage devices. Computer Languages, Flow Charts & concept of Programming. Number System (Binary, hexadecimal and Octal). Function of NASSCOM.

Introduction to Software. System Software and Application Software. Operating Systems (Concept of DOS, Windows & Unix). Software Packages; Components of MS office (Ms word, Excel, MS- Access, Power Point etc.).

Modes of Data Processing, Software Development Process. File Design and Report Design, Data files type. Master and Transaction file. Introduction to Database Management System (DBMS).

Fundamental of Cloud computing, introduction to SPSS, Tally (preparation of ledgers/vouchers, trial balance, generation of reports like stocks report, bank reconciliation report, purchase/sales order report, final statements)

Suggested Readings:

1. Sinha, P.K., "Fundamentals of Computers", TMH.
2. James A.Senn: Information Technology in Business: Principle, Practices & opportunities (PHI)
3. John, Moss Jones, "Automating Managers: the Implications of Information Technology for Managers", Pinter, London.
4. Long, L., "Computer", New Jersey, Prentice Hall Inc.
5. Nickson, "Business and Information Systems", Prentice Hall of India, New Delhi.
6. Peter Norton's Introduction to Computers TATA McGraw Hill.
7. Khan. W., "Tally ERP 9 book with GST"
8. Coakes, S.J, Steed, L., Dzidic, P., "SPSS for windows-Analysis without Anguish" Wiley
9. Summer, M., "Computer Concepts and Uses", Englewood Cliffs, Prentice Hall Inc; New Jersey.

SEMESTER – II
MBA CP 201
MARKETING MANAGEMENT

Course Objective:

The objective of this course is to give the students an insight into one of the most important functions of the enterprise – MARKETING. It makes them acquainted with the major decision areas in the field of marketing. It also makes them aware about the importance of planning, organizing and controlling the marketing efforts for achieving the goals and objectives of the enterprises.

Course Contents:

Introduction to Marketing: Definition & Functions of Marketing. Core concepts of marketing – Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods – Services Continuum, Product, Market Customer Satisfaction, Customer Delight. Approaches to Marketing – Product – Production

- Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing, Holistic Marketing Orientation & Customer Value Consumer Behaviour: Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process.

Marketing Environment: Analyzing needs and trends Macro Environment -Political , Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share Market segmentation: Definition, Need

& Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP. . Marketing Planning: Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services.

Marketing Mix: Four P's, Extended 7Ps for services. Significance in the competitive environment. Product: Product – Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle. New Product Development- Types of new products - Test Marketing a new product Portfolio analysis, Branding - Definition, Purpose and Significance, Branding decisions - Packaging & Labeling - Purpose, Types and new trends in packaging.Price: Meaning, Importance, Pricing objectives, Factors influencing pricing decision - Approaches to pricing – Price & Non-price competition, Setting the price and managing the price changes.

Place: Importance, functions of distribution channels - Introduction to the various channels of distribution – Designing marketing channels – Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Impact of technology & Internet on distribution. Promotion: Concept and role in marketing, Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion

Marketing organization: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation.

Suggested Readings:

1. Marketing Management –Kotler, Keller, Koshi & Jha – Pearson Education
2. Fundamentals of Marketing – Stanton, et al.-TMH
3. Marketing Management – Rajan Saxena - TMH
4. Marketing Management - V.S.Ramaswamy and S.Namakumari- Macmillan

5. Analysis for Marketing Planning – Donald Lehmann & Rusell Winer.
6. Case Studies in Marketing - Indian context - R.Srinivas

MBA CP 202
FINANCIAL MANAGEMENT

Course Objective:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents:

Financial Management: Introduction to finance Fundamental principles objectives of financial management – profit maximization and wealth maximization. Functions of Financial Manager. Sources of Finance : Short Term and Long Term, Time value of Money; Valuation of share and debenture.

Investment decisions: Capital Budgeting- Investment evaluation techniques; Estimation of cash flow for new project, replacement projects, capital Budgeting under risk and uncertainty.

Cost of Capital: Factors affecting cost of capital, Retained Earnings, WACC. Capital structure decisions: Theories of Capital Structure, Designing Capital Structure, Leverages: operating leverage and financial leverage. Dividend policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.

Working Capital Management: Factors influencing working capital requirements, operating cycle, Estimation of working capital requirements of a firm. Receivables management, costs of maintaining receivables, monitoring receivables.

Inventory management, meaning and objective, inventory management techniques, EOQ model, Cash management, motives of holding cash, optimum cash balance, cash management models.

Books Recommended:-

Pandey, I. M., “Financial Management”, Vikas Publication, New Delhi.

Ross, Westerfield, Jaffe.,”Corporate Finance”, McGraw-Hill Publications.

Khan, M. Y. & Jain, P. K., “Financial Management”, Tata McGraw Hill, New Delhi.

Chandra, P., “Financial Management”, Tata McGraw Hill, New Delhi.

James, C. Vanhorne, “Financial Management and Policy”, Prentice Hall of India Pvt. Ltd., New Delhi.

Kishore R.M.,”Financial Management”, Taxmann

MBA CP 203
HUMAN RESOURCES MANAGEMENT

Course Objective:

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the member of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Human Resource Management-Introduction and Importance, Evolution of HRM, Difference between Personnel Management and HRM, Strategic HRM, Role of a HR Manager.

Human Resources Planning-Objectives-Importance-HRP Process, Job analysis-Job Description-Job Specification, Recruitment-Methods and Sources of Recruitment, Selection Process, Placement and Induction, Training and Development- Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs.

Career Planning- Succession Planning, Performance Management System-Definition, Concepts, Different methods of Performance Appraisal- Rating Errors, Ethics of Performance Appraisal, Competency management, Compensation Management –Concepts and Components, Job Evaluation- Incentives and Benefits.

Industrial relations- Grievance Procedure-Collective Bargaining-Settlement of Disputes.

Retirement/Separation-Superannuation-Voluntary Retirement Schemes, Retention of Employees.

Suggested Readings:

1. Dessler, Gary, Human Recourse Management, Pearson Prentice Hall, New Delhi,
2. Kapoor, N.D. –Industrial Laws, Sultan Chand & Sons, New Delhi.
3. Gomez Mejia, Luis R, Balkin David B and Cardy Robert L, Managing Human Resources, Prentice-Hall of India, New Delhi.
4. Rao, Subba, Essentials of Human Resource Management, Himalaya Publications, Kolkata.
5. Cascio, W. F., Managing Human Resources, Tata McGraw – Hill.

MBA CP 204
PRODUCTION AND OPERATION MANAGEMENT

Course Objective:

The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents:

Introduction to Operations Management - Nature, Scope, Importance and Functions Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems

–quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, Types of

Industries – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production - Characteristics of each method

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout.

Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM), Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method. Travelling salesman problem, Managerial applications of AP and TSP.

Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for (m x 2) and (2 x n) games. Simulation- Process of simulation, Applications of simulation to different management Problems.

Need and importance of Materials management-Materials Requirement Planning Objectives of

Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs - Systems of inventory control – ABC, VED and FNSD analyses. Value Analysis – Importance in cost reduction – concepts and procedures.

Suggested Readings:

1. Aswathappa K. and Sridhara Bhat, “Production and Operations Management”, HPH.
2. N.D. Vohra, “Quantitative Techniques in Management”TMH.
3. J.K. Sharma, “Operations Research Theory and Applications, Macmillan.
4. Pannerselvam, R, “Operations Research”, PHI.
5. Selvaraj, R, “Management Science Decision Modeling Approach”, Excel.
6. Prem Kumar Gupta & others, “Operations Research”, S. Chand.

MBA CP 205
MANAGEMENT INFORMATION SYSTEMS & DSS

Course Objective:

The purpose of this course is to develop a basic understanding about the business information systems and their management. The students are also familiarized with concepts such as Decision Support Systems and Artificial Intelligence for business organizations.

Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information.

Data Base Management Systems: Data & information, Schema types, data independence, data models, DBMS language, keys, types of keys, integrity constraints.

Introduction to Data Warehousing and Data Mining System Building Approaches Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques)

Decision Support Systems - Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence.

Management Issues in MIS - Information Security and Control – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems. Applications of MIS in functional areas as well as in the service sector.

Suggested Readings:

1. Management Information Systems, Laudon and Laudon, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

MBA CP 206
RESEARCH METHODOLOGY

Course Objective:

The objective of this course is to provide research methodology concepts and background of identifying a research problem and effectively conducting a research. They are also expected to learn the basic statistical tools of analysis to sharpen their research studies.

Course Contents:

Meaning of research, objective and significance, types of research, research methods Vs. research methodology, criteria of a good research, problems encountered in research. Broad problem area and defining a problem statement, literature review-its need and contribution to research, literature sources, planning and writing of the literature review, confirming research questions with literature review. Development of hypothesis-null and alternate hypothesis.

Research design: meaning, need and features of research design, types of research design- exploratory, descriptive, diagnostic, survey, experimental designs, qualitative and quantitative research, study of variables and relationships, sample design, sampling errors, types of sampling designs, probability and non-probability sampling, random sampling, determining sample size. Types of scales-nominal, ordinal, interval and ratio scales, rating scales-semantic & Likert scale, goodness of measurement scales: validity, reliability, practicality and accuracy.

Methods data collection, primary vs secondary data, advantages and disadvantages, sources of primary and secondary data collection, questionnaire design, Quantitative data analysis, data preparation-coding and editing data, classification and tabulation of data, graphs and charts.

measures of central tendency and dispersion and relationships. testing of hypothesis, type I & type II errors, level of significance, one tailed and two tailed test, one sample and two sample test, chi-square test, one way and two way ANOVA, Non parametric test- Sign test, Run-test, Introduction to Multivariate analysis- Regression, Factor & Cluster Analysis,

Types of Report, Research article, oral presentation, title page, executive summary or abstract, list of tables and figures, Format of Bibliography and Annexure- APA Style.

Suggested Readings:-

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology -Methods and Techniques - C.R.Kothari & Gourav Garg, New Age International Publishers.
4. Research Methodology, Panneerselvam, R., Prentice Hall Of India, New Delhi.
5. Research Methods For Business, Uma Sekaran & Roger Bougie, John Wiley .
6. Business Research Methods, Hair, J.F., Celsi, M.W, Money, A.H., Samouel, P, Segment Publication

MBA CP 207
COST AND MANAGEMENT ACCOUNTING

Course Objective:

The purpose of this course is to develop a basic understanding of concepts and techniques used in cost and management accounting and familiarize with various business decision making tools.

Introduction, meaning and objectives, cost accounting and accountancy, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making), Methods & types of costing, Overheads and its types, allocation, apportionment and absorption, basis of apportionment, absorption rates. Over and under absorption, material control techniques, LIFO, FIFO.

Preparation of cost sheet, Job costing, Contract Costing, Process Costing-calculation of abnormal loss and abnormal gain, inter process profits and equivalent production, operating costing, Joint products and by-product costing.

Definition, Scope and functions of Management Accounting and difference between Management, cost and financial accounting, Break-even point and CVP analysis, Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations), Activity based costing.

Standard Costing and standard cost, Advantages, analysis of variances- direct material, direct labour and overhead Variances. Budgetary control, objectives and advantages, budget committee, essentials of budgetary control, limitations, types of budget- Preparation of Sales or Revenue budget & other budgets, zero based budgeting, Cost control and cost reduction.

Suggested Books:

1. Cost and Management Accounting, M. Hanif, TMH
2. A Text Book of Cost & Management Accounting, M.N. Arora, Vikas
3. Management Accounting, Shah, Oxford
4. Cost Accounting Ravi M Kishore, Taxmann
5. Cost Accounting, Jawaharlal & Srivastava, TMH
6. Management & Cost Accounting, Drury, Cengage .

MBA CP 208
COMMUNICATION LAB

Course Objective:

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

Presentations, Group Discussions, Overcoming fear of facing Interviews, Time Management, Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

Phonemic transcription using IPA symbols. Transcription of words and short sentences in normal English orthography (writing) into their IPA equivalents ; transcription of words presented orally ; conversion of words presented through IPA symbols into normal orthography syllable division and stress marking (in words presented in IPA form)

Reading exercises Reading and comprehension of the texts supported by suitable exercises Use of Dictionary Note making after reading a text, showing the main idea and supporting ideas and the relationships between them

Writing exercises Practice in writing paragraphs, short essays and summaries Developing correctness in speech as well as writing Practice exercises on the common grammatical errors, Remedial measures to focus on correct use of English verbs, Tense , Aspect, Voice, Negation, Interrogation , Concord, Phrasal verbs, Parallel structure, Pronouns and Modifiers

MBA CP 209
IT LAB

COURSE CONTENTS

The programming to be implemented using SQL:

Create table, insert data into table, Delete data from table, Updating data into table, Retrieval of data from table.

Primary and Foreign key constraints

SQL functions (Aggregate functions, string functions, Numeric function)

SQL Operators (In, Between, Like, Or, And)

Using group by having clause.

Introductory concepts of MS- Excel Spreadsheet:

Introduction to Excel files, Worksheets, Rows, Columns, Row/Columns Headings. Changing Column width and Row height, Merging cells, Cell range, format cells, Fonts, Alignment, Wrap text, Text orientation, Border and Shading.

Working with formulas (Maximum, Minimum, Average, Count and Sum)

Inserting charts

H- Lookup, pivot table.

Statically Functions.

Introducing Microsoft Power Point:

Using text & Background/ Themes

Apply Custom Animation on Text

Insert Image & WordArt

Insert Audio, Video

Introducing Microsoft Word:

Mail merge in MS- Word.

Create bill/leaflets/brochures

Design E-Book cover pages/ Magazine front/ book front/ back page using cover page option

Create a double column book or newspaper and design or create similar paragraph style in the word document.

Insert images and practice on Format Menu and image options.

SEMESTER III
MBA CP 301
BUSINESS POLICIES & STRATEGIC MANAGEMENT

Course Objective:

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Strategy and the Quest for Competitive Advantage: Military origins of strategy Evolution - Concept and Characteristics of strategic management – Defining strategy Mintzerbg’s 5Ps of strategy

– Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management, Ethical and Social Considerations in Strategy Development.

Strategic analysis: Analyzing Company’s Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness. Analyzing Company’s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Strategy – BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E-Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy.

Behavioural issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework - Concepts of Learning Organization Functional issues – Functional plans and policies Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

Suggested Readings:

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel. Strategy Safari. Free Press, New York.
4. Gary, Hamel and Prahalad, C. K., Competing for the Future. HBS Press.
5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group.

MBA CP 302
ENTREPRENEURSHIP DEVELOPMENT

Course Objective:

The objective of this course is to provide understanding of entrepreneurship and giving background of creating a new entrepreneurial venture.

Introduction: entrepreneur, entrepreneurship, characteristics of an entrepreneur, entrepreneurs and managers, role of entrepreneurship in developing countries, myths of entrepreneurship, Indian entrepreneurs, entrepreneurship as a career, entrepreneurship in 21st century. Schools of entrepreneurial thought, micro and macro view of entrepreneurship, process approach and entrepreneurial assessment approach, theories of entrepreneurship. Common characteristics attributed to entrepreneurs, entrepreneurs confrontation with risk- financial, career, family and psychic risk, sources of entrepreneurial stress, dealing with entrepreneurial stress, entrepreneurial ego.

Creativity and innovation, sources of innovation, innovation process, creativity, components of creativity, Corporate entrepreneurship, need and benefits, structuring corporate entrepreneurial environment, Social and ethical issues in entrepreneurship: ethics vs laws, ethics and business decisions, ethical considerations in corporate entrepreneurship, ethical leadership.

Types of lanching Indian ventures : franchising, sole proprietorship, partnership, limited liability partnership, joint stock company, rural entrepreneurship, women entrepreneurship, legal challenges in entrepreneurial venture, intellectual property -copy rights, trade marks, patents, understanding bankruptcy, bankruptcy laws in India. Search for entrepreneurial capital-debt vs equity, commercial banks, public offerings, venture capital, angel financing and other short term sources of finance. Failures of new ventures, factors responsible for failure, winding –up the venture.

Evaluation of a new venture: feasibility analysis, technical analysis, market analysis, production planning, basics of financial statements, cash flow budget, basic concepts of capital budgeting and break-even, development of a business plan, elements to a business plan, PPR and DPR, business opportunity analysis, transition of entrepreneurial styles, international environment and global opportunities.

Entrepreneurship Development and Central and State Government's role in promoting Entrepreneurship, Role of DIC, SISI, EDII, NIESBUD, NABARD, IFCI, IDBI, SIDBI.

Suggested Readings:

Dynamics of Entrepreneurship Development – Vasant Desai. Himalaya publishing

Entrepreneurship: New Venture Creation – David H. Holt

Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta

Entrepreneurship – A South Indian Prospective – D.F. Kuratko, T.V. Rao, Cengage Learning

Entrepreneurship text and cases- P. Narayana Reddy, Cengage Learning

Innovation and Entrepreneurship – Peter F. Drucker

Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations – Michael H.Morris, Donald F.Kuratko

Essentials of entrepreneurship and small usiness management – N.M. Scarborough, J.R. Cornwall, pearson India Education.

You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi

Make The Move: Demystifying Entrepreneurship – Ishan Gupta, Rajat Khare

MBA CP-303
BUSINESS LAW

Course Objective:

The course is designed to assist the students in understanding of basic laws affecting the operations of a business enterprise.

Course Contents:

The Indian Contract Act, 1872; Essentials of a Valid Contract. Offer and acceptance, consideration and legality of object, capacity to contracts, free consent, void agreement, Performance of Contracts. Breach of Contract and its Remedies. Quasi- Contracts.

Bailment and pledge, rights, duties and liabilities of bailor and bailee, pledge, rights and liabilities of pawnee and pawnor.

The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller.

The Negotiable Instruments Act, 1881: Nature and types. Negotiation and endorsement, Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument.

Company law, Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of shares. Shares and Share Capital. Membership. Borrowing Powers. Meetings and resolutions. Accounts of companies, Audit and auditor. Appointment and remuneration of managerial personnel.

Consumer Protection Act: consumer and consumer dispute, consumer protection councils, consumer disputes and redressal agencies. Information technology Act- digital and electronic signature, Electronic records and governance, cyber regulation and appellate tribunal.

Suggested Readings:

1. Singh, A., "Company Law", 11th Ed. Lucknow, Eastern.
2. Khergamwala, J.S., "The Negotiable Instrument Act", N.M. Tripathi. Bombay,
3. Ramaiya, "A Guide to the Companies Act", Wadhwa, Nagpur.
4. Shah, S. M., "Lectures on Company Law", N.M. Tripathi Bombay.
5. Tuteja, S. K., "Business Law For Managers", Sultan Chand, New Delhi.

MBA CP 304

SUMMER INTERNSHIP PROJECT

At the end of second semester, all the students will undergo a summer training of 6 to 8 weeks in a manufacturing or service organization by taking up an area of study. They will undergo the summer training under the guidance of a faculty member of the department. Students will prepare a project report and present their report in the form of power point presentation. They will be evaluated on the basis of their performance in presentation and report by a panel of experts of which one should be external.

Project report: 100 marks

Project presentation and viva: 100 marks

SEMESTER-IV
MBA CP 401
INTERNATIONAL BUSINESS

Global Imperative: An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business–Cultural Environment and Political Environment.

Global Business & National Regulation: Rationale for Government Intervention Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.

Global Business and Entry Strategies: Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Global E-Business: Conceptual Framework of E-business–Prerequisites for Effective E business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–E-Business Applications–E- Business Models Alternative E-business Strategies– Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business

Managing Global Business: Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications Intercultural Human Resources Management in Global Context.

MBA CP 104
BUSINESS AND ECONOMIC ENVIRONMENT

Course Objective:

The objective of this paper is to familiarize the students about the background of the spectrum of business and economic environment in which a firm operates. It attempts to highlight an overview of the changes that have taken place in the Indian business environment in the last few decades and the concepts and threats faced by the country in the present global environment.

Course Contents:

Business: Nature and various forms of business: sole-proprietorship, partnership, joint stock company, cooperative society and others; Business Environment: Meaning, characteristics, Scope and importance, components of business environment: micro and macro; Business Environmental Analysis; Environmental sustainability and business.

Socio-cultural environment: Government and Business, Nature, Impact of culture on business; consumerism: consumer rights, consumer protection act, PIL; Corporate Governance; Corporate Social Responsibility, social audit.

Economic Environment: Industrial Policy; Public Sector Enterprises; MSME, Industrial Sickness; privatization and disinvestment of PSUs; Role of NITI Aayog; Development and Regulations of Foreign Trade, FEMA, Public – Private Partnership.

Financial institutions of India and their role: RBI, IDBI, SIDBI, IFCI, ICICI, EXIM; Role of BIFR, liquidation procedure.

Globalization: Nature, Drivers, Strategies and Challenges of globalization; Globalization of Indian business; Trade Blocks: GATT/ WTO, European Union, ASEAN, BRICS, NAFTA.

Suggested Readings:

Adhikary, M., “Economic of Business Environment”, Sultan Chand and Sons, New Delhi.

Aswathappa. K., “Essentials of Business Environment”, Himalayan Publishing House, New Delhi.

Cherunilam, Francis, “Global Economy and Business Environment”. 1st Ed. Himalayan Publishing House, New Delhi.

Cherunilam, Francis, “Business Environment Text and Cases”, Himalayan Publishing House, New Delhi.

Davis and Bloxastron, “Business, Society and Environment”, McGraw Hill, New Delhi.

Fernando, A.C., “Business Environment”. Pearson.

Other References:

1. Economic Survey for the last three years.
2. Journals and Periodicals: Business World, Business India, Business Today, Economic Times.

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", Tata McGraw Hill.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, "International Business", Cengage Learning, New Delhi.
3. Kigion, Global Marketing, Pearson.
4. Alain Verbeke, "International Business Strategies" Cambridge
5. Rakesh Mohanh Joshi, "International Business", Oxford University Press.
6. Subba Rao, "International Business", Himalaya Publications, New Delhi.
7. Bholanath Dutta, "International Business Management", Text & Cases, Excel, New Delhi.
8. Sundaram and Black, "The International Business Environment", Test and Cases, PHI, New Delhi.
9. Sinha and Sinha, "International, Business Management", Excel, New Delhi.
10. Aswathappa, K, "International Business", Tata McGraw Hill, New Delhi

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Objective:

The objective of this course is to develop sound ethical principles of corporate governance among budding managers.

Business and Ethics: Ethics as Business process: Developing Employee Awareness of Ethics: Code of conduct in Business

Major Ethical Issues in Business: Ethics of Market-and Price: Ethics of environmental and Consumer

Issues: Ethics of employees Issues

Corporate Social Responsibility (CSR): Business Perspective on Social change and human values in the area of globalization: Concept, need and importance of CSR: CSR principles and strategies for organization- Best practices in CSR

Human Values & Management – Education: Relevance of values in management –1 business: Secular Vs Spiritual values in Management: Teaching Managers human values

Managing Ethical Dilemmas: Process relating to Stress in Corporate management: Holistic Approach for Managers in decision making: Insight into TOM – Indian perspective

Suggested Reading:

1. Chakraborty, S.K., “Foundations of Management work–Contributions from Indian Thought”, Himalaya Publishing House Delhi.
2. Drucker, P., “Management in Turbulent Times”, Pan Books London.
3. Gandhi, M.K., “The Story of My Experiment with Truth”, Navjivan Publishing House, Ahmedabad.
4. Griffiths, B., “The Marriage of East and West”, Colling, London.
5. Kumar, S. and. Oberoi, N.K., “Managing Secularism in the New Millennium”, Excel Books.
6. Lewis Pamela, Stephen H Goodman and Patricia M Fandf, Management: Challenge in 21st Century USA: South Western College Publishing.
7. Velasques, “Business Ethics- Concepts and Cases”, Prentice Hall of India, New Delhi.
8. Velasquez Manuel G, Business Ethics Concept and Cases New Delhi: Prentice Hall of India

MBA CP 403
DISSERTATION AND COMPREHENSIVE VIVA VOCE

The student has to prepare a report on the topic related to management under guidance of a faculty by collecting data from primary or secondary sources and submit two copies of the report to the department. The evaluation of the report and viva voce will be conducted by a panel consisting of internal faculties and external subject experts appointed by the University.

Project defense: 100 marks

Comprehensive viva-voce: 100 marks

SPECIALIZATION
(MARKETING MANAGEMENT)
MBA MEP 301

CONSUMER BEHAVIOUR

Consumer Behavior: Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups – opinion leaders - family decisions making and consumption related roles - family life cycle social class and consumer behaviour - influence of culture on consumer behaviour- cross cultural context. Diffusion of innovations: the diffusion process – the adoption process consumer innovativeness and personality traits.

Consumer decision making: Models of consumer decision making – Engle Kollatt-Blackwell model, Howard-Sheth Model, Bettman’s Model, HCB Model. Concept of involvement & extensive problem solving - limited problem solving – routinised response behavior.

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behaviour.

Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier’s Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers’ strengths & Negotiation Capabilities.

Influences on Organizational Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying. The influencers- individual, group, organizational and environmental.

Suggested Readings:

1. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk
2. Consumer Behaviour – Hawkins, Best, Coney
3. Customer Behaviour – A Managerial Perspective – Sheth, Mittal – Thomson,
4. Consumer Behaviour – Louden & Dela Beta, McGraw Hills.
5. Industrial Marketing – Havaladar, TMH.
6. Industrial Marketing – Analysis, Planning and Control – Reeder, Brierty, Reeder
7. Industrial Marketing – P K Ghosh

MBA MEP 302

PERSONAL SELLING AND SALES MANAGEMENT

Personal Selling: Meaning and Definition, Features of Personal Selling, Nature and Importance of Personal Selling, Challenges in Personal Selling, Some Common Myths of Selling. The Evolving face of Personal Selling. Selling Aids – Use of Technology in Sales.

Salesman: Characteristics of a Successful Salesman, Elements of Sales Personality, Improving Sales Personality, Types of Sales Person, Types of selling situations: Service Selling, Industrial Selling, Retail Selling: Role of Retail Salespeople, Retail Selling Process, Problems in retail selling. Selling Job and Salesmanship, Selling – a Career, Advantages and Disadvantages. Ethics in Selling: Ethical Issues in Selling, Ethical Guidelines for a Salesperson.

Selling Process: Introduction, Prospecting: Meaning, Importance of Prospecting, Essentials of a Good Prospect, Methods of Prospecting. Pre-approach: Relationship between Prospecting and Pre-Approach, Objectives and Advantages of Pre-Approach, The Extent of Pre-Approach. The Approach: Importance of Approach, Essentials of Good Approach, Methods of Approach. Presentation: Essential of a Good Presentation. Demonstration: Importance, Objectives and Techniques of Demonstration, Requisites of a Good Demonstration, Types of Demonstration. Closing the sale: Importance of Close, Reasons of Failure to Close, Essentials of Successful Close, Trial Close, Methods of Successful Close, Suggesting Additional Purchase, Departure after the Close, Post-sales activities.

Sales Management and Organisation: Sales Management: Concept, Nature, Role of sales management, sales executive as a coordinator, sales management and control. Sales Organisation: Objectives, purpose and Importance of sales organisation, setting up a sales organisation, types of sales organisation.

Sales Force Management: Recruitment and Selection of Sales Force, Sales Force Training, Motivation of sales personnel, and Sales Force Compensation. Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis, Sales Audit, Evaluating and Supervision Sales Force performance.

Suggested Readings:

Still Cundiff and Govoni. Sales Management, PHI, New Delhi

Johnson et. al. Sales Management: McGraw Hill

Spiro, Stanton and Rich. Management of Sales Force, Tata McGraw Hill, New Delhi

Panda and Sahadev. Sales and Distribution Management: Oxford University Press, Delhi

Matin Khan. Sales and Distribution Management, Excel Books, Delhi

Raut, K. C. and Sahu, P. K, Salesmanship and Sales Management, Vikas Publication. Delhi.

Nabi M. K. and Raut. K. C. Personal Selling and Salesmanship, Vrinda Publications. New Delhi.

Strategies for selling-Gerald A. Michaelson

Sales Management Handbook – Forsyth Patrick

Value added selling – Tom Reilly

Building a Winning Sales Team – Gini Graham & Scott

Professional Sales Management – Anderson, Hair and Bush

Motivation and Job Satisfaction – M. D. Pestonjee

Sales Management - Thomas

MBA MEP 303

INTEGRATED MARKETING COMMUNICATIONS

Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign, Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns, 5Ms, Ad Budgets, Designing Message, Media Selection and Planning, Ad Research, Evaluation and Control.

Sales Promotion Different types of Sales Promotion, relationship between Sales promotion and advertising
Publicity – Types of Publicity, relationship between advertising and publicity Personal Selling, Direct marketing and direct response methods, Event Management, E-Commerce, Corporate Communication).

Public Relations – Types of PR, Media relations, Community relations, Industrial relations and Government relations, Employee relations (House Journals / Newsletter) Crisis Management Trade Fairs and Exhibitions

IMC Message Design: AIDA model Considerations for creative idea Visualization Media

Management - Media Process - Media Jargons - Media Buying - Strategies and execution.

Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning. Evaluating Marketing Communication Programs

Suggested Readings:-

1. Integrated Marketing Communications - Kenneth Clown & Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
4. Otto Kleppner's advertising Procedure - PH
5. Integrated Marketing Communications – Niraj Kumar, Himalaya.
6. Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

MBA MEP 304
DISTRIBUTION AND RETAIL MANAGEMENT

Marketing Channels: Definition & Importance, Functions of Marketing Channels Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling, Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario.

Retail formats: Store & Non Store Retailing –Franchising- Unconventional channels, Retail

Location: Factors affecting location decision – Site Selection –Location based retail Strategies

Store Design: Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store. Store Administration: Floor space management–Managing store inventories and display Merchandising: Concept, Importance, Functions – Steps in merchandising planning – Category management: Definition and process – Introduction to Private label brands.

Retail Communication Mix: Planning retail communication – Managing in-store promotions and events Integrated Marketing Channels: Channels for Consumer goods, Industrial goods & Services – Horizontal, Vertical, Multichannel Marketing Systems.

Introduction to Supply Chain Management: Concept – significance – components. Channel Management: Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation Technology in distribution: Bar-coding – RFID – Electronic payment systems.

Suggested Readings:

1. Channel Management –Stern – El- Ansary
2. Retailing Management – Swapna Pradhan, TMH
3. Retail Management – Gibson Vedamani
4. Physical Distribution & Logistics Management – Dr. Subhash Bhave
5. Channel Management & Retail Management – Meenal Dhotre

MBA MEP 401
SERVICES MARKETING

Introduction to Services: Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle.

Distribution: Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Pricing: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

People: The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service space. Process: Service as a process & as a system – Different process aspects and managerial challenges - Strategies for managing inconsistency Customer role in services - Customers as ‘co-producers’; Self Service Technologies, – Customer Service in Service Marketing.

Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model Technology & Service Strategy: Applying technology to service settings, e-services.

Suggested Readings:

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMH,
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff

MARKETING STRATEGY AND RELATIONSHIP MARKETING

Overview of Marketing Strategy - Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management. Strategic Marketing analysis – Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.

Segmentation, Targeting and positioning principles - The process of market definition - Determining alternative market or segment attractiveness – Making market and segment choices - Alternative targeting strategies - Principles of competitive positioning Communicating the competitive position Product & Industry Life Cycle - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services).

New product development and introduction strategies - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence. Offensive and defensive competitive strategies - Build strategies - Hold strategies - Market nicher strategies - Harvesting strategies - Divestment/deletion. Competing through superior service and customer relationships The three ‘S’s of customer service - Providing superior service - Measuring and monitoring customer satisfaction .Competing through e-Marketing - The impact of e-Marketing on marketing Strategy. Integration of Marketing Strategies - Application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Periodical assessment.

Paradigm shift in marketing: The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing – RM in industrial markets and consumer markets, services. Key concepts in relationship marketing concepts: Characteristics of relationships – promise trust – commitment – satisfaction – quality - Service competition - customer value – customer defections - customer loyalty – loyalty programs.

Planning for relationship marketing: Internal marketing – communication – cooperation network view of the firm – The six markets framework - partnering to build customer relationships - learning organization – customer culture. Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) Customer equity – Recency- Frequency Monetary value (RFM) model. Customer – product profitability analysis – value profit chain –differences between customer retention and acquisition orientation of a firm. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- pitfalls of IT focus in RM – ethical issues – customer privacy. Sustaining Customer Relationships: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction Analyzing customer defections.

Suggested Readings:

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth & Atul Parvatiyar, TMH
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMH,
7. Customer relationship Management - Sheth, Parvatiyar & Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

MBA MEP 403
PRODUCT & BRAND MANAGEMENT

Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management. Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New product development.

Market Potential & Sales Forecasting: Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market. Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image.

Brand Leveraging & Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement. (6)

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis

Suggested Readings:

1. Product management - Donal R. Lehmann, Russel S. Winer
2. Strategic Brand Management - Kevin Lane Keller
3. Branding Concepts & Process - Debashish Pati
4. Marketing Management - Philip Kotler
5. Successful Branding - Pran K Choudhary
6. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
7. Managing Indian Brands -S. Ramesh Kumar.
8. Product & Brand Management – Chunawalla, Himalaya.

MBA MEP 404
INTERNATIONAL MARKETING

International Marketing: Concept, scope & Objectives. Challenges and opportunities in International Marketing, Underlying forces of International Marketing. Export Marketing: Recent Import Export Policy and Procedures, as on 31st March. General Various Export Promotion schemes, as on 31st March of the last financial Year.

Facilities and incentives relating to export business: Rules for successful exporting. Preliminaries for starting Export Business, Registration of Exporters, Sending / Exporting samples, Appointing Overseas Agents Obtaining a License (Export License).

International Pricing Decisions: Factors influencing international pricing decisions- Uniform pricing V/s Market by market pricing. Arranging Finance for exports: Financial and fiscal incentives provided by the Government and foreign exchange facilities by the R.B.I. and EXIM Bank. Institutional support from Government, Semi. Government and Autonomous Organizations for Exporters. Obtaining export credit Insurance. Exchange rates, Understanding foreign exchange rates and protection against their adverse movement.

Export Documentation: Submitting Documents to Bank for purchase / Collection / Negotiation under L/C. Export Credit Limit. Preparing Export Document Shipping and Customs Clearance of the goods. Processing / Manufacturing goods for Export and their inspection by Government Authorities. Compulsory Quality Control and Pre-shipment Inspection, Excise Clearance, Insuring goods against marine risks, Marine Insurance.

Labeling, Packaging, Packing and Marketing Goods For Orientation to GATT and functions of

W.T.O.

Suggested Readings:

1. International Marketing Export Marketing – S. Shiva Ramu
2. Export – What, Where & How – Parasram
3. Global Marketing Strategy – Douglas & Craig.
4. Export Marketing – B. Bhattacharya.
5. Winning The World Marketing – Bhattacharya
6. Export Marketing – Francis Cherunilam.
7. International Marketing – S.S. Rathor, J.S. Rathor.
8. Essentials Of Export Marketing – S.A. Chunnawala
9. International Trade And Export Management – B.M. Wahi And A.B. Kalkundriar.
10. International Marketing Management – Varshney And Bhattacharya.

MBA MEP 405
VIRTUAL MARKETING

E Business Fundamentals: Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless. Concept of e-Business & e-Marketing. Markets (including B2C, B2B and C2C) The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring Capability and New Customer Relationships - The Network Economy - "Moore's Law" and "Gilder's Law" - E-Marketplaces and Economic Impacts

Consumer Behavior on the Internet: Demographic, geographic, psychographic and behavioral factors important to e-Marketing. Motivations for shopping on the net - attributes of online shopping.

Information for Competitive Marketing Advantage: Marketing Research on the Net - Using Data Tools to Enhance Performance & for marketing intelligence. The Internet Marketing Mix: Continuum of purely virtual to purely physical products- Product in the Internet Marketing Mix - presenting product online, building a brand – Price in the Internet Marketing Mix - Importance of price competitiveness to e-Business - Place in the Internet Marketing Mix : the importance of fulfillment, logistical considerations- Promotion in the Internet Marketing Mix - reaching the e-consumer.

Customer Experiences on the Web: The web's 'unique capabilities' – Interactive communications with customers for - organizational learning, service capability, convenience. e-Customer Relationship Management: The Economics of e-Loyalty – The importance of trust - The importance of focusing on the "right" customers – Price rational vs. price obsessive consumers, loyalists vs. butterflies – Up-selling and cross-selling. Relationship Capital – e-CRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling. Introduction to Operational, Collaborative, Analytical CRM.

Virtual Communities: Building Partnerships through Community - User-Generated Content, Blogs Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System Different types of payment modes, e-cash, e-check, e-money - E-Security – Firewalls

Suggested Readings:

1. e-Marketing: Strass, El-Ansary, Frost
2. Digital Marketing for Dummies: Carter-Brooks-Catalano-Smith
3. e-Service-New Directions in Theory & Practice: Roland T. Rust and P.K. Kannan
4. e-CRM-Concepts & Cases: Madhavi Garikaparathi
5. e-CRM: Business & System Frontiers: M.P. Jaiswal & Anjali Kaushik
6. Prasad Gadkari's Guide to E-Marketing

SPECIALIZATION
(FINANCIAL MANAGEMENT)
MBA FEP 301
FINANCIAL SERVICES MANAGEMENT

Course Objective:

The objective of this course is to impart knowledge of various financial instruments and financial services available in Indian financial system .

Introduction – Financial Services Industry – Emergence – Developments – Fund Based and Non- fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India –

Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.

Money Market – Nature and role of Money market in India – Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill – Role of DFHI/STCI in Money Market – ECBs

Suggested Readings:

1. Khan, M.Y., Financial Services, Tata McGraw Hill.
2. Gordon,E., and Natarajan, K., Financial Markets and Services, Himalaya Publishing House.
3. Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House.
4. Reports of relevant Committees or workgroups published by RBI.
5. Reports and guidelines of RBI and SEBI on different types.

MBA FEP 302
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course Objective:

The objective of this course is to impart knowledge of theory and practice of Security Analysis and Investment Decision Making Process, including of Portfolio Management.

Introduction to portfolio management, portfolio management process, investment, speculation, gambling, Investment Choices, Investment Objectives; primary market and secondary market-their roles and regulatory framework, Investment in Financial Assets- Money market and Capital Market Investment Instruments; introduction to stock exchanges- major stock exchanges, major stock indices, trading mechanism-margin trading, settlement.

Calculation of expected return and risk; systematic and unsystematic risk, measurement of systematic risk – beta & alpha.

Fundamental Analysis: E-I-C analysis, Valuation of shares and debentures, technical analysis, charts and patterns, market indicators, efficient market hypothesis, forms of market efficiency.

Portfolio analysis – calculation of risk and return of a portfolio, Markowitz model- efficient frontier, efficient portfolios and optimal portfolio, Sharpe Single Index Model; Capital Asset Pricing Model, assumptions of CAPM, efficient frontier with riskless borrowing and lending, SML and CML, Arbitrage pricing theory.

Portfolio revision-meaning, portfolio revision strategies, formula plans of portfolio revision, portfolio evaluation - Sharpe ratio, Treynor's ratio, Jensen's ratio

Suggested Readings:

Donald E. F, Ronald J. J, Security Analysis and Portfolio Management, Pearson Publication, New Delhi.

Herbert, B. Mayo, Investments: An Introduction, Thomson.

Chandra, P, Investment Analysis and Portfolio Management, Tata Mc Graw Hill Publication, New Delhi.

Bodie, Z, Kane, A, Marcus, A J & Mohanty, P, Investments, Mc Graw Hill Publication, New Delhi.

Sharpe, Alexander, Investments, Wiley, New Delhi.

MBA FEP 303
ADVANCED FINANCIAL MANAGEMENT

Takeovers, Mergers and Acquisition :Nature & Objective, Forms of Corporate restructuring, Types of Merger, Reasons for Merger, Takeover and Acquisitions, Common Takeover Tactics and Defenses, Legal and Procedural Aspects, Tax Implication, Cross-border Acquisitions and International Acquisitions, Ethical Issues of Merger and Take-over, Regulatory Considerations

Valuation :Financial Methodology, DCF Valuation, Principle of Valuation, Increasing Value of the Organization, Calculating Growth Rate, Pricing of Mergers (Pricing the Competitive Bid for Take- over)

Restructuring :Merger and Divestitures, Theory of Mergers, Tender Offer, Empirical Test of alternative Theory, Divestment and Abandonment

M & A Strategies : Joint Venture, ESOPS and Management Buy-outs, Use and Advantage of Management Leveraged Buy-outs, Operations & Norms for Financing Leveraged Buy-outs, Bank Finance and LBO in India, Reasons for International Mergers, Share Repurchase, Managing Post- Merger Issues

Suggested Readings:

1. Shiva, R., Strategic Alliances, Response Books.
2. Weston, C. H, Mergers, Restructuring & Corporate Control, PHI.
3. Sudarshanam, S., Mergers & Acquisition, PHI.
4. Weston, S., Takeovers, Restructuring and Corporate Governance, Pearson.
5. Galpin, Timothy J. & Herndon, Mark, The Complet Guide to Mergers & Acquisition, Jossey- Bass.

FINANCIAL MARKETS AND INSTITUTIONS

Financial Market and Financial Institutions: An Overview:-

Meaning And Structure of Financial Market, Money Market, Capital Market, Foreign Exchange Market, The Nature of the unorganized sector of the Indian Money Market, Various constituents of the organized sector of the Indian Money Market. Classification of Financial Institutions in India, All India Developmental Financial institutions, Investment institutions, Specialized Financial institutions, State level financial institutions.

Capital Market:-

Introduction, Primary Market, Role of the Primary market, Need for Companies to issue shares to the public, Different kinds of Issues, Prospectus, Pricing an issue, Price discovery through Book building process, Registrar to an Issue, Listing of securities, Regulations Governing Primary capital markets in India, Public issue in Foreign capital markets, The Secondary Market, Stock Exchanges, Trading Mechanisms, Dematerialization of shares, Settlement cycle, Clearing corporations, Price bands, Risk management, Trading Rules, Regulatory Framework, Current Status of the Market, Other concepts like Corporate Action, Buyback of shares and Index.

Banking Basics and New Age Banking:-

Historical Perspective of Banking, Banking Structure, The Banking Sector, Emergence and importance of Commercial banking, An Overview of development of Banking in India, Banker & Customer relationship- General and Special; Special types of customers, Banking- A Business of Trust, Banking Services and the products there-under, Banking Regulations, Retail credit-An overview, Micro Finance.

Basics of Insurance and Risk Management:-

Insurance-Meaning, Historical perspectives, Types of Insurance, Rural and Social sector obligations, policy conditions, Principles governing Insurance business, Insurance Agency.

Extension of Insurance to Niche Areas:-Health Insurance, Third Party Administrators (TPA), ULIP and Pension plans, Banc assurance, Underwriting, Understanding Risk & Risk Management in Insurance:-Defining Risk, Causes of loss, Categories of Risk, Burden of Risk on Society, Risk Management and its importance in the field of Insurance, Risk Management objectives, Risk Management process

Suggested Readings:

1. Gurusamy, S., "Financial Markets and Institutions", TMH
2. Mohapatra & Acharya, "Banking and Insurance", Pearson
3. Gordon Natrajan, "Banking Theory, Law & Practice", HPH
4. Bhole and Mahakuda, "Financial Institutions and markets", TMH
5. George, E. Rejda, Principles of Risk Management
6. Dun, Bradstreet, Financial Risk Management, TMH

MBA FEP 401
TAX MANAGEMENT AND PRACTICES

Introduction to Goods and Services Tax

What is GST, Need for GST in India, Cascading effect of tax, Central Goods and Services Tax Act, 2017 (CGST), State Goods and Services Tax Act, 2017 (SGST), Union Territory Goods and Services Tax Act, 2017 (UTGST), Integrated Goods and Services Tax Act, 2017 (IGST), Goods and Services Tax Network (GSTN), GST Council, Guiding principle of the GST Council, Functions of the GST Council, Definitions under CGST Laws

Levy and Collection of Tax: Scope of supply (Section 7 of CGST Act, 2017), license, rental, lease or disposal made or agreed to be made for a consideration, Non-taxable Supplies under CGST Act, 2017

Levy and Collection, Composition Levy, Exemption from tax, Person liable to pay tax, Forward Charge, Reverse Charge, Time and Place of supply, Value of supply,

Input Tax Credit: Eligibility for ITC, ITC for job work, Recovery of Input Tax Credit, Registration under GST Law: Compulsory registration, Procedure for registration, deemed registration, Non-resident taxable person, Cancellation of registration, Tax Invoice, Payment of Tax: Computation of Tax liability and payment of tax.

Customs : Basic Concepts, Introduction, Definitions, Types of Duties, Basic customs duty, Anti-dumping duty, Valuation under Customs, Import and Export Procedure, Penalties under Customs, Refund, Seizure /Confiscation of goods.

Direct Taxes : Income Tax and Wealth Tax : Income Tax: An Introduction, Basic Concepts, Computation of taxable income, Computation of tax on taxable income, Assessment of Individuals, Partnership firm, Assessment of companies.

Wealth Tax – Valuation of assets and computation of taxable wealth, Return of wealth tax and assessment procedure, International taxation and transfer pricing issues.

Tax Planning: Tax planning with reference to setting up of a new business ,Tax planning in respect of employees remuneration ,Tax planning in respect of non-residents

Corporate Tax Planning: Tax planning with reference to Financial Management decisions. , Tax planning in respect of Business restructuring.

Suggested Readings:-

Singhania, V. & Singhania, K., Direct Tax laws and Practices, Taxman Publications Pvt. Ltd., New Delhi.

Ahuja, G. & Gupta, R., Professional Approach to Direct Taxes, Bharat Law House(P) Ltd., New Delhi.

Manaharan, T. N., Direct Tax laws, Snow White Publication (P) Ltd., New Delhi.

Chaudhary, V., Dalmia, A., Girdharwal, S., GST a practical approach, Taxmann Publication (P) Ltd., New Delhi.

Datey, V., GST Ready Reckoner, Taxmann Publication (P) Ltd., New Delhi.

MBA FEP 402
DERIVATIVES AND RISK MANAGEMENT

Introduction to Financial Derivatives : Definition of financial derivatives, Features, Types of derivatives, Basic financial derivatives, History of derivatives markets, Uses of derivatives, Traders in derivatives market, Factors contributing to the growth of derivatives, Financial derivatives market in India.

Forwards & Futures Market : Forwards contract: Features, Classification of Forward Contracts, Valuation of Forward contracts. Introduction to Financial futures: Features of financial future contracts, Types of financial futures, trading of futures, role of clearing house and settlement, Evolution of financial futures market in India, Operators / Traders in future market, Functions of futures market, Future market trading mechanism, Theories of future prices, Forward prices Vs Future prices. Hedging concepts: Long Hedge, Short Hedge, Cross Hedge, Computation of optimal Hedge ratio, Hedge effectiveness

Financial Options Market :Introduction to financial Options: Concept, Types, Distinction between option and futures contract, Pricing of call and put options: Determinants of option pricing, Binomial option pricing model, Black-Scholes Option pricing model, Trading with options, Hedging with options, options combinations-straddles, strangles, bull and bear spreads, butterfly spreads, option sensitivity-Delta, Gamma, Kappa, theta, Rho.

Financial Swaps : Financial swaps: Introductory concepts, nature, evolution, features, types of swaps-interest rate swap, foreign currency swaps, equity swap, commodity swap, credit swap, uses of swap, dealers of swap, pricing of swap contracts, factors affecting swap pricing, hedging with swap contract, The swap market, Economic motives for swaps.

Identifying different risks, Management of Translation. , Transaction and economic Exposure, Quantifying Risk and Hedging techniques., Internal and External Techniques viz Netting, Matching, Leading and Lagging, Price variation, Short Term borrowing, Pricing in Foreign Currency, liquidity risk, Assets Liability Management.

Suggested Readings:-

Gupta, S. L., Financial Derivatives, PHI Publication, 2010.

Hull, John C., Options Futures and other Derivatives, PHI Publication, 2010.

Dubofsky, David A., Derivatives valuation and risk Management, Oxford University Press, 2010.

Watsham, Terry J., Futures and options in risk Management, Cengage Publication, 2010.

Swain, P. K., Fundamentals of Financial Derivatives, Himalaya Publishing House, 1st Edition, 2012.

MBA FEP 403
INTERNATIONAL FINANCE

Objective:

The objective of the paper is to give students an overall view of the international financial system and how multinational corporations operate.

Overview of international business. Globalization and its impact. WTO and its impact. Role of World Bank, IMF, SDR. Nature, scope and significance of international finance. Use of IT in international finance.

Forex Markets Definition of foreign currency and foreign transactions- trade and non trade. Forex Markets- spot forward, future options & swaps, Role of participants of Forex market. Exchange Rate determination- Mathematical models. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar, Emerging importance of Indian rupee. Role of International financial institutions – World Bank, IMF and ADB.

Regulatory Framework of international finance Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ. International perspective-federal bank, European Central Bank, ICC guidelines.

Sources of international finance - Trade settlement methods. Export Finance. Buyers credit and supplier's credit. International receivables and cash management. ECB, FCCB, ADR, GDR, FDI. Syndication.

Forex Risk Management- Risk definition and types: Transaction risk, Translation Risk, Economic Risk. Management of Transaction risk, Translation Risk, Economic Risk. Hedging tools and techniques internal and external. International Accounting Standards on foreign transactions.

Suggested Readings:

1. Shapiro, Alan C., Multinational Financial Management, Wiley India.
2. Eun, Cheol S & Resnick, Bruce G., International Financial Management, TMH.
3. Apte, Prakash G., International Financial Management, TMH.
4. Vij, Madhu, International Financial Management, Excel Books.
5. Sharan, V., International Financial Management, PHI Publication

MBA FEP 404
BANKING & FINANCIAL INSTITUTIONS

Objective:

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system

Developments since 1991-Recent Trends-Role of Financial Intermediaries in a financial system-

Various financial intermediaries -Introduction to banking system -Types of bank –Instruments - Terms like NPAs Study of various interest rates- Short Term-Emergence of Repo rate as the benchmarks rate in the short term-Floating and fixed rates of interest LIBOR, MIBOR and MIBID

RBI-Role played by them-Salient features of status governed by them- Monetary Policy, Fiscal Policy, Union (Government) Budget and its Implications.

Commercial Banking Management of assets and liabilities- Effect of RBI policies on the operations commercial banks-Recent reforms in Banking sector-Recovery of debts- Calculation of EMIs Emerging trends in banking like e banking, mobile banking, credit banking

Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines Pricing of products and services in financial service sector.

Suggested Readings:

1. Iyengar, V., Introduction to Banking, Excel Books ,New Delhi.
2. Varshney, P N., Banking Law and Practice, S Chand & Sons.
3. Jonshon, Frank P. & Jonshon, Richard D., Commercial Bank Management, Dryden Press.
4. Khubchandani, B. S., Practice and Law of Banking, Mc Milan.
5. Rose, Peter S., Commercial Bank Management, McGraw-Hill Higher Education.
6. Gurusamy, S.,” Financial Markets and Institutions”, TMH
7. Mohapatra & Acharya,.”Banking and Insurance”, Pearson

**SPECIALIZATION
(HUMAN RESOURCES MANAGEMENT)
MBA HREP 301**

ORGANIZATION CHANGE AND EFFECTIVENESS

Course Contents

An Introduction to Planned Change: Meaning of Change; Stimulating Forces for Change: External Forces, Internal Forces; Change Programmes: Individual Level Change, Group Level Change, Organisational Level Change; Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

Models of Change: Characteristics of Effective Change Programmes; Systems Model of Change, Lewin's Force Field Analysis Model, The Continuous Change Process Model, Change and Transition Management Model, Organisational Growth Model.

Entering, Contracting and Diagnosing Organisation: General Model of Planned Change; Entering, Contracting and Diagnosis; Managing the Process, Problem Identification and Diagnosis, Planning Strategy for Change, Intervening in the System, Evaluation and Making Modifications; Action Research: A Process and an Approach, History of an Action Research, Varieties of an Action Research.

Process of Organisational Development: The Evolution of Organisation Development, Steps in organisation development process; Why is change needed in organisation?, Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Levels of Change Leadership Skills, Advantages and Disadvantages of Internal and External Change Agents.

Organisational Effectiveness through Development Interventions: Organisation Development Intervention: Need and Nature, Characteristics of Organisation Development Interventions, Classification of OD Interventions, Structural Intervention, Strategic Interventions, Sensitivity Training, Third Party Peace making Interventions, Inter Group Interventions

Suggested Readings:

Anderson, A.H. and Barker. D., "Effective Enterprise and Change Management", Blackwell Publishers Ltd. Oxford.

Ramnarayan, "Organisational Change and Development", Sage

French, W. E. and Bell, C. H., "Organization Development", PHI, New Delhi.

John W. N and Davis, K., "Organizational Behavior at Work", Tata McGraw Hill.

Luthans, F, "Organizational Behavior", McGraw Hill, New York.

Mendonca, M and Kanungo R N, "Work Motivation", Sage, New Delhi.

Robbins, S. P., "Organizational Theory", New Prentice Hall of India, Delhi.

MBA HREP 302
INDUSTRIAL RELATIONS MANAGEMENT

Course Content:

Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India – Managing IR Changes – IR and Productivity – Technology and IR – Effective Communication Systems and IR Management – Indian Culture & IR.

Trade Unions – Purpose, Functions and Structure of Trade Unions – Trade Union Legislation – Multiplicity of Trade Unions – Conflict Resolutions – Industrial Relations – Welfare and Productivity – Social Responsibility of Trade Unions – IR Management and Management of Trade Unions.

Employee Counseling – Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies – A Discussion – Worker Development & Worker participation.

Discipline and Grievance Redressal Machinery – Purposes and Procedures of Disciplinary Action – Grievance Redressal Procedures – Conciliation – Arbitration and Adjudication Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) – The Bargaining Process – Strengths and Skills.

Labor Administration – ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration – Central Machinery of Labor Administration – Labor Administration at the State, District and Local Levels.Contemporary Trends and Future of Industrial Relations in India.

Suggested Readings:-

ArunMonappa: Industrial Relations; Tata Mcgraw Hill Publishing Company Ltd.

PramodVerma: Management Of Industrial Relations – Reading And Cases; Oxford And Ibh Publication.

T.N. Bhagoliwala: Economic Of Labor And Social Welfare.

Relevant Reports of Government Of India Such As Report Of National Commission Labor – Five Year Plans.

B.O. Sharma: Art Of Conciliation And Industrial Unrest; Labor Consultancy Bureau, Bombay.

Journals: Indian Labor Journal And Indian Journal Of Industrial Relations.

MBA HREP 303
LABOUR LEGISLATION AND ADMINISTRATION

Course Content:

Philosophy of Labor Laws: Historical evolution, Growth of labour problems, Agencies integrated in labour problems, Principles of labour legislation, Labour and the constitution, Origin and growth of labour legislation in India.

Legislations on Working Conditions: Factories Act, 1948; Mines Act, 1952; Contract Labor (Regulation and Abolition) Act, 1986; Child Labor (Prohibition and Regulation) Act, 1986.

Industrial Relations Legislations: Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Union Act, 1926.

Wages and Labor Legislations: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

Legislations for Labor Welfare and Social Security: Workmen's Compensation Act, 1923; Employee State Insurance Act, 1948; Maternity Benefit Act, 1961; Employee Provident Fund and Miscellaneous Provision Act, 1952.

Pros and cons of legal system – Issues involved in implementing legal framework; Benefits to employees and employers, Labour Policy, Emerging Issues and Future Trends.

Suggested Readings:

Bare acts

Legal Systems in Business – P. Saravanel and Sumathy.

MBA HREP 304
TRAINING AND DEVELOPMENT

Introduction To Training: Concept, Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Concepts Of Education, Training And Development, Overview Of Training Functions, Types Of Training.

Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.

Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training, Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

Suggested Readings:

Employee Training And Development - Raymond

Every Trainers Handbook- DevendraAgochia

360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma

Traning And Development- S.K. Bhatia

HRM-BiswajeetPattanayak

Handbook of Training and Development, Eswari Prasad

MBA HREP 401
HUMAN RESOURCE PLANNING & DEVELOPMENT

Human Resource Planning: Concept and Objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Evolution and growth of HRP, Qualitative and Quantitative Dimensions of HRP, LabourMarket Behaviour and its impact on HRP.

Human Resource Information System: Concept, Objectives of HRIS, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

Human Resource Planning Process: Forecast and Projection, types of HR forecasts, Methods of HR demand forecasting at macro and micro level. Supply forecasting- Wastage analysis, Age population balance, Pattern of internal movements of employees in the organization.

Career planning: Succession Planning: concept, objectives and process, Career planning and development, Stages of career, Early Career and Mid-career crisis and its management. Human Resources Audit: Scope, Characteristics and Process of HR audit, Human Resource Accounting.

Suggested Readings:

Human Resource Planning, Bhattacharya, EB

Human Resource Planning and Audit, ArunSekhri, HPH

Strategic Human Resource Planning, VivekParanjpee, Allied

Strategic Human Resource Planning, Belcourt and Mc Bey, Cengage

Strategic Staffing, Phillips, Gully, Pearson

MBA HREP 402

INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Introduction to IHRM: Definition; The drivers of internationalization of business; The different setting of International Human Resource Management; Development of IHRM; Difference between IHRM and Domestic HRM; Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model, European Model; Role of culture in International HRM: Country and Regional Cultures, Country Culture versus MNE Culture; Culture and employee management issues/ impact of Country culture on IHRM.

International Workforce Planning and Staffing: International labour market; International Recruitment function; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues; Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Developing Global Mindset: Global Leadership; Cross cultural context and international assignees; Current scenario in international training and development; Training & development of international staff: types of expatriate training, sensitivity training, career development, repatriate training, developing international staff and multinational teams; knowledge transfer in multinational companies.

International Performance Management: Performance Management and MNE; Constraints in goal attainment, performance management cycle; Performance Management of International Assignees: third and host country employees; issues and challenges in international performance management, country specific performance management practices.

International Industrial Relations, Compensation and International Employment Laws: Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation; International compensation and international assignees: Forms of compensation, key components of international compensation, approaches to international compensation, compensation practices across the countries, emerging issues in compensation management; Establishment of labour standards by International Institutions, the global legal and regulatory context of MNE, the International framework of Ethics and Labour standards.

International Workforce and International Human Resource Information System (HRIS): Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization; HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Suggested Readings:

Dowling, P., Festing, M., Engle, A., International Human Resource Management, 6th ed., Andover: Cengage Learning, 2013.

Evans, P., Pucik, V., Barsoux J-L, The Global Challenge: Frameworks for International Human Resource Management, McGraw-Hill, 2010.

Chris Brewster, Paul Sparrow, Guy Vernon, International Human Resources management, CIPD, 2007.

Tayeb, M., International Human Resource Management: a Multinational Company Perspective, Oxford University Press Inc., 2005.

Aswathappa, K., Dash, S., International Human Resource Management, McGraw-Hill, 2007.

Briscoe, D., Schuler, R., International Human Resource Management, Routledge, 2004

McCourt, W., Eldridge, D., Global Human Resource Management: Managing People in Developing and Transitional Countries, Edward Elgar Publishing Limited, 2003.

PERFORMANCE MANAGEMENT

Performance Management (PM) Conceptual Frame Work: Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal.

Performance Appraisal Methods: 360 degree feedback, Assessment centers, Performance reviews, Coaching and Counseling, Performance Management in Manufacturing, Services and IT Organizations, Strategies for improving performance, Performance Management and development, Performance Management and pay.

Performance Management Application & Improvement: Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counseling: Concept, Principles and Skills competency based Performance Management.

Performance Management linked Reward Systems: Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Suggested Readings:

- Performance Management, Aquinis- Pearson
- Performance Management, Chadha, Macmillan
- Performance Management, Armstrong, Michael, Baron, Jaico
- Performance Management, Cardy – PHI
- Performance Management, Kohli, Deb – Oxford
- Performance Management, D Sharma, HPH
- Performance Management System, R.K. Sahu – EB
- Performance Management and Appraisal, TV Rao, Sage

STRATEGIC HUMAN RESOURCE MANAGEMENT

Introduction to Strategic HRM- Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies.

Human Resource Environment- Technology and structure; Workforce diversity; Demographic changes, Temporary and contract labour; Global environment; Global competition, Global sourcing of labour; WTO and labour standards.

Recruitment And Retention Strategies- Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Telecommuting Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams.

Training And Development Strategies Creating a learning organization; Competency mapping; Multi-Skilling, Succession planning; Cross cultural training.

Performance Management Strategies- Defining key result areas (KRA); Result based performance, Linking performance to pay; Merit based promotions.

Reward And Compensation Strategies- Performance based pay; Skill based pay; Team based pay; Broad banding; Profit sharing; Executive Compensation; Variable pay.

Retrenchment Strategies-Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment.

Human Aspects Of Strategy Implementation - Behavioral issues in strategy implementation; Matching culture with strategy, Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics

Global HR Strategies –Introduction to global HR strategies; Developing HR as a value added function

Suggested Readings:

Strategic HRM – Jeffery Mello, Thompson publication, New Delhi

Strategic HRM – Charles Greer, Pearson education Asia, New Delhi

Strategic HRM - Michael Armstrong, Kogan page, London

Strategic HRM – Agarwal, Oxford university press, New Delhi

Human resource management – Garry Dessler, PHI, New Delhi

