

**COURSE CURRICULUM & REGULATIONS GOVERNING MASTER OF BUSINESS
ADMINISTRATION (MBA) DEGREE COURSE**

W.E.F 2020

AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT SYSTEM

REGULATIONS

1. Course Title

The course shall be called ‘Master of Business Administration Post-graduate Degree Course’. The duration of the course is two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

Course content: The course comprises of subjects of study, internship, project work and field work as prescribed. Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, factory visits etc.

- a) Courses in the programme are of three types: Core (C), Electives (E) and Project (P) Core (C):** Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of papers.

- b) Internship and Business Familiarization Report (BFR):** In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examination failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered equivalent to teaching of a course of two credits.

- c) **Final Project:** During the fourth semester, each student shall undertake an individual project work and prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination.
- d) **Project work guidance** to ten students is considered equivalent to teaching of a course of four credits.

4. Attendance and Conduct

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject.

5. Evaluation

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practicals.

The breakup of marks will be as follows:

- | | |
|-------------------------------------|-------------------------|
| a. C1(Covering the first two units) | – 15 Marks |
| b. C2 (Covering the next two units) | – 15 Marks |
| c. C3 (Covering all the units) | –70 Marks |
| | Total –100 Marks |

Term end examination (C3) will be of 3 hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the chairman of BoE shall get the questions papers set by external examiners.

II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

5.1.(i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have **DROPPED** that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have **DROPPED** that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Controller of Examination.

5.2 In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, as per section 6.9 below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years.

In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option. The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Controller of Examination at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree a final grade card consisting of grades of all courses successfully completed by the candidate will be issued by the Controller of Examination.

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

- a. BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.
- b. Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

G	G	GP=VXG
30-39	4	V*4
40-49	5	V*5
50-59	6	V*6
60-64	6.5	V*6.5
65-69	7	V*7
70-74	7.5	V*7.5
75-79	8	V*8
80-84	8.5	V*8.5
85-89	9	V*9
90-94	9.5	V*9.5
95-100	10	V*10

Here, P is the percentage of marks ($P = [(C1+C2) + M]$) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$\text{CGPA} = \frac{\Sigma \text{GP}}{\text{Total number of credits}}$$

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
4 ≤ CGPA < 5	5	SECOND CLASS
5 ≤ CGPA < 6	6	
6 ≤ CGPA < 7	7	FIRST CLASS
7 ≤ CGPA < 8	8	
8 ≤ CGPA < 9	9	DISTINCTION
9 ≤ CGPA ≤ 10	10	

Overall percentage=10*CGPA or is said to be 50% in case CGPA<5

9. Medium of Instruction

The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

UNIVERSITY OF MYSORE
YUVARAJA'S COLLEGE (AUTONOMOUS)
DEPARTMENT OF MANAGEMENT SCIENCE
CHOICE BASED CREDIT SYSTEM 2020-21

MBA Course structure and Syllabi
Minimum credits required for MBA Degree

I to IV Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
	14	52	4	12	8	25	26	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
I	5	19	2	6			7	25
II	5	19	2	6			7	25
III	3	10			3	9	6	19
IV	1	4			5	16	6	20
Total	14	52	4	12	8	25	26	89

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Numbers	Credits
ODD	8	29	2	6	3	9	13	44
EVEN	6	23	2	6	5	16	13	45
Total	14	52	4	12	8	25	26	89

First Semester- MBA*

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Management Concepts and Theories	C	2:1:0	3	4
2.	Organizational Behavior	C	3:1:0	4	5
3.	Managerial Accounting	C	3:0:1	4	5
4.	Statistics for Management	C	3:0:1	4	5
5.	Managerial Economics	C	3:1:0	4	5
6.	Managerial Communication	F	2:1:0	3	4
7.	Business, Government and Society	F	2:1:0	3	4
8.	Computer Applications in Management	F	1:0:2	3	5

Second Semester-MBA*

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Marketing management	C	3:1:0	4	5
2.	Human Resource Management	C	3:1:0	4	5
3.	Corporate Finance	C	3:0:1	4	5
4.	Business Research Methods	C	3:0:1	4	5
5.	Operations Management	C	2:1:0	3	4
6.	Legal Aspects of Business	F	3:0:0	3	3
7.	Management Information System	F	1:0:2	3	5
8.	Operations Research	F	2:0:1	3	4
9.	Global Business Environment	F	2:1:0	3	4

*Any two foundation courses from the available foundation courses shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more foundation courses which will be offered during I and II semesters depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be twenty.

Third Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Project Management	C	3:1:0	4	5
2.	Entrepreneurship and Small Business	C	3:1:0	4	5
3.	Elective-I**	E	2:1:0	3	4
4.	Elective-II	E	2:1:0	3	5
5.	Elective-III	E	2:1:0	3	4
6.	Business Familiarization Report	C	0:0:2	2	4Hrs/week for 20 students

Electives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Consumer Behaviour and Marketing Research	E	2:1:0	3	4
Elective-II	Sales and logistics Management	E	2:1:0	3	4
Elective-III	Advertising and Sales Promotion	E	2:1:0	3	4

Electives: Group-II

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Advanced Corporate Finance	E	2:1:0	3	4
Elective-II	Financial Markets and Institutions	E	2:1:0	3	4
Elective-III	Portfolio Management	E	2:1:0	3	4

Electives: Group-III

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Human Resource Development	E	2:1:0	3	4
Elective-II	Organizational Change and Development	E	2:1:0	3	4
Elective-III	Training and Development	E	2:1:0	3	4

Electives: Group-IV

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	International Economics	E	2:1:0	3	4
Elective-II	India and WTO	E	2:1:0	3	4
Elective-III	Export-Import Procedures and documentation	E	2:1:0	3	4

Electives: Group-V

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	System Analysis and Design	E	2:0:1	3	4
Elective-II	Software Engineering and Management	E	2:0:1	3	4
Elective-III	Database Management Techniques	E	2:0:1	3	4

Electives: Group-VI

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-I	Supply Chain Management	E	2:1:0	3	4
Elective-II	Operations Strategy	E	2:1:0	3	4
Elective-III	Services and Retail marketing	E	2:1:0	3	4

Fourth Semester-MBA

Sl.No	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
1.	Strategic Management	C	3:1:0	4	5
2.	Elective-I	E	2:1:0	3	4
3.	Elective-II	E	2:1:0	3	4
4.	Elective-III	E	2:1:0	3	4
5.	Elective-IV	E	2:1:0	3	4
6.	Project Work***	E	0:0:4	4	8Hrs/week for 10 students

Electives: Group-I

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Product and Brand Management	E	2:1:0	3	4
Elective-V	Business Marketing Management	E	2:1:0	3	4
Elective-VI	Services Marketing	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

Electives: Group-II

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Financial Management	E	2:1:0	3	4
Elective-V	Derivatives	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	Corporate Taxation	E	2:1:0	3	4

Electives: Group-III

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Strategic Human Resource Management	E	2:1:0	3	4
Elective-V	Labour Legislation	E	2:1:0	3	4
Elective-VI	Industrial Relations and Collective Bargaining	E	2:1:0	3	4
Elective-VII	Knowledge Management	E	2:1:0	3	4

Electives: Group-IV

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	India's Foreign Trade	E	2:1:0	3	4
Elective-V	International Trade Policy	E	2:1:0	3	4
Elective-VI	International Financial Management	E	2:1:0	3	4
Elective-VII	International Marketing	E	2:1:0	3	4

Electives: Group-V

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Enterprise Resource Planning and Business Process Re-Engineering	E	2:0:1	3	4
Elective-V	Electronic Commerce	E	2:0:1	3	4
Elective-VI	IPR and Cyber Laws	E	2:0:1	3	4
Elective-VII	Business Strategies	E	2:0:1	3	4

Electives: Group-VI

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDIT	Teaching Hours per week
Elective-IV	Sales and Logistics Management	E	2:1:0	3	4
Elective-V	Retail Management	E	2:1:0	3	4
Elective-VI	Promotion and Relationship Management	E	2:1:0	3	4
Elective-VII	Operations Research	E	2:1:0	3	4

***L=Lecture – 1 hour of lecture per week in a semester = 1 credit**

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of seminars / tutorial / field work per week per week in a semester = 1 credit

P = Practicals– 2 hours of practicals per week in a semester = 1 credit

**** Elective Groups:**

Any one *group* from the available Elective Groups shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Elective Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for elective groups. An Elective Group can be offered if there are minimum ten students opting for that group.

***A student shall register for Business Familiarization Report in third semester which carries 2 credits. In the fourth semester project work must be carried out for preparing the final project work report which carries 4 credits.

Elective group I: MARKETING MANAGEMENT

Elective MM I: Consumer Behaviour and Marketing Research

Elective MM II: Sales and Logistics Management

Elective MM III: Advertising and Sales Promotion

Elective MM IV: Product and Brand Management

Elective MM V: Business marketing Management

Elective MM VI: Services Marketing

Elective MM VII: International Marketing

Elective Group II: FINANCE MANAGEMENT

Elective FM I: Advanced Corporate Finance

Elective FM II: Financial Markets and Institutions

Elective FM III: Portfolio Management

Elective FM IV: Strategic Financial management

Elective FM V: Derivatives

Elective FM VI: International Financial Management

Elective FM VII: Corporate Taxation

Elective Group III: HUMAN RESOURCE MANAGEMENT

Elective HRM I: Human Resource Development

Elective HRM II: Organisational Change and Development

Elective HRM III: Training and Development

Elective HRM IV: Strategic Human resource Management

Elective HRM V: Labour Legislation

Elective HRM VI: Industrial relations and Collective Bargaining

Elective HRM VII: Knowledge Management

Elective Group IV: INTERNATIONAL BUSINESS

Elective IB I: International Economics

Elective IB II: India and WTO

Elective IB III: Export-Import Procedures and Documentation

Elective IB IV: India' Foreign trade

Elective IB V: International trade policy

Elective IB VI: International Financial management

Elective IB VII: International marketing

Elective Group V: INFORMATION SYSTEMS

Elective IS I: Systems Analysis and Design

Elective IS II: Software Engineering and Management

Elective IS III: Data base management techniques

Elective IS IV: Enterprise Resource Planning and Business Process Reengineering

Elective IS V: Electronic Commerce

Elective IS VI: IPR and Cyber Laws

Elective IS VII: Business Strategies

Elective Group VI: RETAIL & SUPPLY CHAIN MANAGEMENT

Elective R&SCM I: Supply Chain Management

Elective R&SCM II: Operations Strategy

Elective R&SCM III: Services and Retail marketing

Elective R&SCM IV: Sales and Logistics Management

Elective R&SCM V: Retail Management

Elective R&SCM VI: Promotion and Relationship Management

Elective R&SCM VII: Operations research

MBA Program Objectives:

MBA graduates shall acquire analytical skills, data management and diagnostic problem solving skills in order to support management decision making. Students will make data-driven decisions demonstrating the ability to identify alternatives.

Business Management & Leadership Skills: Demonstrate an ability to apply a significant amount of business administration knowledge in Leadership & Management, Accounting & Finance, Health Care Management, Human Resource Management, IT Management, and Project Management

Strategic Planning & Problem-Solving Skills: To demonstrate ability to identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to solve organizational problems using a strategic planning approach.

Communication and Team Management Skills: To demonstrate ability to communicate effectively with all stakeholders and mobilize team for a common purpose with a clear understanding of organizational behaviour and change

Social Responsibility & Ethical Decision-Making Skills: To demonstrate the ability to understand and analyze corporate social responsibilities and apply ethical decision-making principles during day-to-day operations.

MBA Program Outcomes: Upon completion of the MBA program, students will:

- ↻ Gain knowledge of the key functions of business enterprises
- ↻ Acquire advanced skills to understand and analyze significant business opportunities, which can be complex, uncertain and dynamic.
- ↻ Use critical and analytical thinking to identify viable options that can create short-term and long-term value for organizations and their stakeholders.
- ↻ Apply best practices to solve managerial issues
- ↻ Integrate theories and practice to perform strategic analysis
- ↻ Demonstrate effective written forms of communication and oral business presentations
- ↻ Implement leadership skills to work effectively within diverse teams
- ↻ Identify and analyze ethical responsibilities of businesses
- ↻ Apply decision-making techniques, both quantitative and qualitative analysis, to management issues
- ↻ Motivate and work with colleagues, partners, and other stakeholders to achieve organizational purposes
- ↻ Help build and sustain high-performing teams by infusing teams with a variety of perspectives, talents, and skills and aligning individual success with team success and with overall organizational success
- ↻ Foster collaboration, communication and adaptability in helping organizations excel in a changing business scenario.

Program Specific Objectives:

Building Communication skills: Students will develop effective communication skills to synthesize complex business ideas. They will be able to effectively communicate quantitative and qualitative business concepts in a clear and concise manner in written and oral formats. They will be able to work and communicate effectively with diverse team members.

Analytical and critical thinking: Students will develop the ability to analyze complex management situations by managing information, applying qualitative and quantitative solutions, and integrating information technology to improve decision making and increase competitive advantage in an environment of rapid change.

Knowledge of Integrating Functional Areas: Students will successfully apply and integrate the functional areas of business to improve strategic decision making. Students will be able to take strategic, comprehensive, and innovative approaches in making business decisions to create value in a challenging environment..Students will be able to integrate knowledge of the core business functions to solve complex, ambiguous and unfamiliar management problems.

Ethical leadership: Students will demonstrate knowledge of ethical frameworks for management decision-making and leadership. They will demonstrate capability to follow legal principles, ethical guidelines and social responsibility.

Global awareness: Students will demonstrate an appreciation for conducting business in a global environment. Students will be able to identify factors affecting the global economy and international business, and develop a comprehensive understanding of the factors. Students will be able to apply knowledge of the global economy and international business to make informed business decisions.

Program Specific Outcomes:

- ↻ Possess knowledge of current theory and techniques of major business disciplines (Core Courses)
- ↻ Exhibit leadership skills, interpersonal skills needed for teamwork and business decision making.
- ↻ Demonstrate ability to think critically and communicate effectively
- ↻ Have an understanding of global perspective of business.
- ↻ Demonstrate ability to reorient things in the light of constant change
- ↻ Possess the ability to grasp global opportunities and exploit them for organisational advantage.
- ↻ Exhibit ability to involve internal and external stakeholders in decision making.
- ↻ Exhibit high moral and ethical values and emotional intelligence needed for corporate leadership.
- ↻ Demonstrate high level of transparency in corporate governance.
- ↻ Ability to learn and achieve standards.
- ↻ Demonstrate high level of employee empowerment and engagement.
- ↻ Exhibit organisational citizenship behavior

SYLLABUS
FIRST SEMESTER

1.1 Management Concepts & Theories

Course Objectives: To help students gain understanding of management concepts and theories, functions and responsibilities of managers. To enable them to analyze and understand the various functional areas of the organization and its functioning.

Course Outcomes: On completion of this course, the students will be able to understand the concepts related to Business, demonstrate the roles, skills and functions of management, analyze effectively apply management concepts to diagnose and solve organizational problems and develop optimal managerial decisions. Understand the complexities associated with management of human resources in the organizations.

1. Management: Definition, nature and scope of management, basic functions of management, management as a process. Evolution of management theory and practice from Taylor, Fayol, Drucker to the present day. Professional code of conduct and Ethics in management. Growth of professional management in India

2. Managerial Planning: Planning process, the purpose of managerial planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Planning premises, certainty, risk and uncertainty. Decision making, models of rational decision making process, limitations, heuristics, bounded rationality in decision-making .process and models, steps in rational decision-making.

3. Strategic planning: Concept of strategy, structure and strategy-Chandlers thesis, levels of strategy making, models of strategy making, Mackinsey 7 s model, porters five forces model, BCG matrix, five forces model,

4. Organizational theories and design: Bureaucracy as the underlying principle of organizations. Bases of departmentation specialization, division of work, differentiation and integration, various forms of organization –functional, product/market, matrix, team structures, span of management principles of coordination, Power, authority, delegation and decentralization. Informal organizations and grapevine.

5. Managerial Control: Relationship between planning and control-limitations of control, feedback, types of control systems and techniques – management by exception, budgetary control, functional and dysfunctional aspects of budgetary control, internal control systems, internal audit and management audit.

References:

- ↻ *Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,*
- ↻ *Introduction to Management-Fred Luthans-McGraw*
- ↻ *The Practice of Management-Peter.F.Drucker*
- ↻ *Management- Stoner, Freeman and Gilbert*
- ↻ *Management- Griffin*
- ↻ *Management- Holt*
- ↻ *Management- Tasks and Responsibilities- Peter. F. Drucker*
- ↻ *Professional management- Theo Haimann*
- ↻ *Organization Theory and Design – Richard L.Draft*
- ↻ *Management - Richard L.Draft*
- ↻ *People and Performance by Peter F.Drucker*

1.2 Organizational Behavior

Course Objectives: To help the students develop cognizance of the importance of human behaviour, to understand how people behave under different conditions and understand why people behave as they do and use this knowledge in managing human resources effectively. They learn how to predict and control behaviour.

Course Outcomes: Demonstrate capability to predict behaviour and use this knowledge effectively. Understand how people behave in groups and how to manage groups effectively. Demonstrate the ability to analyse complexities associated with management of individual behaviour, group behaviour and understanding the motive behind such behaviour in the organization.

1. Fundamentals of Organizational Behavior: evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior,

2. Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

3. Group Dynamics: Group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

4. Motivation: theories and models of motivation, Leadership, theories of leadership & leadership styles.

5. Management of Change: Resistance to change, change models, change agents. Organizational effectiveness, Organizational climate and culture, Learning organizations.

↻ **References:**

- ↻ *Organizational Behavior – Robbins.*
- ↻ *Organizational Behavior- Fred Luthans*
- ↻ *Human Behavior at Work- Keith Davis*
- ↻ *Organizational Theory and Design – Daft*
- ↻ *The Fifth Discipline- Peter Senge*
- ↻ *The Seven Habits of highly Effective People- Stephen Covey*
- ↻ *Understanding Organizational Behaviour – Uday Parekh*
- ↻ *The Five Minds-Howard Gardner*
- ↻ *All the books by Edward De Bono*
- ↻ *Work in the 21st Century – Landy and Jeffrey*

1.3 Managerial Accounting

Course Objectives: It helps the students to understand fundamental accounting concepts and to prepare the company's financial statements. It also helps them understand various costs and costing methods involved in manufacturing concerns.

Course Outcome: At the end of this course students will be capable of preparing the financial statement of a company and evaluate its

performance based on the final accounts. And also they will be able to evaluate relevant costs involved in the production process.

1. Introduction to Accounting: Meaning, accounting concepts and conventions –Financial Accounting V/s Management Accounting – Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, merchandizing manufacturing and service businesses using Excel.

2. Company Final Accounts in India: requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports and its contents.

3. Financial statement Analysis: techniques of financial statement analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel.

4. Excel applications: Preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel. Pivot, Advance Excel exercise-VLookup Data arrays and Macros Basics

5. Cost Accounting: elements of Costs, Classification of costs, Preparation of Cost Sheet, Cost accounting systems: Job costing, process costing, contract costing and service costing, Marginal costing and use of break-even analysis in decision-making –Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

References:

- ↻ *Financial Accounting: A Managerial perspective –R.Narayanswamy*
- ↻ *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- ↻ *Cost and Managerial Accounting - Duncan Willamson*
- ↻ *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- ↻ *Management and Cost Accounting- Colin Drury*
- ↻ *Management Accounting –HensenMowen*
- ↻ *Financial Analysis and Modelling – ChandanSenGuptha*

1.4Statistics for Management

Course Objectives: This course gives the exposure towards the analytical skills required to handle data and enables them to enhance their knowledge on descriptive and inferential statistics in decision-making.

Course Outcomes: Students will be able to apply various statistical data analysis tools and techniques for making business decisions.

1. **Quantitative data interpretation in managerial decision making:** collection –Types of Data-classification – tabulation – frequency distribution – charts using excel. Measures of central tendencies and dispersion – using visual explorations in MS excel.
2. **Sampling:** Sampling techniques, random sampling, random numbers table, Monte Carlo simulation, Chi-square tests, time series forecasting. Hands-on experience with MS-Excel.
3. **Hypothesis testing:** Parametric and non-parametric tests. Parametric-Means, Proportion, Anova and Variance. Non-parametric-Chi-square, Run test, Mann-whitney test, KS Test and Freidman’s Test.
4. **Correlation and Regression:** multiple correlation and multiple regression– Estimation and Testing. Probability concepts conditional probabilities – Bayes theorem. Probability distributions: Binominal, Poisson and Normal distributions Estimation – point and interval.
5. **Statistical Quality Control-** Process control: Introduction to statistical quality control (SQC), aims and objectives. Chance and assignable causes of variation. Process control and product control. Control charts and basis for their construction. Action and warning limits. Various tools of SQC. Control limits, basis, construction, and interpretation of mean, range, and standard deviation charts, np-chart, p-chart, stabilized p-chart, c-chart and u-chart. Process capability study: Natural tolerance limits and specification limits.

References:

- *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- *Statistics for Management – Richard Levin and Rubin[excel version]*
- *Statistics – Murray Spiegel, Schaum Series*
- *Quantitative Business Analysis – Text & Cases – SamulBodiley& others*
- *Basic Business Statistics – Bereuram and Levine*
- *Quantitative Methods – Anderson, Sweeny & William*

1.5 Managerial Economics

Course Objectives: This course gives a comprehensive overview of distinction between micro and macroeconomics concepts with the aim of developing within students a picture of how business organizations relate to the economy as a whole. The course then focuses on practical applications of economic analysis to problems of concern. Case studies and projects are used to demonstrate the methods used to determine economic feasibility and cost-effectiveness of products, services, and programs.

Course outcomes: At the end of this course students will be able to design various competitive strategies and also production and cost optimization techniques for making optimal managerial decisions.

1. Introduction: Definition, nature and scope of managerial economics. Theory of the firm- goals of the firm, indifference curve analysis, and Equilibrium Analysis-

2.Demand Estimation and Forecasting: Estimation of Demand- Consumer Surveys, Consumer clinics and Focus groups, Market Experiments in test stores, Statistical Estimation-Regression-Forecasting demand-selecting a forecasting technique, purpose of forecast- Qualitative forecasting techniques-Survey and opinion polling techniques-Quantitative techniques-Time series Analysis, Trend Analysis, Cyclical variations, Seasonal effects, Random fluctuation- Smoothing techniques-Moving Averages-Exponential Smoothing and advanced techniques-accuracy of forecast -short-run forecast-long-run forecast.

3.Production and Cost Analysis: Production function, with one and two variable input, returns to scale, Nature of costs, short run and long run cost function and curves, economies of scale. Revenue-Break-even point, break-even chart and cost curves. Profit analysis, Cost-Volume-Profit analysis.

4. Market Structures: Market structure and degree, Perfect, Monopoly, Monopolistic and Oligopoly markets, Price and output determination in short and long run, Cartels and non price competition. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner's Dilemma.

5.Pricing Decisions: Significance of Pricing from management perspective, Cost plus pricing, Transfer Pricing, Price-over the life cycle of the Product, Penetration Pricing. Pricing of multiple products, Price discrimination, National Income concepts and measurements, Business cycle and coping strategies of firms.

Note: Discussion of at least one Case Study for each chapter from the book *Managerial Economics 8e* By Dominick Salvatore & Siddhartha Rastogi is Desirable.

References:

- *Managerial Economics- Dominick Salvatore.*
- *Managerial Economics- Gupta and Mote*
- *Economics- Samuelson & Nordhaus*
- *Managerial Economics by Peterson and Lewis*
- *Micro Economics – Dominick Salvatore*
- *Macro Economics – Palmer and others*
- *Macro Economics – Koutinyas*

1.6 Managerial Communication

Course Objectives: It enables the students to sensitize the importance of communication skills and emphasizes on effective writing of business communication.

Course Outcomes: At the end of this course students are equipped about effective communication under multifaceted situation and also would be able to prepare business proposals.

1. Introduction: nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening

2. Communication for Problem Solving: problem solving–communication model for case analysis and reporting in detail. Group discussion, in-class / workshop exercises and assignments.

3. Writing Skills: exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages.

4. Oral Communication: exercises in speaking, discussing, listening and negotiating, body language and kinesics, business etiquettes

5. Business Presentations: hands–on with excel and office power point.

(Practical Component: Focus on Presentation, articulating a message across-to boss, peers and subordinates. Practice exercise on interviewing skills.)

References:

- *Better Business Communication – Denish Murphy*
- *Written Executive Communication - Shurter*
- *Model Business Letters - Gartside.*
- *Business Communication – Lesikar – Pettit - Flatery.*
- *MLA's Handbook.*
- *Business Research Methods- Cooper and Schneider*
- *Business Research Methods - Zikmund*

1.7 Business, Government and Society

Course Objectives: It accentuates the students to develop conceptual framework of business environment, Provides insight into the importance of economic structure of a country.

Course Outcomes: Students will be able to evaluate the various components in business decision-making and also the scope for ethics in business.

1. Business as a social system: internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility

2. Economic Structure of India: Economic planning in India and NITI Ayog, transition from mixed economy to a market economy, Characteristics of industrial, service and agricultural sectors, Regional and sectoral imbalances, Dualism, Trends in GDP.

3. Monetary and Fiscal System of India: overview of India's monetary policy, fiscal policy, role of RBI. Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, NBFC's. Financing of exports and imports, EXIM and ECGC. Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.

4. Indian Society, Culture and Politics: social problems of India, Impact of modernization on Indian society, demography, gender, environmental issues.

5. Corporate Governance: Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance. The concept of corporate, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases

References:

- ↻ *Business Environment – C.A.Francis*
- ↻ *Business, Government & Society – Arthur Gold Smith.*
- ↻ *Ethical choices - shekar*
- ↻ *India Development Reports*
- ↻ *India in Transition – JagdishBhagwathi*
- ↻ *India's Economic policy – BimalJalan*
- ↻ *Is there a Indian way of thinking – A.K.Ramanujam*
- ↻ *A Million Mutinies- V.S.Naipual*
- ↻ *International Business Environment by Daniels &Radbaugh*
- ↻ *Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.*
- ↻ *Business and Government – Francis Cherunilam, HPH.*

1.8 Computer Applications in Management

Course Objectives: It emphasizes on the need for information technology in business and various components of e-commerce in the business context.

Course outcomes: At the end of this course students will be able design e-commerce business models legal ethical framework and also hands on experience on MS Excel and making power point presentations.

1. Information Technology: Application of information technology, uses of information technology, impact of information technology on business.

2. Electronic commerce: Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.

3. Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation. Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

4. Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment-working with Excel – workbook. Preparation of charts and graph with excel - working with workbook. Working with functions – Summary statistics.

5. Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point.

References:

1. *Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.*
2. *Sanjay Saxsena- MS Office 2000- Vikas Publishing House,*
3. *Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning*
4. *S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning*
5. *Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI*
6. *O'Brien James- Management Information System- Tata Mcgraw Hill*
7. *Gorden Davis and Olson- Management Information System- Conceptual Foundations –McGraw Hill*
8. *Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.*
9. *Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.*
10. *Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.*

SECOND SEMESTER

2.1 Marketing Management

Course Objectives: Course familiarizes the students with the fundamental concepts of marketing. Understand the elements of marketing mix and marketing strategies to influence the consumer buying behavior.

Course outcomes: At the end of this course, the students will be able to formulate marketing strategies that incorporate psychological and sociological factors which influence buying. Understand branding; identify marketing channels and product distribution through various sales promotion techniques

1. Introduction to Marketing Management: nature of marketing management, Types of products / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services. Due Diligence- Meaning and Importance.

2. Consumer Behavior: consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence, Marketing information system and Digital Marketing.

3. Market Segmentation and Targeting: concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning.

4.Product & Price: product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity, Packaging and labeling. Pricing: General pricing approaches, new product pricing strategies, Public policy and pricing.

5.Promotion and Place Mix: elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Return on Marketing Investment. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.

References:

- *Marketing Management – Philip Kotler, Prentice Hall India, (New edition)*
- *Fundamentals of Marketing – William Stanton*
- *Principles of Marketing – Philip Kotler and Garry Armstrong*
- *Marketing Management – Rajan Saxena*
- *Marketing Management – Zickmund*
- *Marketing – Ramesh Kumar*

2.2 Human Resource Management

Course Objectives: To enable the students to understand the HR Management system at various levels in organizations, focus and analyse issues and strategies required to select and develop manpower resources, develop relevant skills necessary for application in HR related issues. Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Course Outcomes: Effectively manage and plan key human resource functions within organizations. Examine current issues, trends, practices, and processes in HRM. Contribute to employee performance management and organizational effectiveness. Problem-solve human resource challenges.

1.Perspectives in HRM: role of HR managers, sub-systems of HRM, HR functions and policies. Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM. Due Diligence- Meaning. Importance and Process.

2.HR Planning, Recruitment and Selection: scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews, errors in selection.

3.Training and Development: induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career Development.

4.Performance Management: KRA and KPAs, Traditional v/s Modern methods of performance management. Potential appraisal, Feedback systems. Job evaluation.

5. Compensation Planning: wages and salary, Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring. Return of HR Investment.

○ **References:**

- ↗ *HR and Personnel Management – Keith Davis*
- ↗ *Personnel Management – Flippo*
- ↗ *Human Resource Management – T.V. Rao*
- ↗ *Human Resource Management – Pattanaik*
- ↗ *Human Resource Management – Micheal Armstrong*
- ↗ *Human Resource Management –Gary Desseler*

2.3 Corporate Finance

Course Objectives: To familiarize the students with basic concepts of financial management and financial system. Understand stock valuation models. To evaluate various investment proposals based on various

capital budgeting techniques. Understand the optimal capital structure for a firm and dividend decisions.

Course outcomes: At the end of the course the student will be able to apply basics of financial concept to choose among various investment, proposals. Estimate the working capital requirements; Design the optimal capital structure with relevant decisions on dividends.

1. Goal of the Firm: Profit maximization v/s Wealth maximization, Nature of basic managerial finance functions-Investing, Financing and Dividend. Agency problems, Social responsibility. Time value of money, the concepts of compounding, discounting and present value, annuities, amortization of loans etc., Problem solving using excel. Due Diligence- Meaning and Importance.

2. Valuation of Long Term Securities: Bond Valuation, Common Stock Valuation using dividend discount model-Calculation of Rates of Return (yields)-Risk and return of equity stock and portfolio, CAPM model

3. Working Capital Management: Concepts-gross, net and core. Optimal level of working capital, Financing Current Assets-Maturity matching approach, Inventory Management, JIT, Cash and Receivables Management-Credit Management, Use of Liquidity Ratios, Financing of Current Assets-Issues and Problems in India

4. Capital Budgeting: Estimating cash flows – Initial, intermediate and terminal Cash flows on standalone and incremental basis-Principles underlying cash flow measurement-Capital budgeting decision rules, Payback, Accounting Rate of Return, Discounted Cash Flow techniques – NPV, IRR, PI, Problem solving using excel.

5. Financing Decisions: Capital Structure Vs Financial Structure. Concept of Optimal Capital Structure-Required Rates of Return and the Cost of Capital: Cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Determination of Optimal Capital Structure-EBIT-EPS analysis, operating and financial leverage.

References:

- ↗ *Fundamentals of Financial Management – Van Horne and Wachowitz*
- ↗ *Financial Policy and Management – Van Horne, 12th edition.*
- ↗ *Financial Management – Prasanna Chandra*
- ↗ *Corporate Finance – Brigham and Erhardt*
- ↗ *Corporate Finance – Ross, Wetfield&Jaffer*

2.4 Business Research Methods

Course Objectives: It imparts the knowledge about the basics components of research design. Helps students understand various research analytical tools used in business research and enhance the critical thinking skills.

Course outcomes: At the end of the course the student will be able to understand various research approaches, techniques and strategies appropriate in business research. Apply a range of quantitative and qualitative research techniques to business in day to day operations of organization.

1. Research in Business: Role of business research, Information systems and knowledge management, Theory building, Overview of research process, Ethical issues in business research.

2. Problem Formulation: Identification and Selection of the problem, Definition and statement of the problem and research proposal, Basic research designs– Exploratory, descriptive and causal designs. Secondary research designs, meaning of qualitative and quantitative research.

3. Survey: Basic concepts in survey research, Methods of communication with respondents, Questionnaire, Interview and focus group. Observation method, Experimental research. Measurement and scaling concepts, Attitude measurement, Principles of questionnaire design. Nielsen and IRS data samples.

4. Sampling and Field Work: Sample design and sample procedures, Determination of sample size – a review of statistical theory, Field work, case study method-Definition, Case studies in business research, objectives , guidelines for case study, Evaluation of Case study -Published case studies in business research-case studies in: Strategy, Finance, Marketing , HRM and Operations.

5. Data Analysis and Presentation: Editing and coding for transformation of raw data into information, Basic data analysis – descriptive, statistics, uni-variate statistics, bi-variate analysis: Tests of differences-advantages of SPSS- Measures of association. Multi-variate analysis. Factor Analysis, Regression analysis, Cluster analysis Correspondence analysis and co-joint analysis (Introduction only). Presentation of research findings.

References:

- ↻ *Business Research Methods – Zikmund*
- ↻ *Marketing Research – Malhotra N.K.*
- ↻ *Marketing Research – Parashuraman*
- ↻ *Business Research Methods – Donald R. Coopers and Schindler*
- ↻ *Foundations of Behavioural Research – F.N. Kerlinger*
- ↻ *MLA Handbook for Researchers – MLA Association*

2.5 Operations Management

Course Objectives: To acquaint the students with the basics of production and operations functions. To understand how to select a good plant location and design plant layout. Understand the need for ensuring total quality, certifications and quality standard.

Course Outcomes: At the end of the course the students will be able to design production strategies, plant layout and choose feasible Plant Location. Scope for lean manufacturing and develop Total Quality Management Strategies. Understand the importance of ISO standards in production and supply chain management from the global perspective.

1. Introduction to Operations Management: Definitions, Key elements, Differences between Services and Goods, Systems view of OM, Current issues and challenges in OM, Short Case Study – Bata India. Production Strategies product strategies – Product life cycle – Productive system types – Impact of technology on organization and operations functions. Due Diligence -Meaning and importance.

2. Plant Location and Production Layout: Issues in Facility Location, Free Trade Zone, Industrial Clusters and Special Economic Zones, Location methods. Basic Production Layout Formats, Production planning and control – Inventory planning and control – Just in Time - Materials requirements planning – Aggregate Planning-Numerical exercises.

3. Job designing: work study and time study – Statistical quality control methods. Japanese manufacturing systems – Flexible manufacturing system.

4. Total Quality Management: trends in quality management, benchmarking, business process re-engineering, Business Process Mapping/Value mapping Kaizen , Six Sigma Motorola systems, Quality criteria based on Deming prize, Malcolm Baldrige Award Quality Management Systems, ISO Standards and Process.

5. Supply Chain Management and Retail Marketing: Concept of SCM. Managing the external and internal supply chain, Global SCM and sourcing. Theory of constraints (Drum-Buffer-Rope).

References:

- ↗ *Modern Production Management – Buffa Elwood. S, and Rakesh K. Saren, John Wiley and Sons, 2003.*
- ↗ *Production and Operation Analysis – Steven Nahmas*
- ↗ *Cases in Production / Operations Management – K.N. Krishnaswamy*
- ↗ *Total Quality Management – Dale H. Besterfield and others – Pearson Education, New Delhi, 2003.*
- ↗ *Total Quality Management – PoornimaChoudhary – Pearson Education – New Delhi, 2002.*
- ↗ *Total Quality Management – Sridhar Bhatt.*
- ↗ *Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.*

2.6 Legal Aspects of Business

Course Objectives: To understand the laws relating to business. Understand the legal provisions of Indian Companies act 1956. Understand laws for protecting and securing innovations. Understand laws pertaining to Securities market and Information Technology Act.

Course Outcomes: At the end of this course the students will be able to carry on the business within the legal framework. Apply various laws to protect his business. SEBI guidelines and secure the information system, get an insight into consumer protection act.

1.Outlines: Industries Development and Regulation Act (IDRA), Competition Act. Foreign Exchange Management Act.(FEMA)

2. Outlines: Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mis-management and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.

3. Outlines: Intellectual Property Rights, Patents and Trademarks Act, Copy Rights Act, Meaning of Geographical Indicators-Phytosanitary measures. Labour Standards and Environment Standards.

4. Outlines: Security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.

5. Outlines: Consumer Protection Act and Information technology Act.

References:

- ↻ *A Manual of Business Laws – S.N. Maheshwari and S.K. Maheshwari*
- ↻ *Business Law for Management – K.R. Bulchandani*
- ↻ *Business Environment: Texts and Cases – Francis Cherunilam*
- ↻ *Business and Corporate Laws – S.S. Gulshan and G.K. Kapoor*
- ↻ *Bare Acts of respective legislations.*

2.7 Management Information Systems

Course Objectives: To understand the importance and emerging technologies in the field of management. Study telecommunication networks, understand SDLC. Study ERP Package, Web publishing and e-commerce. Understand the ethical issues in information management.

Course Outcomes: At the end of the course, students will be able identify to telecommunication networks. Will be able to develop functional modules for business case studies using ERP and upload the content on internet through web publishing.

1. Information Systems: Data v/s Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts, telecommunications networks.

2. Systems Development: The concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.

3. Application Technologies: ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies.

4. Web Publishing: web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues

5. Practicals on ERP -. Functional modules in business-Marketing, HRM, Finance and Operations

References:

- *MIS – Kennett G. Laudon and Jane P. Laudon*
- *MIS – James A. O'Brien*
- *MIS-C.S.V.Murthy*
- *Computer Today – S.K. Basudev*
- *ERP Concepts – V.K. Garg*

2.8 Operations Research

Course Objectives: Understand the mathematical tools that are needed to solve optimization problems. Understand and practice allocation problems, Assignment problems, Transportation problem, Queuing models for service allocation and Network Analysis (PERT & CPM) for project management. Get an insight into decision making under various situations.

Course Outcomes: At the end of this course the students will be able to use optimization techniques for profit and cost functions. Apply appropriate models for allocation of limited resources for logistics and assignment problems in the production area. Apply PERT and CPM for project management and game theory for managerial decisions

1. Linear programming: Formulation, Graphical solutions – Simplex method – Big-M method, Duality and sensitivity analysis.

2. Transportation and Assignment Problem: NWC, LCM and VAM method. Optimal Solution using MODI method. Traveling salesmen problems, solving the sequencing problems. Assignment Problems.

3. Queuing Models: Deterministic and probabilistic models, Single server and multiple server models – Infinite population.

4. Network Analysis: PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games - Formulation of game models, Two

person Zero sum games & their solution, $2 \times N$ and $M \times 2$ games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

5. Decision Theory: Decision under uncertainty- Maxmin & Minimax, Decision under Risk- Expected Value, Simple decision tree problems, (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs- M machines cases, Behavioral theories.

References:

- ↻ *Quantitative Techniques in Management – N.D. Vohra*
- ↻ *Operations Research – Wagner*
- ↻ *Operations Research – HamdyTaha*
- ↻ *Theory and Problems of Operations Research – Richard Brouer*
- ↻ *Mathematical Methods in Business – Barnett and Sieger*
- ↻ *Operations Research – S.D. Sharma*

2.9 Global Business Environment

Course Objectives: It enables the students to understand the importance, process and framework of international business, entry and tariff barriers for global business. Understand the impact of various international financial factors on business and co-operation between various countries for trade and economics.

Course Outcomes: At the end of this course the students will be able operate business under the international trade framework, design international business models by incorporating macro-economic factors. Will be able to optimize trade, investment and development opportunities and integrate them into the world economy through various global organizations.

1.Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business, Trade Theories.

2. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

3. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade, dumping.

4. International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and their impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FIIs

5. International Economic Environment: World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), AOA-agreement on agriculture, GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank, Regionalism v/s multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

References:

1. Bennet, Roger, *International Business*, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., *Going International: Respon se Strategies of the Indian Sector*, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., *International Business*, the Dryden Press, Fortworth, 1999.
4. John D Daniel, Lee H Radebaugh and Daniel P Sullivan, *International Business: Environment and Operations*, 10th Edition., Pearson Education.
5. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., *International Business*, McGraw Hill, New York, 2000.
7. Aswathappa K, *Essentials of Business Environment*, 10th Revised Edition, HPH.
8. Francis Cherunilam, *International Business* , Revised Edition, PHI
9. Francis Cherunilam, *Global Economy and Business Environment* , Revised Edition, HPH.
10. Vishal Kumar, *International Business*, 1st Edition, 2015, Kalyani Books.
11. Rosy Joshi and Sangam Kapoor, *Business Environment*, 2 nd Edition, 2015, Kalyani Books.
12. A Mustafa, *International Business Environment*, 1st Edition 2013, Kalyani Books

THIRD SEMESTER

3.1 Project Management

Course Objectives: To enable the students to understand project management and feasibility studies. Analyze project work break down structure, cost and time estimation. Understand project risk management with contingency planning; Evaluating project team performance and control; Ensuring project closure with post audit.

Course Outcomes: At the end of this course the students will be able to choose feasible project and allocate resources optimally. Develop responsibility matrix and arrive at project completion time and cost. Mitigate risk factors and project crashing. Develop and manage virtual project teams.

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy, project life cycle, feasibility studies -different forms of project contracting.

2. Project Scope Management: defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.

3. Estimating project cost and time: factors influencing the quality of estimates, top-down versus bottom-up estimating, methods for estimating project cost and times.

4. Project Risk Management: measuring risk, contingency planning, scheduling resources, reducing project duration.

5. Project Team Management: building high-performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation, project quality, planning, quality assurance, quality audit, project closure, post completion audit.

References:

- ↻ *Project Management – Clifford Gray & Larson*
- ↻ *The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub*
- ↻ *Effective project Management – Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning*
- ↻ *Project Management: A managerial approach – Meredith, Jack.R & Mantel Samuel.J – 2006, New Delhi, John Wiley & Sons*
- ↻ *Project Management for business, engineering & technology: principles & practice – Nicholas, John.M & Steynl, Hermann*
- ↻ *Project Management – Harvey Maylor – 1999, New Delhi, Macmillan pub*
- ↻ www.pmi.org

3.2 Entrepreneurship and Small Business

Course Objectives: To help the students to develop entrepreneurial skills and mindset among the students. Understand the role of financial and educational institutions in fostering the entrepreneurial development. Analyze various perspectives of business environment and import-export policy from global perspective.

Course Outcomes: At the end of the course the students will be able to conceptualize the ideas and develop business models; Operate the business under the socio-economic and legal framework; plan strategies to develop small scale business; gains exposure to international trade.

1. Foundations of Entrepreneurship: nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs.

2. Business Planning: from idea generation to preparation of detailed business plans. Exercises in preparation of business plans. Business Continuity aspect-contingency, workflow reallocation

3. Venture Capital: Valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's). Rural & social entrepreneurship, potential for entrepreneurship in rural India, SHGs, micro credit etc. family businesses, new generation entrepreneurs, women entrepreneurs- case studies

4. Small Business in Indian Environment – Economic, Social, Political cultural and legal; Policies Governing small scale units; industrial policies and strategies relating to small scale sector. Start-ups in India. Impact of pandemic on small business.

5. Institution assisting export promotion of small business in India; Export promotion councils global perspective of small business in selected countries.

↻ **References:**

↻ *Entrepreneurship – Prof. T.V.Rao*

↻ *Entrepreneurship – Hisrich & Peter*

↻ *Stay hungry stay foolish-Rashmi Bhansal*

↻ *Entrepreneurship-Mathew J Manimala*

↻ *Indias new capitalist – Harish Damodaran*

↻ *Business Maharaja's – Geetha Peramal*

↻ *Desai Vasant, Organization and Management of Small scale industry, Bombay, Himalaya,*

ELECTIVE PAPERS

MARKETING

3.3 Elective MM 1: Consumer Behavior and Marketing Research

Course Objectives: To enable the students to understand consumer behavior from personal, socio-cultural and environmental perspectives. Analyze the buying decisions of consumers. Understand tools of market research design. Study market research for sales, pricing and distribution.

Course Outcomes: At the end of this course the students will be able to appraise the consumer behavior and buying decision. Study various marketing research designs and techniques. Apply various statistical tools and techniques for market research data analysis; Able to arrive at pricing of product.

1.Consumer Behavior: introduction, Factors influencing consumer behaviour, Personality, Psychographics, Family, Society, Values of perception, Attitude and life styles, Different models of consumer behaviour – Economic, Learning, Psychoanalytical, Sociological, Howard Sheth, Nicosia, Webster and Wind, Engel, Blackwell and Minard models.

2. Buying Decision Making Process: buying roles, Stages of the decision process – High and low effort decisions, Post purchase decisions,

3.Marketing Research Designs: types of research designs, Techniques and tools of data collection – Scales and measurement, various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.

4.Application of Quantitative Tools in Marketing: decision making using Regression analysis, ANOVA, Discriminant analysis, Factor analysis, Cluster analysis, Multi-dimensional scaling and Conjoint analysis, Use of SPSS for data analysis.

5. Market Research: marketing and market research, Qualitative research, Market and sales analysis. Motivation research, Communication research, Product, Pricing and Distribution research.

References:

- *Marketing Research – N.K. Malhotra*
- *Marketing Research – R.Nargundkar*
- *Consumer Behaviour – Schiffman and Kanuk*
- *Marketing Research – Tull, Green and Hawkins*
- *Business Research Methods – Zikmund*
- *Marketing Research – Parashuraman, Grewal*
- *Consumer Behaviour – Hoyer Mac Innis*

3.4 Elective MM 2: Sales and Logistics Management

Course Objective: Helps to understand the sales management and personal selling process. Handling and evaluating the performance of sales teams. Understand various aspects of sales force management. Gain knowledge about key areas of logistics, material handling and manage warehousing.

Course Outcome: At the end of this course the student will be able to sell a product in the open market and carefully handle the sales personnel. Get an insight into the emerging trends in retailing and wholesaling. Design and manage distribution channels. Awareness about software packages to enhance the quality of logistics.

1. Sales Management: objectives of sales management, Personal selling process, developing personal selling strategies. Organizing the sales force – Types of sales organizations – Determining the kind of sales force and Size of the sales force. Qualities of sales executives.

2.Managing the Sales Force: effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas – Compensating sales force, Motivating the sales force – Controlling the sales force – Evaluating the sales force.

3.Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing &wholesaling.

4.Distribution and Logistics Management: design of distribution channel, Structure and Channel management. Components of logistics – inbound and outbound logistics, key logistics activities viz., Customer services - Inventory management – Material handling – Communication – Order processing, Packaging – Traffic and transportation – Warehousing and storage.

5. Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy – Computer packages used in logistics. Retailing and wholesaling, sales and logistics for rural markets.

↪ **References:**

- ↪ *Sales Management – Decisions, Strategies and Cases – Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- ↪ *Professional Sales Management – R.E. Anderson, Joseph F. Har, Alan J. Bash*
- ↪ *Marketing Channels – Louis W. Stern, Adel I. ER – Ansary, T. Coughlan*
- ↪ *Fundamentals of Logistics Management – M. Lambert, James R. Stock, M. Eliram*
- ↪ *Logistics Management – Donald J.B. and D.J. Closs*
- ↪ *Logistics and Supply Chain Management – Martin Christopher*
- ↪ *Sales Management – Analysis and Decisions Making – Thomas N. Ingram*
- ↪ *Managing Supply Chain – J.L. Gattorn and D.W. Waldis*

3.5 Elective MM 3: Advertising and Sales Promotion Management

Course Objectives: To help the students understand determinants of promotion mix and sales promotion. Helps students understand planning and designing creative approaches for advertisement and advertisement campaigns. Builds ability evaluate advertising budget and developing strategies to tap the rural markets.

Course Outcomes: At the end of this course the students will be able to evaluate the sales promotion mix; design and draft advertisement layout for effective communication; ability to choose optimal advertisement media through proper agency; develop ability to ensuring ethics and standards of advertising.

1. Promotion Mix: elements of marketing promotion mix, Advertising, Publicity, Personal selling, Public relations and Sales promotion, Determinants of promotion mix.

2. Advertising: types of advertisement, advertise ability and advertising aids, Advertising planning and decision making.

3. Advertising Campaign Planning: setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy-visualization lay out, Advertising appeals and themes, Classification of advertisement copies, Essentials of a good copy. Exercises in drafting advertisement copy.

4. Advertising Media: types of media, media planning and scheduling, Advertisement budgets, approaches to advertising, budgeting; Measuring advertising effectiveness; Advertising strategies for rural markets.

5. Advertising Agencies: profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, advertising standards council of India (ASCI).

References:

- ✦ *Advertisement and Promotion – Belch and Belch*
- ✦ *Advertising – Aaker and Bathra*
- ✦ *Advertising Management – Chunawalla*
- ✦ *Advertising Management – Write and Ziegler*
- ✦ *Contemporary Advertising – Williams Arens*
- ✦ *Advertising Management – Rajeev Batra, John G. Myer, David Aker*
- ✦ *Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh*
- ✦ *Advertising Principles and Practice – Wells, Moriarty, Burnett*
- ✦ *Advertising Management – Jaishri Jethwanry, Shruthi Jain*
- ✦ *Marketing Communication – Dahlen*

FINANCE

3.3: Elective FM 1: Advanced Corporate Finance

Course Objectives: To familiarize the students with basic concepts of financial management and capital budgeting. Ranking and analyzing various investment proposals. Understand the importance and relevance of dividend decisions under legal framework. Gain knowledge about firm valuation using various models. Gain insight into Information asymmetry and principal-agent conflicts.

Course Outcomes: At the end of the course students will be able to apply capital budgeting techniques to evaluate various investment proposals. Design suitable dividend policy. Firm valuation based on various models and information asymmetry in an ideal capital market.

1. Advanced Topics in Capital Budgeting: Cash Flow Measurement Problems, Use of Probabilities, serial dependence and independence of cash flows, Use of Decision Trees, Real Options in Capital Budgeting: Expansion, Abandonment and Postponement

2. Ranking Projects: Conflicts in Ranking Projects using NPV and IRR, Fisher's rate of intersection, Multiple IRRs, MIRR, Optimal decision under capital rationing-Risk Analysis in Capital Budgeting using Sensitivity Analysis and Scenario Analysis and Simulation

3. Dividend Decisions: Dividend As a Passive Residue, Signaling device. Determinants of Dividend Policy of a firm. Provisions of Company Law and Income Tax Law pertaining to Dividends.

4. Valuation of the Firm: Ideal capital market, valuation of firm using MM, CAPM, Binomial and BSOPM models and their reconciliation-

5. Information Asymmetry and Principal Agent Conflicts: Separation of ownership and control, principal and agent conflicts, real world factors and violation of conditions of ideal capital market on valuation of securities and firms. Classic directive, maximizing V vs E. Information asymmetry, Akerlofs market for lemons, Spence's job market signaling, causes of information asymmetry, valuation of securities and quality of stock market. Information asymmetry and bond valuation and dividend.

3.4: Elective FM 2: Financial Markets and Institutions

Course Objectives: This course helps the students to understand the Indian financial system provides an overview of capital markets and market for government securities. Throws light about Banking functions and regulatory framework; imparts knowledge

about merchant banking and functions of credit rating agencies; Comprehends fraudulent activities under companies act.

Course outcomes: At the end of this course the student will be equipped about Indian financial system; Thorough about various financial instruments and stock market operations; Proficient enough to design corporate debt restructuring mechanism. Will be capable of assessing credit rating and take up the role of merchant bankers practically. Investigate into fraudulent activities under SEBI framework.

1. Overview of Indian Financial System: Indian Capital Market and Money Market, Foreign Institutional Investors (FIIs)-Portfolio Management Schemes of Indian Institutional Investors, Global Capital Flows-Hedge Funds, Private Equity.ADR and GDR.

2. Indian Capital Market: Primary and Secondary Capital Markets in India-Market for Stocks and Bonds, Market for Derivative Instruments (Financial and Commodities), Over the Counter Markets (OCTEI),NCDEX, MCX. Markets for Government Securities, Mock Exercises in Online Stock Market Operations on Sensex and Nifty.

3. Banking in India: current problems of public sector banks, capital adequacy norms, Basel norms, NPA problem, corporate debt restructuring, and securitization of debt and asset reconstruction companies, the new Insolvency and bankruptcy code.

4. Merchant Banking and Credit Rating: Introduction to merchant banking, merchant bankers/lead managers, registration, obligation and responsibilities, underwriters, obligation, bankers to an issue, brokers to an issue. Issue management activities and procedure pricing of issue, issue of debt instruments, book building green shoe option, services of merchant banks, Credit Rating - SEBI guidelines, limitations of rating.

5. Regulatory Mechanisms: The role of SEBI in regulating the Capital Market and Stock Exchanges-Outlines of the SEBI Act and Powers of SEBI- Important Cases dealt with by SEBI-Sahara, NSEL, Insider Trading Cases etc. Investigation into Corporate Frauds under Companies Act. NFRA and IBBI.

3.5 Elective FM 3: Portfolio Management

Course Objectives: This course enables the students to gain knowledge about valuation of equity, debt and mutual funds; provides understanding of the concept of market efficiency; impart awareness about EIC framework and technical analysis for making equity investment decisions; enables portfolio construction and evaluation using various measures.

Course outcomes: At the end of the course the student will be able to make investment decisions into equity and debt; Will be able to predict the intrinsic value of investment and future stock price movements;

Construct and manage active portfolio; Evaluate the performance of portfolio based on the performance measures.

1. Efficient Market Hypothesis: The Concept of Market Efficiency-Weak Form, Semi-strong and Strong form of efficiency-Statistical Tests for Measuring Efficiency-STIGLITZ paradox of Market Efficiency-Optimal risky portfolios-Markowitz's mean variance model Vs Stochastic Dominance Analysis(SDA), Equilibrium in capital markets – Capital asset pricing model, Index models and Arbitrage pricing theory and multifactor models of risk and return.

2. Fixed Income Securities: Bond Prices and yield –Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk-interest rate sensitivity, duration, convexity and immunization.

3. Fundamental Analysis: Economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies, Metrics used in valuation of firms.

4. Technical Analysis: Market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.

5. Active Portfolio Management: Sharpe, Treynor, Jensen's Alpha measures of mutual fund performance – measuring investment return, conventional theory of performance evaluation, M^2 and T^2 market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model

HUMAN RESOURCE MANAGEMENT

3.3. Elective HRM 1: Human Resource Development

Course objectives: Understand the basic concepts and nature of HRD, its importance in the present day context. They gain insight into HRD in Government, PSU's and IT sector. Understand the importance of coaching, mentoring and counseling in development of human resources. Understand learning and development in the knowledge setting and understand the importance of career planning and development.

Course Outcomes: Students will be in a position to manage employees effectively. Understand the importance of coaching, mentoring and counseling in managing HR. Able to identify Key Performance areas and key result areas that contribute to effective management of HR. Demonstrate ability to apply modern techniques of performance management in managing HR.

1. Human Resource Development: sub systems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs. Balance Scorecard and Deming's Principles in HRM.

2. Performance Management: Traditional and Modern Techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development, Bi-directional performance management.

3. Mentoring, Coaching & Employee Counseling Services: nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling.

4. Career Planning and Development: meaning and process – Career path, Career width and Length – Succession planning – Career Development.

5. Learning and development in knowledge setting: Learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy, planning for individual development.

↻ **References:**

↻ *Human Resource Development –Randy L. Desimone, Jon M.Werner& David M.Harris.*

↻ *Designing and Managing Human Resource Systems – Pareek, Udai and Rao T.V.*

↻ *Recent Experience in Human Resource Development – Rao T.V. and Pereira, D.H.*

↻ *Performance Appraisal – Theory and Practice – Rao T.V.*

↻ *Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.*

↻ *Human Resource Management – Satyadian S. Mirza*

↻ *Knowledge Management – SheldaDebowski – John Wiley, India publications.*

3.4. Elective HRM 2: Organizational Change and Development

Course Objective: To understand the importance of planned, systemic change; learn about value, assumption and belief in organizational development; understand the different types of intervention adopted and consultant and client issues.

Course Outcome: Students will be able to manage planned change in organization effectively; will understand the importance of values, assumptions and beliefs in organization development; demonstrate ability to apply intervention techniques in managing Organization development.

1. Organizational Change: planned organizational change, Change agents, Dynamics of resistance to change planned change; Quality work life.

2. Organization Development: history of Organization, Development – Values – Assumptions – Beliefs in organization development.

3. Theory and Management of Organization Development: foundations of organization development – Managing the organization development process – Action research and organization development.

4. Organization Development Intervention: team intervention – Inter-group and third party peacemaking intervention – Comprehensive intervention – Structural interventions – Training experiences.

5. Key Considerations and Issues: issues in consultant – Client relationships – System ramifications – Power, politics and organization development – Research in organization development

↻ **References:**

↻ *Organization Development – Franch and Bell;*

↻ *Organization Behaviour – Fred Luthans*

↻ *Human Behaviour at Work – Keith Davis; Organizational Design for Excellence – Khandawalla*

↻ *Organizational intelligence – Silber Kearny*

↻ *The dance of change – Peter Senge and others*

↻ *The fifth discipline – Peter Senge*

3.5 Elective HRM 3: Training and Development

Course Objective: The course helps students to understand the importance of training and its diversity; learn about the different challenges, training need assessment, training delivery, training evaluation and training interventions.

Course Outcome: Students will be able demonstrate the ability to carry out training need assessment by specifying goals, identifying constraints, resource analysis; they will be implement the traditional and modern methods of training delivery and evaluate training programs with the use of different models and designs.

1. Training: introduction, Importance of training, Advantages of training, Training challenges, Changing workplace and workforce, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan.

2. Training Needs Assessment (TNA): methods of TNA, Organizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource analysis, Learning principles, Training enhancement, Trainee characteristics.

3. Training Delivery: traditional vs Modern methods, SDLP, Simulated work settings, DLP, CD ROM, Interactive Multimedia, Web-based instructions, Intelligent Training System (ITS), Virtual Reality Training (VRT).

4. Training Evaluation: criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

5. Training Interventions: learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter-positional training, Leadership training.

↻ **References:**

↻ *Training in Organization – Irwin L. Goldstein, J. Kevin Ford.*

↻ *Effective Training: System Strategies & Practices – P Nick Blanchard James W Thacker.*

↻ *Training For Organizational Transformation – Rolf P Lynton UdaiPareek.*

↻ *The Trainers portable mentor – Gargulo & Others*

INTERNATIONAL BUSINESS

3.3 Elective IB 1: International Economics

Course objective: Understand the theories of international trade; demand and supply mechanism in international trade; the importance of economies of scale; the relationship between economic growth and international trade; the different modes of trade, FDI; heterogeneity in international trade.

Course Outcome: The students will be able to understand the processes of international economic relations as the part of global market economy development; Analyze and describe significant policy options available to governments that can be applied to international trade, and to analyze and describe the expected effects of those policy choices; Understand demand and supply mechanism in international trade; Acquire skills that would help them to take rational decisions in issues related with the international economy; Evaluate the impact of tariff and non tariff barriers.

1. Theories of International Trade: the law of comparative advantage, the standard theory of international trade, factors endowment and the Hecksher-Ohlin theory.

2. Demand & Supply Analysis: introduction, the equilibrium relative commodity price with trade-partial and general equilibrium analysis, relationship between general and partial equilibrium analyses, offer curves, the terms of trade and gains.

3. Economies of Scale: introduction, imperfect competition and international trade, trade based on dynamic technological differences, cause of transportation, industry location, environmental standards and international trade.

4.Economic Growth and International Trade: growth factors of production, technical progress, growth and trade in small country and large country perspective, effect and evaluation, trade changes.

5. Trade Modes: modes, determinants, foreign investments – FDI, FDI on national treatment factor. Heterogeneity in international trade, India in the global setting and globalization of Indian business.

↻ **References:**

↻ *Domenic Salvator – International Economics*

↻ *Paul R.Krugman and Obstfeld.M – International Economics, 3rd Edition, Harper Collins Pub., 1994*

↻ *Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc.m 1996.*

↻ *International Economics – Robert J.Carbaugh 2008.*

↻ *International Economics – Theo.S.Eicher, John H.Mutti and Michelle H.Tumovsky-2009*

↻ *International Economics – Global Markets and competition – Henry Thompson, 2006*

3.4Elective IB 2: India & WTO

Course objective: The Course would give a background on the global economic environment, investment climate and emerging opportunities for trade in goods, services and intellectual property rights under WTO era; Study of Regional trade blocks NAFTA, MERCOSUR, APEC, EU, BIMSTAC, ASEAN, G-6, IBSA. Review of India's economy post 1995, analysis of general agreement on trade in services (GATS). Latest happening India's stand on WTO agreements – agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions

Course outcome: Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO). Students develop awareness to the current trends in global economy, the functioning of multilateral institutions (IMF, World Bank, WTO, etc.), relevance of regional trading blocs, various exchange regimes, international monetary system, etc.

1. Globalization: Meaning of LPG, Globalization of world economy, business, impact and implications, policy options and governance. Arguments for India joining WTO - Arguments against membership – benefits and disadvantages to India. India's commitment and role in WTO – India as defendant and as complainant – India's position in WTO.

2. Regional trade blocks and economic integration – reasons for growth of economic blocks – economic – political – types of economical integration. Major regional trade groups – NAFTA, MERCOSUR, APEC, EU,BIMSTAC, ASEAN, G-6, IBSA. Euro benefits of common currency – expectancy – impediments of integration, India's role in

promoting foreign trade – vision perspective, road map, prospects, performance and evaluation.

3. WTO – Objectives, function, GATT and WTO., principles of WTO – transparency, MFN treatment, national treatment – free trade principles – dismantling trade barriers – ruled based trading system, treatment of LCD's – competition principles – anti dumping measures – environment protection.

4. Review of India's economy post 1995, analysis of general agreement on trade in services (GATS), definition of services under GATS, modes of international delivery services – cross border supply – commercial supply – consumption abroad, movement of personnel special agreements under WTO – TRIPS – TRIMS – objectives of intellectual property protection, Indian patent law and trips – issues, controversies and legal position.

5. Review of India's International Business with relevance to bilateral, preferential, regional, free trade, multilateral trade agreements. India's stand on WTO agreements – agriculture, NAMA, IPR, mode 4 restrictions, subsidies, concessions etc.

References:

- ↻ *International Business – By Roger Bonnet*
- ↻ *International Business - Michael Zinkata*
- ↻ *International Business - John d.Daniels*
- ↻ *International Business – Richard M.Shaffer*
- ↻ *International Business - Rugman*
- ↻ *International Business – VyepthakeshSharan*
- ↻ *International Economics – Dominick Salvatore*
- ↻ *Prospects of India's Foreign Trade – N.A.Khan*
- ↻ *India's Foreign Trade - Vadilal*
- ↻ *Manual of Foreign Exchange – H.E.Evilt*

3.5 Elective IB 3: Export–Import Procedures & Documentation

Course objective: Understand the International trade and EXIM policy of India; Explain the concepts in custom clearance in international business with respect to foreign trade; Understanding role and responsibilities of various government bodies involved in export-import business; Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects of Indian government; Impact of the E - commerce on Indian trade.

Course outcome: To familiarize students with the process of international customs clearance operations. Demonstrate ability to manage import trade procedures and documentation. Understand the role of International Trading Center in E-Commerce.

1. International Trade Policy Framework: regulations for International trade, legal aspects of exports – imports contract, EXIM policy of India.

2. Export Trade Procedures & Documentation: export procedures, pre-shipment inspection procedure, export documentation, ECGC relevance, incentives, eligibility criteria, performance evaluation, self-certification procedures, concessions and promotional advantages.

3. Export Promotion Measures in India: export promotion organizations, role of government agencies, STC, MNC/TNC's in promoting exports and evaluation of its impact on BOP.

4. Import Trade Procedures & Documentation: restrictions, role and relevance of government interventions, measurement of import parity on GDP.

5. Role of International Trading Center in E-commerce: computational analysis of India's export import logistics and simplification of procedural formalities and requirements.

References:

- ↻ *Desai.H.B – Indian Shipping Perspectives, Delhi, Anupam Publications, 1988*
- ↻ *Government of India handbook of Import – Export Procedures*
- ↻ *Paras Ram – Export: What, Where and How, Delhi, Anupam Pub., 1995.*
- ↻ *Export Management – Balagopal*
- ↻ *Export Import Procedures – Thomas E.Johnson*
- ↻ *New Import Export Policy & Handbook of Procedures-Nabhi*
- ↻ *International Trade & Export Management – Francis Cherunilam*

INFORMATION SYSTEMS

3.3 Elective IS 1: System Analysis and Design

Course Objectives: The aim of this course unit is to understand the need for professional approach to develop an Information system and practice it. Administers the knowledge of System Analysis Fundamentals and the Modern Systems Analyst; provides an insight of Information Requirements; Gives an idea of Systems Analysis Process; helps understand the Design Processes and its Essentials; gives and insight on Cross Life Cycle Activities, provides skills to equip with tools, techniques, methodologies, and processes, to develop computer-based information systems that meet the needs of businesses and organizations.

Course outcomes: The students should be able to describe principles, concepts and practice of System Analysis and Design process; explain the processes of constructing the different types of information systems; apply object oriented concepts to capture a business requirements; design and Develop of Information Systems in real world business environment

1. System Analysis Fundamentals and the Modern Systems Analyst: introduction to systems analysis and design, information system components, types of business information systems, organizational structure. Systems development techniques and tools, the SDLC, the systems analyst position.

2. Information Requirements Analysis: systems planning, preliminary investigation, the importance of strategic planning, a frame work for systems development, information system projects, evaluation of systems requests, steps in preliminary investigation.

3. Systems Analysis Process: requirements modeling, system development methods, modeling tools and techniques, systems requirement checklist, fact-finding, interviews, other fact-finding techniques, documentation. Data and process modeling-DFDs, data dictionary, process description tools, logical vs. physical models. Object modeling-object-oriented terms and concepts, objects and classes.

4. The Design Process and its Essentials: evaluating software alternatives, steps in evaluating and purchasing software packages, transition to systems design, prototyping. User interface, input and output design, user interface design. Systems implementation-application development, structured application development, object oriented application development, testing the application, documentation, management approval, installation and evaluation, training, data conversion, systems support – user support activities, maintenance activities, systems obsolescence.

5. Cross Life Cycle Activities and Skills: project and process management techniques, fact finding and information gathering, feasibility and cost-benefit analysis, joint application development, interpersonal skills and communications.

References:

- ↗ *Jeffrey L.Whitten and Lonnie D.Bentley – Systems Analysis and Design, Tata McGraw Hill*
- ↗ *Shelly, Gary b., Cashman, Thomas J and Rosenblatt, Harry J: Systems, Analysis and Design, Thomson*
- ↗ *Kendall and Kendall, Systems Analysis and Design, PHI*
- ↗ *Len Fertuck – Systems Analysis and Design with Modern Methods – B&E Tech*
- ↗ *Satzinger, John W.Jackson, Robert B.Burd, Stephen D, Systems Analysis and Design in A changing world, Thomson*

3.4 Elective IS 2: Software Engineering Management

Course objectives: The course prepares students to be successful professionals with solid fundamental knowledge in the field of software engineering; apply their foundations in software engineering to adapt to readily changing environments using the appropriate theory, principles and processes.

Course Outcomes: Acquires fundamental knowledge in science, mathematics, computer science, software engineering and multidisciplinary engineering; practice as a software engineer, design applicable solutions in one or more application domains using software engineering approaches; deliver quality software products; apply new

software models, techniques and technologies to bring out innovative and novelistic solutions evolving into their continuous professional development.

1. **The Product and the Process:** an overview of system engineering, analysis concepts and principles, analysis modeling, design concepts and principles, design methods, design for real time systems.
2. **Software Life Cycle Models:** software requirement, software design, configuration management.
3. **Software Metrics:** software process and project metrics, technical metrics for software. Project planning and management: Project management concepts, project scheduling and tracking, software project planning.
4. **Risk Management, Quality Assurance:** quality verification and valuation, testing.
5. **Object Oriented Concepts:** formal Methods, Software reengineering and software tools.

References:

- ↗ *Roger S.Pressman: Software Engineering – A Practitioner’s Approach – Tata McGraw Hill – IV edition.*
- ↗ *Kieron Conway, Software Project Management: From concept to deployment, Wiley Dreamtech Press*
- ↗ *Sommerville, Ian: Software Engineering, Addison Wesley*
- ↗ *S.A.Kelkar, Software Project Management, PHI*
- ↗ *Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – Fundamentals of Software Engineering – PHI*

3.4 Elective IS 3: Data Management Techniques

Course Objectives

The objective of the course is to present an introduction to database management techniques, with an emphasis on how to organize, extract, transform, load, maintain and retrieve - efficiently, and effectively - information from a DBMS using business intelligence with structure, design by developing and managing corporate information systems with efficient data security control.

Course Outcomes

Implement basic concepts of data base systems and construct queries using OLTP. Analyse multi-dimensional data interactively from multiple perspectives using OLAP tools. Extract data from homogeneous or heterogeneous sources; process data by data cleaning and transform them into a proper storage format/structure. Use business intelligence strategies and technologies used by enterprises for data analysis of business information. Take measures to prevent unauthorized access to

the information stored in computers and data bases or on the web, and to prevent the modification or corruption of that information.

1. Database Concepts, Schemas, Models, Architectures, Products, Features, OOAD, OOPS, OLAP, OLTP.
2. Extraction, Transformation and Loading (ETL), ETL Concepts and Tools in market, Data warehousing, Data Mining, Data Mart, Data Storage Methods.
3. Business Intelligence, Tools and Methods.
4. Structure, Design, Development and Managing Corporate Information Systems (CIS).
2. Data Security Management and Control.

References:

- ↪ *The Data Warehouse ETL Toolkit: Practical Techniques for Extracting, Cleaning by Ralph Kimball and Joe Caserta*
- ↪ *ETL Strategy for the Enterprise..by Sandesh Gawande*
- ↪ *Business Intelligence: A Capability Maturity Model By Dorothy Miller*
- ↪ *Introduction to Business Intelligence By Jorg Hartenauer*
- ↪ *Database Management: An Organizational Perspective by Richard T. Watson*
- ↪ *Database Systems Design, Implementation, and Management by Peter Rob and Carlos Coronel*
- ↪ *Modern Database Management (5th Edition) by Fred R. McFadden, Jeffrey A. Hoffer and Mary B. Prescott*
- ↪ *Developing Quality Complex Database Systems: Practices, Techniques and Technologies by Shirley A. Becker*
- ↪ *Strategic security management: a risk assessment guide for decision makers By Karim H. Vellani*
- ↪ *Information Security Management with ITIL, Volume 3 By Jacques A. Cazemier, Paul Overbeek, Louk Peters*

RETAIL & SUPPLY CHAIN MANAGEMENT

3.3 Elective R&SCM 1: Supply Chain Management

Course Objectives: Helps understand the theoretical framework and operating model for supply chain management. Gains knowledge about designing and managing value supply chain at the organizational level; Provides insight into global sourcing, inventory management techniques and customer service issues in supply chain management adopting the best practices.

Course Outcomes: At the end of this course the students will be familiar with current supply chain management trends. Capable of formulating and implementing global supply chain designs. Evaluate global sourcing of materials and practice best inventory management technique. Students will be competent enough to manage strategic issues

and develop customer service strategies. Able to design distribution channels at various levels by focusing on customer service and complaints handling.

1. Introduction to Supply Chain Management: concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.

2. Global Supply Chain Management: EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.

3. Sourcing: sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.

4. Strategic Issues in Supply Chains: lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.

5. Retailing and supply chain Interface: retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

Reference:

- ↪ Mohanty, R.P and Deshmukh, S.G, 2005,. *Supply Chain Management Theory and practices, Biztantra.*
- ↪ Sunil Chopra & Meindl Peter, 2003, *Supply Chain Management strategy, planning and operation, 3rd Edition, Pearson Education / PHI.*
- ↪ Altekar, V. Rahul, 2005, *Supply Chain Management, PHI.*
- ↪ Pierre David, 2003, *International Logistics, Biztantra.*
- ↪ Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, *Principles of Supply Chain Management A balanced Approach, Thomson.*
- ↪ Ronaqld H. Ballou, 2004, *Business Logistics/ Supply Chain Management, Pearson education, 5th Edition.*
- ↪ Coyle, J.J., Bardi E.J. & John Langley.C, 2006, *The Management of Business Logistics- A supply Chain Perspective Thomson, 7th Edition.*
- ↪ B.S.Sahay, 2004, *Supply Chain Management for Global Competitiveness, Macmillan India Ltd, 2nd Edition.*
- ↪ Metzger, 2005, “Supply Chain Management”, *Response.*

3.5 Elective R&SCM 2: Operations Strategy

Course Objectives: The course enables the students to understand various functional areas of production and operations management. Understand the planning capacity, location feasibility study and designing the best layout. They gain knowledge about designing the

contract and mass customization of production process and customer service. Learn to practice automation and know about employee competencies and nurturing innovations.

Course Outcomes: At the end of this course the student will be able to adopt modern production and process technologies. Better able to administer production indifferences and maintenance. Demonstrate capability of designing process network strategies. Formulate and practice best strategies for supplier and customer. Will be skillful in improve employee competency levels and expand the production process to meet the global standards.

1. Introduction to Operations Management: role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.

2. Control of production operations: Plant capacity and Line Balancing. Plant layout -different types of layouts, .Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies.

3. Strategy & Operations: a framework for operations strategy; Tradeoffs, productivity & competition; Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging.

4. Supplier & Customer Strategies: outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management

5. Learning & Growth Strategies: global standardization/ automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

Reference:

- ↗ *Operations Management, Stevenson J. William, 2007, 9th Edition, TMH.*
- ↗ *Operations Management strategy and analysis, Lee J. krajewski and Larry P.Ritzman, 2007, 9th Edition, Pearson*
- ↗ *Operations Strategy by Slack and Lewis. Prentice Hall, 2003.*
- ↗ *Manufacturing Strategy by Hill. Irwin McGraw-Hill, 2000.*
- ↗ *Manufacturing Strategy: How to formulate and implement a winning plan by Miltenburg. Productivity Press, 1995.*
- ↗ *Restoring our competitive edge: competing through manufacturing by Hayes and Wheelwright. John Wiley & Sons, 1984.*
- ↗ *Operations Strategy by David Garvin. Prentice Hall, 1992*

3.6 Elective R&SCM-3: Services & Retail Marketing

Course Objectives: The students understand the need, scope and categorization of services; acquire knowledge about dimensions of service quality and service quality mix; understand strategies to improve the service marketing and building customer relationship. Study the concept and emerging trends in retailing. Know about merchandising.

Course Outcomes: At the end of this course students will be able to implement service strategies to meet new challenges. Practice and improve the service marketing mix. Identify contemporary retail management issues, and strategies. Establish store management and visual merchandising practices for effective retailing.

- 1. Service: concepts, Scope of Services.** Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning, Customer expectations and perceptions of services.
- 2. Service marketing Mix:** product, Pricing, Place, Promotion, People, Physical evidence and process. Dimensions of Service Quality, Measuring service Quality.
- 3. Strategies for Marketing:** overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.
- 4. Introduction to Retailing:** types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
- 5. Merchandise Management:** sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

Reference:

- ↪ Hoffman, 2007, "Services Marketing", Thomson.
- ↪ Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
- ↪ David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
- ↪ Zeithaml Valorie A. and Bitner Mary, 2000, Services Marketing TMH.
- ↪ Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases,
- ↪ Galgotia Publishing Company, New Delhi.
- ↪ Levy & Weitz, 2005, Retailing, TMH
- ↪ A J Lamba, 2006, The Art of Retailing, TMH
- ↪ Patrick M. Dunne and Robert F. Lusch, 2005, Retailing, Thomson Learning
- ↪ Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
- ↪ Gilmore, 2005, Services marketing and Management, Response Books

FOURTH SEMESTER

4.1 Strategic Management

Course Objectives: The course provides insights into the core concepts of strategic management; to evaluate various business strategies in dynamic market environments. Provides insights into various strategic management models; importance of ensuring corporate ethics and governance. Understand growth strategy for business and strategy implementation process. Evaluating and monitoring strategy implementation.

Course Outcomes: At the end of this course the student will be able to craft a suitable business strategy. Incorporate various factors in environmental analysis. Develop a strategic business model in the competitive environment ensuring ethics and corporate governance; able to manage business portfolio; will be proficient in strengthening the core competencies of the firm; develops policies and procedures for strategy implementation.

1. Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

2. Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

3. Establishing organizational direction – developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

4. Generic competitive strategies – stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis.

5. Strategy implementation – building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

References:

- ↻ *Strategy and Structure – Alfred C.Chandler*
- ↻ *Strategic Management – Alex Miller and Irwin*
- ↻ *Competitive Advantages: Creating and Sustaining, Superior Performance – Michael E. Porter*
- ↻ *Competing for the future – Prahlad and Hammel*
- ↻ *The Future of Competition – Prahlad and Venkataraman*
- ↻ *Crafting and executing Strategy – Aurthor A. Thompson and others*
- ↻ *The Art of Strategy – AvinashK.Dixit and Barry J.Nalebuff*

ELECTIVE PAPERS

MARKETING

Elective MM 4: Product and Brand Management

Course Objectives: To impart knowledge about the product, product mix and marketing strategies; help understand new product development and product launching strategies; provide insights about marketing and pricing strategies; develops ability in brand management and design programs to build brand equity.

Course Outcomes: At the end of this course the students will be able to assess potential for product development and growth. Demonstrate ability of developing and launching a new product. Formulate marketing plan and ensure effective brand management will demonstrate potential to design and implement branding strategies.

1. Introduction to Product Management: basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers

2. New Product Planning and Development: organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.

3. Marketing Planning: planning process, components of marketing plan – competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP) – basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy.

4. Brands and Brand Management: customer based brand equity – brand positioning and values – choosing brand elements to build brand equity.

5. Designing Marketing programs to build brand equity: measuring sources of brand equity – design and implementing branding strategies – managing brand over time.

References:

- ↻ *Product Management – Donald R. Lehman, Russel S. Winner and*
- ↻ *Strategic Brand Management - Kevin L.Keller*
- ↻ *The Brand Management Checklist – BrabVanauken and Managing Indian Brands – Ramesh Kumar*
- ↻ *Application Exercises in Marketing – Ramesh Kumar*
- ↻ *Brands & Branding by The Economist*
- ↻ *Strategic Brand Management by Jean Noel Kapferer*
- ↻ *Building, Measuring, and Managing Brand Equity by Kevin L.Keller*
- ↻ *Handbook of new product management – Christopher H.Luch*

Elective MM 5: Business Marketing Management

Course Objectives: To enable the students to understand the difference between business and consumer marketing; understand the organizational customers buying behavior; enhance knowledge about marketing planning from the economic and industry perspectives; help students gain knowledge about supply chain management, marketing and distribution channels.

Course Outcomes: At the end of this course the students will be able to assess and evaluate organizational consumer buying behavior; formulate industrial product strategy and assess product life cycle; Ensure effective logistics and supply chain management; design and plan advertising and sales promotion; demonstrate ability in bidding and leasing.

1. The Nature of Business Marketing: business and consumer products, Basis for classification, Difference between business and consumer marketing, Business marketing in global context, Classification of business consumers, Classification of business products.

2. Organizational Buying Behaviour (OBB): key characteristics of organizational customer and buying process – Purchasing organization and buying stages, Concept of buying center, Buying motivations, Purchasers evaluation of potential suppliers, Environmental influence on organizational buying process. Marketing information system for organizational market

3. Business Marketing Planning: planning process, Demand analysis, Segmenting, Targeting and Positioning, Industrial product strategy and Product policy, New product development, Managing business services, PLC of industrial products.

4. Managing Business Marketing Channels: direct and indirect distribution, E-channels, Distributors, Manufacturer representative, Channel design and administration. Concept of logistics and supply chain management in business marketing. Pricing strategy for business markets – Competitive bidding and leasing, Advertising and sales promotion, Personal selling in business marketing

5. Managing Business Markets: managing personal selling function, Key account management, Sales administration, Selling through Internet. E-commerce, Prospecting on Internet, Accepting orders and payment on net

References:

- ↻ *Business Marketing Management – Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning*
- ↻ *Industrial Marketing – Reeder and Reeder (PHI)*
- ↻ *Industrial Marketing – Richard Hill (AITBS)*
- ↻ *Supply Chain Management – Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)*
- ↻ *Business Marketing – Haynes*
- ↻ *Business Marketing – Rangan*

Elective MM 6: Services Marketing

Course Objectives: To study the emerging trends in services marketing; Enables students to understand customer expectations; Learn to design service development strategies; Identify the gap between customers expectations and service delivery; Understanding the integrated gap models to improve the service quality.

Course Outcomes: At the end of this course the students will be able to analyse and evaluate consumer behaviour in the services sector; ensuring customer service delivery through various channels; and able to promote services across various service sectors.

1. Introduction to Services marketing: definition of services, Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix, Recent trends in services marketing, Sectoral view of service industry.

2. Consumer Behaviour in Services: gap analysis for understanding consumer behaviour. Customer expectations – Customer perception, Factors influencing customer expectations. Service development and design, Stages in new service development, Service blueprinting. Customer defined service standards. Physical evidence service scope.

3. Delivering and Performing Services: employees role in service delivery – Boundary-spanning roles, Strategies for closing gaps. Customer roles in service delivery, Delivering services through intermediaries and electronic channels.

4. Managing Demand and Capacity: managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality.

5. Marketing of Services: health care, Hospitality services, Transport services, Telecommunication services, Consultation services, Financial services.

References:

- ↗ *Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J. Bitner*
- ↗ *Services Marketing – People, Technology and Strategy – Lovelock*
- ↗ *Services Marketing – Ravishankar*
- ↗ *Marketing of Services – Jha*
- ↗ *Marketing of Services – G.S. Bhatia*
- ↗ *Marketing of Services – Sahu and Sinha*

Elective MM 7: International Marketing

Course Objective: Understand emergence of and basics of international marketing. Study international marketing environment from various perspectives and understand marketing mix strategy. Recognize the various facilities and provisions for exports by government of India and other institutions. Enable the students to understand global level platforms for international economics and trade.

Course Outcomes: At the end of this course the students will be able to appreciate and extend their marketing boundaries across the world; apply market entry strategies

effectively. Evaluate the factors affecting international marketing. Develop aptness towards export planning and appreciate the role of various forums for international trade negotiations.

1. International Marketing: introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.

2. International Marketing Environment: economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc

3. Organization for International Marketing: objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing

4. Export Planning: export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities

5. International Economic Institutions and Forums: GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

References:

- ↗ *International Marketing – SakOnkvisit and John J. Shaw*
- ↗ *International Marketing – Philip Cateora and John Graham*
- ↗ *International Marketing – C.A. Francis*

FINANCE

4.2 Elective FM 4: Strategic Financial Management

Course Objectives: To help students acquaint to the methodology of Mergers and Acquisitions, Leverage Decisions and its practical impact. They learn about Financial Distress and Restructuring. To study the impact of Dividend policy on the market value of the firm. To be acquainted with the influence of Stock Repurchases on market capitalization.

Course Outcomes: Acquire knowledge on the methodology, synergy of Mergers and Acquisitions, theories of Leverage Decision. Develop capability to analyze cause and effect of Financial Distress and Restructuring of corporate. Develops ability to understand the impact of dividend policy and stock repurchases on market value of the firm. Enthalls mastery over Managing Internal Equity, Seasoned Equity Offerings and its pricing phenomenon.

1. Mergers and Acquisitions (M&A): Market for corporate control, basic forms of M&A as per Indian company law-acquisition, takeovers, amalgamations, leveraged and management buyouts tax forms of acquisition, accounting methods, pooling v/s purchase, strategies financial acquisition. Synergy from acquisitions, sources of synergy, valuation for acquisition-8 metrics to be used, hostile bids and defensive tactics. Empirical evidence from M&A in India

2. Leverage Decision: Optimal Capital Structure under Revised MM Hypothesis. Traditional Trade off theory of Capital Structure, Pecking Order Theory of Capital Structure. An Overview of important empirical studies on Capital Structure

3. Financial Distress and Restructuring: Introduction, indicators, causes and effects of financial distress, coping strategies, operational cutbacks, divestiture vs. asset sales. Corporate Debt Restructuring (CDR), Reforming governance (or) Management structures (or) Replacing management , Bankruptcy, liquidation & reorganization. Laws pertaining to Industrial Sickness-Provisions of Indian Companies Act, 2013 and new Insolvency and Bankruptcy Code .

4. Dividend policy and Stock Repurchases: the Irrelevance of Dividends, Stock Repurchases in Ideal Capital Market. Types of Dividends and Dividend Payment Process. Dividends and Principle Agent Conflicts. Dividends, Taxes and Transaction Costs. Corporate Liabilities- Alternate Debt Financing Sources, Debt Maturity Decision, Corporate use of Trade Credit, Bank Loans and Relationship Lending. Information in Debt related Events.

5. Managing Internal Equity and Seasoned Equity Offerings:

The equity management perspective, Internal capital market theory, process of issuing seasoned equity, determinants of underwriter spreads in SEO's, Issues related to SEO, staying private V/s going public.IPO process, characteristics of IPO firms and their offerings, post-IPO performance of stock only IPO's, unit IPO. Under pricing phenomenon.

4.3 Elective FM5: Derivatives

Course objectives: The students gain an insight on the basics of derivatives, cognize the operations of Forward and Future Contracts, comprehend the maneuvers of Options Contracts and trading Strategies, fathom the working of Valuation of options apprehend the functioning of Commodity derivatives.

Course Outcomes: The students build capability to apply the basics of various derivative instruments in practical tasks, acquires proficiency on the operations of Forward and Future Contract's hedging and valuation in current scenario, Twigs the exercises of Options Contracts and trading Strategies and its practical implications, probes the operations of Valuation of options, captures the working knowledge of Commodity derivatives.

1. Introduction to Derivatives: forwards, Futures, options, swaps, trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory framework), Floor brokers, Initiating trade, Liquidating or Future position, Initial margins, Variation margins, Types and orders, future commission merchant.

2. Forward and Future Contracts: Forward contracts, futures contracts, Financial futures, Valuation of forward and future prices, Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock. Interest rate futures and currency futures

3. Options Contracts and Trading Strategies: Characteristics of options contracts, trading strategies.

4. Valuation of options – Graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model .Option Greeks.

5. Commodity derivatives: Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

4.4 Elective FM6: International Financial Management

Course Objectives: Helps students to apprehend the role of International Financial Management in Corporate Financial Management, gain acumen on the Foreign Exchange Market structure and proceedings, achieve knowledge on Measurement of Exposure and risk in exchange rates of International Markets, gets acquainted with the Management of Foreign Exchange exposure develops competence on evaluation of international investment decision.

Course Outcomes: Demonstrates capability to understand the role of International Financial Management in managing Corporate finance, develops insight into Foreign Exchange Market, get acquainted to Measurement of exchange rates, obtains Exposure to risk in exchange rates transactions of International Markets, develops an aptitude in evaluation of international investment decision.

1. Role of International Financial Management in Corporate Financial Management: Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and **composition**. CAD (current account deficit) problems. Economic and Monetary Union

2. Foreign Exchange Market- Introduction- Structure and Functions- Types of transaction-spot and forward quotations- Arbitrage –Exchange rate equations

3. Nature and Measurement of Exposure and risk classification of exposure and risk- transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior –Fisher's effect.

4. Management of Foreign Exchange exposure- Need for Hedging of Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure- FRA- Interest rate caps and floors- Swaps

5. International Investment Decision –Risk Factors, country Risk, cost and Benefits International Capital Budgeting- Evaluation Criteria.

4.5 Elective FM 7: Corporate Taxation

Course objectives: The students develop competencies on the basics of Income Tax, gain insight on the computation of Income from Business of a corporate entity, develop a vision on the computation of Income from Capital Gains of Company, learn visualization on the set off and carry forward losses of corporate entity, develop prophecy on the Tax Implications in Business Restructuring.

Course outcomes: Students establishes mastery over the basic concepts of Income Tax demonstrate ability to compute Income from Business of a Company with statutory compliance. Achieves computational proficiency of Income from Capital Gains of Company and its exemptions, comprehends the set off and carry forward losses treatment of corporate entity, upsurge knowledge on the tax collection at source and tax deducted at source, triumphs the computational expertise of the tax implications in business restructuring.

1. Outlines of Income Tax Act, 1961: basic Concepts and definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.

2. Computation of Business Income: definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax, Tax on Distributed Profits.

3. Computation of Capital Gains: capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.

4. Set off and Carry Forward: business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.

5. Tax Implications in Business amalgamation and Restructuring

References for Elective FM 1 to 7:

- ↻ *Financial Management and Policy – Van Horne*
- ↻ *Corporate Finance – Brealy Myers: Ross, westfield, jaffe .*
- ↻ *Investments – William Sharpe and others; Bowdie and others*
- ↻ *Investment Management – Prasanna Chandra*
- ↻ *Investments – Schaum Series: Francis and Taylor*
- ↻ *Financial Management – Brigham and Erhardt*
- ↻ *Corporate Finance – Brigham and Erhardt*
- ↻ *Managerial Finance – Weston and Copeland*
- ↻ *Advanced Corporate Finance – Ogden, Jen and O’Connor*
- ↻ *Income Tax Act of 1961*
- ↻ *Income Tax Act – Malhotra; Taxman Publication; Ravikishore*

- ↻ *Portfolio Construction ,Management and Protection by Robert A Strong*
- ↻ *Derivatives by Dubofsky*
- ↻ *Futures ,Optionsand other Derivatives by John C Hull*
- ↻ *Futures and Options by Vohra and Bagri*
- ↻ *Financial Derivatives by N.R.Parasuraman.*
- ↻ *The Revolution in Corporate Finance by edt by Stern*
- ↻ *Modern Investment Theory by Robert A Haugen*
- ↻ *The handbook of commodity investment - Fabozzi& others*
- ↻ *Modern Portfolio Management - Leibowitz& Others*

HUMAN RESOURCE MANAGEMENT

4.2 Elective HRM 4: Strategic Human Resource Management

Course Objective: Understand the meaning and nature of strategic HRM; complex relationships between business strategy and human resource management; contribution that strategic human resource management can make to promoting and achieving the organization's strategic intent. They get to know the strategic HR issues in International assignments.

Course Outcome: Students will be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective and cybernetic systems.

1. Context of Strategic HRM: investment perspective of HRM, factors influencing investment oriented organizations, Impact of changes in technology, Workforce demographics & diversity on HRM.

2. Strategic Role & Planning: strategic HR Vs Traditional HR, Barriers to strategic HR, Strategic HR planning; aggregate & succession planning.

3. Strategic Perspectives on Recruitment, Training & Development: Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing, references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.

4. Strategic Perspectives on Performance Management, Feedback & Compensation: use of System, who, what & how to evaluate, measures of evaluation, Internal equity, external equity, and Individual equity. Self Mangement- Managing Stress, constant learning and exercise. Best Practices in Strategic HRM-Balance Score Card

5. Employee Separation: Reduction in workforce, turnover, retirement, International Vs Domestic HRM, Strategic HR Issues in International Assignment.

References:

- ↪ *Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi*
- ↪ *Luis R. Gomez-Mejia, David B.Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. – (Unit 1)*
- ↪ *S.K.Bhatia – Strategic Human resources Management, Deep & Deep Publication Pvt. Ltd., 2007..*
- ↪ *Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.*
- ↪ *Kandula S.R. (2001). Strategic Human Resource Development. Eastern Economy Edition, Prentice Hall India.*
- ↪ *Boxell& Purcell, J. (2003). Strategy And Human Respource Management. Palgrave Mcmillan*
- ↪ *Strategic HRM – Michael Armstrong, Kogan page, London*
- ↪ *Strategic HRM – Agarwal, Oxford University Press, New Delhi.*
- ↪ *Strategic Management – Gregory Dess and Alex Miller.*
- ↪ *Strategy Driven Talent Management – EdtdSilzerDovell*

4.3 Elective HRM 5: Labour Legislations

Course Objective: Know the origin and factors responsible for the growth of labor legislations. Helps to understand the Indian Factories Act 1948; Bonus Act 1965 and Gratuity Act 1982; Workmen’s Compensation Act 1932; ESI Act 1948 and Provident Fund; Payment of wages Act; Payment of Gratuity Act and code of discipline.

Course outcome: They will be able to critically analyze the legal rules and institutions which regulate Indian work relationships using theoretical, contextual and historical perspectives. They demonstrate ability to implement the legal rules for the benefit of employees.

- 1. Industrial Disputes Act 1947:** emphasis on Sec 2 (all definitions), 9A, 10, 12, 17, 18, 22, 23, 24, 25, Chapter V B, Up to Sec 25 (S) and Sec 33. Karnataka ID Rules, Industrial Employment (Standing Orders) Act, Karnataka Standing Orders Rules.
- 2. Indian Factories Act 1948:** Karnataka Factory Rules, Contract Labour (Regulation and Abolition) Act 1971, Karnataka Contract Labour Rules. Trade Unions in IT Sector.
- 3. Payment of Gratuity Act 1982:** Payment of Bonus Act 1965, Karnataka Industrial Establishments (National Festival Holidays) Act.
- 4. ESI Act 1948:** Employees Provident Fund and Miscellaneous Provisions Act 1952, Workmen’s Compensation Act 1932. Payment wages act 1936.
- 5. Code of Discipline in Industries:** Report of the Second National Labour Commission 2002. Dispute Settlement Mechanism. Latest ILO deliberation on labour legislation in developing countries

References:

- ↗ *Industrial Laws – P.L. Malik*
- ↗ *Industrial Laws – Sanjeev Kumar*
- ↗ *Labour Law Journals – Monthly*
- ↗ *Current Labour Reporter – Monthly*

4.4 Elective HRM 6: Industrial Relations & Collective Bargaining

Course Objectives: Be aware of the present state of Industrial relations in India. Be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution. Understand the various processes and procedures of handling Employee Relations. They get insight into the disciplinary procedure, lay off and retrenchment. They learn about the procedure for collective bargaining and its importance.

Course Outcomes: The students will be in a position to effectively manage human resources, create a sense of understanding and good relations between management and HR. Develop ability handle the grievances and participate effectively in collective bargaining. They will demonstrate a clear view of the different types of settlement available for employees. They will have an insight with regard to standing orders and disciplinary procedure.

1. Industrial Relations: Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.

2. Trade Unions: trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association – objectives, origin and growth, legal status, problems of trade unions.

3. Grievances and Disciplines: grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes –Lay off, Termination simpliciter, Retrenchment, closures, VRS.

4. Collective Bargaining: concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

5. Settlements: types of settlements wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment and closure settlements.

References:

- ↗ *Industrial Relation – Ramaswamy*
- ↗ *Industrial Relation – Sarma*
- ↗ *Industrial Relation – Venkatarathnam*
- ↗ *Industrial Relation – ArunMonnappa*
- ↗ *Industrial Relation – T V Rao*

4.5 Elective HRM 7: Knowledge Management

Course Objectives: The course helps students to understand the importance of Knowledge management, application of knowledge in work practices, how to build knowledge management into strategic framework. They get insight into contributory disciplines to knowledge leadership, the importance of knowledge culture, the impact of organization structure on Knowledge management.

Course Outcomes: The Study system architectures, tools and techniques and their use in capturing, storing, locating, evaluating, disseminating. Enable students to apply these principles and techniques through the use of rapidly evolving IT technologies. Investigate various issues in the application of knowledge management to organizational learning and decision-making. Develop ability to formulate action plans for knowledge intensive organizations; formulate a framework for thinking about knowledge intensive organizations; describe and work with intangibles.

1. Knowledge Management: concept, leadership and knowledge management, knowledge culture, learning & developmental organization, Applying knowledge to work practices, Knowledge Systems, Knowledge Service, Strategic Knowledge Leadership. Systems Thinking and Design Thinking.

2. Strategic Knowledge Management: models, knowledge workers, phases of knowledge development, knowledge management infrastructure, harnessing organizational knowledge, building knowledge management into the Strategic Framework.

3. Knowledge Leader: Contributory Disciplines to Knowledge Leadership, Attributes Roles, Leading Knowledge Teams, Knowledge network, Recruiting and Selecting Knowledge Leaders.

4. Knowledge Culture: Knowledge Culture Enablers, Maintaining the Knowledge Culture during Change, Reviewing, Implementing & Maintaining the Knowledge Culture.

5. Knowledge Management & HRM Practices: structural Support, Impact of Organizational Structure on Knowledge Management, Staffing, Performance Management, Rewarding, Knowledge Workers, Learning & Development, Organizational Evaluation and Review.

References:

- ↻ *Knowledge Management – SheldaDebowski – John Wiley India edition*
- ↻ *Knowledge Management – Elias M.Awad & Hassan M.Ghaziri – Pearson Education.*
- ↻ *Knowledge Management – Carl Davidson & Philip Voss – Vision Books*

INTERNATIONAL BUSINESS**4.2 Elective IB 4: India's Foreign Trade**

Course Objective: The prime objective of the course is to familiarize students with the framework of Export-Import procedures and policies in India; understand foreign trade and BOP in India; recent trends in India's foreign trade, directional pattern; export promotion advisory bodies – CAPAXIL, FICCI, CII, PHD chamber of Commerce. Understand contemporary Export Import trend analysis; Understanding the role of Government in foreign trade

Course Outcome: The students become familiar with: Procedural formalities involved in foreign trade. Organizational set up for export trade in India. The course offers a global, perspective and helps build solid foundation and understanding of the factors affecting the global market place. Students will be in a position to explain the concepts in trade documentation in international business with respect to foreign trade; analyze the principle of international business and strategies adopted by firms to expand globally.

1. Foreign trade and BOP of India: foreign trade under plan, major exports and imports impact on Indian economy and BOP, trade directions, major hindrances in Indian exports sector, structural treatment in promoting international trade by India.

2. Recent trends in India's foreign trade, directional pattern, major export commodities – thrust area commodities, trends, problem and prospects, major competitors, major import commodity groups, trade control in India (foreign trade development and regulation act), import and export control orders, export – import licensing system, exchange control in India.

3. Export Promotion – incentives, duty drawbacks, packing credits, export promotion councils, advisory bodies – CAPAXIL, FICCI, CII, PHD chamber of Commerce, DGFT and functional facilitators, evaluation of India's policy on exim plan, control of foreign trade.

4. Contemporary Export Import trend analysis: Invisible exports – Banking, Insurance, shipping, tourism, manpower, consultancy, software etc – need to promote trade, control objectives and machinery for export control, maintenance and

development of imports. Import substitution, need to control import trade, objectives and machinery for import control, maintenance and development of imports

5. Role of Government in India's Foreign Trade: State trading corporation, mineral and metal trading corporation, role of commodity boards, commercial treaties, trade agreements, counter trade

References:

- ↻ *Bhashyam.S – Export Promotion in India: The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988*
- ↻ *Khanna, Sri Ram – Export Marketing in India's New Manufacturers, University of Delhi, Delhi, 1986*
- ↻ *Jain.S.K – export Performance and Export Marketing Strategies, Common wealth Pub., Delhi, 1988*
- ↻ *Nayyar, Deepak – India's Export and Export policies in the 1960s, Cambridge University press, 1976.*

4.3 Elective IB 5: International Trade Policy

Course objective: The Course gives an overview of International trade Policy; trade policy and political economy; trade policy in developing countries; controversies in trade policy; international trade policy and economic development.

Course outcome: Students demonstrate their understanding of the determinants of the trade pattern between countries and assess its effects on the distribution of income between and within these countries; understand the political economy of trade policy; Understand the effects of international trade policy on economic development.

1. Overview of International Trade Policy: introduction, basic tariff analysis, cost and benefits of a tariff, Effects of Tariff, Other instruments of Trade policy.

2. Political Economy of trade policy: free trade and efficiency, rent seeking, political gains from free trade, national welfare arguments against free trade, income distribution and trade policy, international negotiations and trade policy.

3. Trade Policy in Developing countries: import-substitution industrialization, infant industry argument, promoting manufacturing through protection, trade policy since 1985: trade and growth takeoff in Asia and India's growth story.

4. Trade Policy Controversies: technology and externalities, imperfect competition and strategic trade policy, globalization and low-wage labor, labor standards and trade negotiations, environmental and cultural issues, WTO and national independence, Globalization and the environment.

5. International Trade Policy & Economic Development: regulations, FDI regulations, currency convertibility regulations, regulations of foreign trade and

implementation in India, export instability, import substitution/export orientation, current problems facing developing countries in framing international trade policy.

References:

- ↻ *International Trade Theory and Policy- Paul Krugman, Obstfeld and Marc Melitz*
- ↻ *International Trade Policy – A contemporary analysis – Nigel Golmwaade*
- ↻ *International Trade and Trade Policy – Ethan Helpman*
- ↻ *International Trade Policy – A developing country perspective: Dilip K. Das*
- ↻ *International Trade Policy for Technology Transfer – Yi Shin Tang, 2009*

4.4 Elective IB 6: International Financial Management

Course objective: Provides the dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and composition; foreign exchange market; Factors influencing exchange rate; international investment decisions

Course outcome: Students gain competence in managing International Marketing assignments; manage international market entry strategies of MNC's; demonstrate ability in managing imports and exports; understand the role of international economic institutions and forums

1. Role of International Financial Management in Corporate Financial Management: Dynamics of Global Capital Flows, India's Balance of Payment, trends, direction and composition. CAD (current account deficit) problems. Economic and Monetary Union.

2. Foreign Exchange Market- Introduction- Structure and Functions- Types of transaction-spot and forward quotations- Arbitrage –Exchange rate equations

3. Nature and Measurement of Exposure and risk classification of exposure and risk- transaction, translation and economic exposure- Factors influencing exchange rate- Theories of Exchange rate behavior –Fisher's effect.

4. Management of Foreign Exchange exposure- Need for Hedging of Hedging of transaction, translation and Economic exposure- Management of interest rate Exposure- FRA- Interest rate caps and floors- Swaps

5. International Investment Decision –Risk Factors, country Risk, cost and Benefits, International Capital Budgeting- Evaluation Criteria.

References:

- ↻ *Buckley, Adrian – Multinational Finance, New York, Prentice Hall Inc. 1996*
- ↻ *Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida, Kolb, 1993*

- ↻ *Shapiro, Alan.C – Multinational Financial Management, New Delhi, Prentice Hall of India, 1995*
- ↻ *International Financial Management by P.G.Apte, McGraw Hill.*
- ↻ *International Financial Management by Jeff Madura*

4.5 Elective IB 7: International Marketing

Course Objective: Provides an overview of the basis of international trade, Its theories and Trade barriers. The students get to learn International Marketing Environment; the intermediaries in international marketing; Import export policy of Government of India; International Economic institutions and forums.

Course Outcomes: The students demonstrate an understanding of how to develop and manage a strategic international marketing initiative; strategies and tactics that can lead to successful international marketing; Learn to critically analyze and evaluate local versus global perspectives in developing marketing plans and to make decisions about which aspects of marketing to localize and which to globalize in developing marketing plans. They gain insights into the functioning of forums like EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks.

1. International Marketing: introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.

2. International Marketing Environment: economic, Political, Legal, Socio-cultural and Demographic environment. International market entry strategies – MNC's, Global marketers etc.

3. Organization for International Marketing: objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.

4. Export Planning: export finance, Letter of credit, export licensing, Export houses, export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import-Export policies of the Government of India – Export documentation procedures and formalities.

5. International Economic Institutions and Forums: EFTA, LAFTA, EU, SAARC, APEC World Bank, IMF and other trading blocks and common marketing for international business.

References:

- ↻ *International Marketing – SakOnkvisit and John J. Shaw*
- ↻ *International Marketing – Philip Cateora and John Graham*
- ↻ *International Marketing – C.A. Francis*
- ↻ *International Business – Daniel*

INFORMATION SYSTEM

4.2 Elective IS 4: Enterprise Resource Planning and Business Process Re-Engineering

Course Objectives: To comprehend the knowledge of the fundamentals, methodologies, developments, implementation and applications systems of enterprise resource planning- ERP, business processing and re-engineering- BPR, systems, applications & products in data processing- -SAP, supply chain management- SCM with their re-engineering and empowering with the latest trends in information technology in the shift of technological paradigm.

Course Outcomes: Equips students to use and develop latest technological software to up beat the competition and be in par with the industry standards with the latest trends in information technology to prosper and flourish the business.

1. Introduction: fundamentals of supply chain management, applications systems in the individual business functions.

2. Introduction to ERP: an overview of the enterprise, ERP and related technologies, ERP – a manufacturing perspective, Vendors, consultants and users, introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP.

3. SAP's SCM system: recent developments in order and SCM based on SAP systems, case studies on SCM, Internet resources for SCM.

4. Re-engineering: an imperative for survival, implementing BPR – methodology and steps, is re-engineering necessary?

5. Trends in Information technology: people view, empowering people through information, managing change – the Indian paradigm.

References:

- ↻ *ERP – Alexis Leon, Leon Publishers*
- ↻ *Supply Chain Management based on SAP systems, G.Knolmayer, P.Mertens and A.Zeir, Springer International Edition*
- ↻ *The one Source For Comprehensive Solutions – Using Sap R/3 III Edition – Authored by Asap World Consutancy-PHI.*
- ↻ *Introduction to SAP, an overview of SD, MM, PP, FI/CO Modules of SAP*
- ↻ *An Insider's Unblased Appraisal of SAP R/3 Management – Wiley, Coriolis – dreamtech*
- ↻ *ERP, Vinod Kumar Garg and N.K.Venkitakrishnan, PHI*
- ↻ *Hammer, Michael and Champy, James: Reengineering the Corporation: A manifesto for business revolution: Harper Business*

4.3 Elective IS 5: Electronic Commerce

Course Objectives: To provide insight on the E-Commerce with the use of Internet protocols by wide array of Computer Networks which forms security issues and

encryption to up beat the challenges of latest trends in information technology with extended Legal, ethical issues and legal infrastructure for E-Commerce.

Course Outcomes: Identify and apply relevant problem solving methodologies by design components, systems and/or processes to meet required specifications for a web presence with demonstrated research skills and communicate effectively in ways appropriate to the discipline, audience and purpose. Work as an effective member or leader of diverse teams within a multi-level, multi-disciplinary and multi-cultural setting for the Group Website Research Project; keeps up-to-date awareness of ethical, social and legal aspects of e-commerce.

1. Introduction to E-Commerce: advantages and limitations to E-Commerce, Value chains and managerial implications of E-Commerce.

2. Internet: the internet and the worldwide web, the internet Protocol Suite, internet architecture, Internet service providers (enabling technologies of the worldwide web), Inter organizational Commerce and EDI, EDI implementation, mobile Commerce.

3. Computer Networks & Security: different types of networks, protocols and media.

4. Security and challenges: electronic payment systems and the issues involved, security issues and encryption, E-CRM, E-SCM. E-Strategy.

5. Consumer oriented Electronic Commerce: advertising and Marketing on the internet, Consumer Search and Resource Discovery, Web based b2b E-Commerce. Intranets and extranets. Legal and ethical issues, legal infrastructure for E-Commerce in India (The Information Technology Act, 2000), International cyber laws.

References:

- ↗ *Ravi B.Kalakota and Andrew B.Whinston – “Frontiers of Electronic Commerce”. Addison Wesley, Pearson Education, Asia.*
- ↗ *“Practical Cryptography”, Bruce Schneir and Neils Ferguson, Wiley-dreamtech India Private Ltd.*
- ↗ *“E-Commerce-Amangarial perspective”, P.T.Joseph. Prentive Hall, India*
- ↗ *“Electronic Commerce”, Framework, Technologies and applications, Tata McGraw Hill.*
- ↗ *“Electronic Commerce”, From vision to fulfillment, Elias M.Awad, PHI.*
- ↗ *Jeffrey F.Rayport and Bernard J.Jawoski-introduction to E-Commerce.*

4.4 Elective IS 6: IPR and Cyber laws

Course Objectives: Acquaint with the basic concepts of intellectual property rights and cyber laws with thorough development of expertise by sensitize the emerging issues and the rationale for the protection. Also throws some light on online shopping methods and payments which give benevolent rise to handle information security control and disaster management.

Course Outcomes: Apply the mastery of intellectual property rights and cyber laws to avoid internet frauds, thefts and crimes in the business being cautious on the online Shopping modes and payment methodology to be techno swayed with easy access and fast processing of business transactions to expand and wealth maximization of shareholders with strong hold on security control to tackle the disaster.

- 1. IPR** – introduction, Basics, Legal Concepts, International Architecture of Protection, Global Regulatory, DRIPs, TRIPs, Diplomacy in IPR protection, IPR in India, IPR vs Vertical Industries.
- 2. Cyber Laws:** cyber alerts, internet frauds, thefts and crimes, cyber laws Vs vertical industries.
- 3. Online Shopping Methods:** shopping carts, internet payment gateways, electronic data interfaces, payment methods and approval mechanisms, credit card merchants and payments.
- 4. Information Security:** concepts, methods, tools, standards, compliances.
- 5. Information Security Control and Disaster Management.**

References:

- ↪ *Practical Approach To Intellectual Property Rights* By Rachna Singh Puri, Arvind Viswanathan
- ↪ *Re-thinking intellectual property: the political economy of copyright ...* By YiJunTian
- ↪ *Intellectual property and information wealth: issues and practices in the ...* By Peter K. Yu
- ↪ *Cyber law simplified* – by Vivek Sood
- ↪ *Cyberlaw for global E-business: finance, payment, and disputes* – by Takashi Kubota
- ↪ *Cyberlaw: the Indian perspective*- by Pavan Duggal
- ↪ *Information Technology in Business Management* – by Dr. Mukesh Dhunna, J. B. Dixit
- ↪ *Payment technologies for E-commerce* by Weidong Kou
- ↪ *New payment world: a manager's guide to creating an efficient Payment Process* – by Mary S. Schaeffer
- ↪ *Managing information security risks: the OCTAVE approach* – by Christopher J. Alberts, Audrey J. Dorofee –
- ↪ *Information Security: design, implementation, measurement, and Compliances* – by Timothy P. Layton
- ↪ *An information security handbook* – by John M. D. Hunter

4.5 Elective IS 7: Business Strategies

Course Objectives: It builds knowledge on business strategies of e-business with Internet Value configuration and designing an e-business web site with the help

of internet business model to conquer the highest peak of success of the era by creating a bench mark in the industry.

Course outcomes: Generate strategic business ideas with dynamism to up front the usage of internet value creation by designing the best competing e-business websites and launching the e- business to be an strategic asset to the uploading technological innovation and inventions.

1. Introduction: defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models.

2. Internet: Value configuration and the internet valuing and financing an internet start-up.

3. e-business: Building your e-business, designing an e-business web site, understanding back-end systems.

4. Business Environment: the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case.

5. Launching your e-business: Web Design with HTML/Flash/Javascript/Dream weaver/Front page and e-Commerce

References:

- ↗ *Creating a winning e-business, I Edition, Napier, Judd, Rivers and Wagner*
- ↗ *Internet business models and strategies, Edition 2001, Allan Afush, ChristoperL.Tucci*
- ↗ *E-servie, New Directions in Theory and Practice, Roland T.Trust and P.K.Kannan, Prentice Hall India.*
- ↗ *Steven Alter: Information Systems: Foundation of e-business, PHI*
- ↗ *Multimedia Systems Design, PrabhatK.Andleigh and KiranThakrar.*

RETAIL & SUPPLY CHAIN MANAGEMENT

4.2 Elective R&SCM 4: Sales and Logistics Management

Course Objective: The objective of this course is to help students understand Sales and distribution functions as an integral part of marketing functions of a business firm. Know about managing sales territories. Gain knowledge about Training and evaluating the performance sales force. Understand the conceptual framework of retailing and wholesaling. Study about logistics management and strategies for ensuring effective supply chain management.

Course Objectives: At the end of this course the students will be able to practice best sales strategies ensuring better evaluation and control of sales force team. The students develop capability to practice an

integrated approach to distribution, strategy, retail and wholesale channel management. Design and develop logistics management and information system. Practice the best technology to ensure best logistics management.

1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.

2. Managing the Sales Force: recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.

3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.

4. Distribution and Logistics Management: Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting-Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.

5. Developing Logistics Strategy: logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

Reference:

- ↗ *Sales Management – Decisions, Strategies and Cases – Richard R.Still, Edward W.Cundiff and NomanA.P.Govani*
- ↗ *Professional Sales Management – R.E.Anderson, Joseph F.Har, AianJ.Bash*
- ↗ *Marketing Channels – Louis W.Stern, Adel I.ER – Ansary, T.Coughlan*
- ↗ *Fundamentals of Logistics Management – M.Lambert, James R.Stock, M.Eliram*
- ↗ *Logistics Management – Donald J.B. and D.J.Closs*
- ↗ *Logistics and Supply Chain Management – Martin Christopher*
- ↗ *Sales Management – Analysis and Decisions Making – Thomas N.Ingram*
- ↗ *Managing Supply Chain – J.L.Gattorn and D.W. Waldis*

4.3 Elective R&SCM 5: Retail Management

Course Objectives: The objective of this course is to gain an in depth knowledge about retailing and organizational structure for retail buying. Understand the importance of managing inventory in retail business management. Know about forecasting and modeling techniques to improve merchandising and assortment. They understand visual

merchandising. Know about key operational objectives of buying and selling. Develop feasible partnership strategies for achieving competitive advantage.

Course Outcomes: At the end of this course the students will be able to design and develop the best retail marketing mix. Apply various ratios to improve better inventory management. Practice customer-centric assortment tuning strategies. Ensure better space management in visual merchandising.

1. Introduction to Retailing- Size, economic importance and competitive structure; Common retail formats; The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.

2. Inventory Management- Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI); Stocktaking methods; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.

3. Merchandising- Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.

4. Visual Merchandising- Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.

5. Buying and Supplying- Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

Reference:

- ↗ *Retailing Management, 5th Ed. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.*
- ↗ *Berman and Evans, Retail Management, Prentice Hall 2004*
- ↗ *Levy and Weitz, Retailing Management, Irwin 2004*
- ↗ *Dunne, Lusch and Gable, Retailing, South-Western 2002*
- ↗ *Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002*
- ↗ *Robert Spector and Patrick D McCarthy, The Nordstrom Way: The Inside Story of America's #1 Customer Service Company, John Wiley & Sons, Inc. 1995*

4.4 Elective R&SCM 6: Promotion & Relationship Management

Course Objectives: The students get to learn the impact of communication model in marketing. Understand implementing creative advertisement strategy in media. Gain knowledge about an integrative approach about personal selling, motivation and compensation under personal selling. Imparts knowledge about customer relationship management, customer interaction and negotiation; and understand the importance of customer prioritization and customer centric business.

Course Outcomes: At the end of this course the students will be able to formulate marketing communication model to reach the customers; execute and implement creative advertisements in media. Devise best personal selling strategy; will be able to prepare a blueprint of Customer Relationship Management and practice on customer centric business.

1. The Marketing Communication Process: a Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy, the International market environment for Promotion & IMC

2. Advertising: Message and Media Strategies: advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation

3. Personal Selling & Sales Management: personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories

4. Customer Relations Management: meaning, definition, Practice, Technology. Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centers, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.

5. Foundations of Customer Centric Business: internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

Reference:

- ↗ *Semenik, 2006, "Promotion and IMC", Thomson.*
- ↗ *Belch, 2005, Advertising and Promotion, TMH.*
- ↗ *Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.*
- ↗ *Still, Cundiff and Govni, Sales Management, PHI / Pearson.*
- ↗ *Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.*

- ↪ *Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.*
- ↪ *Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.*
- ↪ *Paul Greenberg , 2005, CRM at the Speed of Light, TMH*
- ↪ *Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.*
- ↪ *Jagadish Seth, AtulParivartiyar&Shainesh, 2005, Customer Relationship Management, TMH.*

4.5 Elective R&SCM 7: Operations Research

Course objectives: The students get to learn mathematical model building for optimization of cost and time; gain practical knowledge about various transportation models to reduce travelling/transportation time and cost; understand queuing models for allocating limited services. It develops awareness about project management and crashing for early completion of projects. Apprehend the knowledge of statistical decision theory for decision making process.

Course Outcomes: At the end of this course the students will be able to develop a transportation model and profit optimization technique; able to formulate and practice best service model. Work on various projects with time and cost minimization. Take effective decision under various uncertain situations.

- 1. Model Building in OR:** linear programming, Formulation, Graphical solutions – Simplex method – Big-M method, Duality and sensitivity analysis.
- 2. Transportation and Assignment Problem:** traveling salesmen problems, Solving the sequencing problems, brand switching problems.
- 3. Queuing Models:** deterministic and probabilistic models, Single server and multiple server model – Infinite population.
- 4. Network Analysis:** PERT & CPM, Determination of floats, Time-cost-Trade-off and Crashing of networks. Theory of games – Two persons – Zero-sum game.
- 5. Decision Theory:** Decision making under risk and uncertainty, decision trees. Use MS Excel solver for the above models.

References:

- ↪ *Quantitative Techniques in Management – N.D. Vohra*
- ↪ *Operations Research – Wagner*
- ↪ *Operations Research – HamdyTaha*
- ↪ *Theory and Problems of Operations Research – Richard Brouer*
- ↪ *Mathematical Methods in Business – Barnett and Sieger*
- ↪ *Operations Research – S.D. Sharma*

GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS

ARRANGEMENT OF CHAPTERS*

Cover Title Page (Format enclosed)

Inner title page (Same as cover title page)

Certificate from Guide and Chairman and Declaration by the student

Certificate from Company/firm, where the project work is carried out (Not required if project work is not based on a company/firm).

Acknowledgement

List of tables and figures

Abbreviations/operational definitions used.

Chapter I **Introduction**

- I. Problem definition / statement. This will cover company profile too if the topic chosen pertains to a company. - 5 pages
- II. Research Objectives – not more than 5 objectives, Use KSA model. - 1 Page
- III. Research Methodology – State the basic and secondary research design. If it is sample survey explain, sampling design and questionnaire design. Sources of data and techniques of data analysis. -3pages
- IV. Limitations of the project study - 1 page

Chapter II **Literature review**

Discuss theories, concepts, hypotheses, models etc., underpinning the project work (project report is an application of theoretical knowledge in analyzing a real life problem/issue faced by an organization) - 15 pages

Chapter III **Company Profile**

This chapter covers details like history of the company, inception , vision, mission, objectives , purpose , organizational structure and details of various departments. -10 Pages

Chapter IV **Data Analysis and Interpretation**

This is *the longest section of the project report*. In these chapters data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 3 or 4 chapters in this section. - at least 40 pages

Chapter V

Summary of Findings, conclusions and suggestions

This chapter will be a brief statement of analysis already stated in the findings section. It should cover the suggestions and conclusion.

- 6 pages

(Total no. of pages must be *at least 80 but not more than 150*)

Bibliography: References like articles, books, websites etc., used in the project work must be included in this section strictly following the citation style (refer MLA's Handbook and other style manuals)

Appendix

This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

FORMATTING YOUR PROJECT REPORT

1. **Reports should be typed neatly only on one side of the paper with 1.5 spacing** on an A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing. The margins should be: Left – 1.25”, Right – 1”, Top and Bottom – 0.75”. Refer to style manuals like *MLA: Handbook*.
2. The total **number of reports** to be prepared is *Two. Only one copy is to be submitted to the office, soft copy (CD) is to be submitted to Department of Management Science, Yuvaraja's College Library.*
3. Before taking the **final printout** the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.
4. The project report must be paperback bound (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.
5. The project report must contain 80-120 pages.

Outlay of the Report:

- The **chapters, sections and subsections** may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- **Each chapter must be left justified (font size 16).** Followed by the **title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12. (Times New Roman)**

- The **figures** and **tables** must be numbered chapter wise for e.g.: Fig.2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc. All figures and tables should appear either in the same page or the next page in which they are referred first. **Preferably**, all figures and tables are to be placed either at the top or the bottom of a given page.

- **References:** The references should be **numbered serially** in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. (3). The section on references should list them in serial order in the following format.

- For textbooks – A.V.Oppenheira and R.W.Schafer, Digital Signal Processing, Englewood, N.J.,Prentice Hall, 3 Edition, 1975.

- For papers – David Insulation design to combat pollution problem, Proc of IEEE, PAS, Vol 71, Aug 1981, pp 1901-1907.

(Refer style manual, - MLA's Handbook).

- The **report** should be extensive and include descriptions of work carried out by others only to the best extent necessary. Verbatim reproduction of material available elsewhere should be **strictly** avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.

- Proper **attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression**. Due care should be taken to **avoid** spelling and typing errors. Spell check, Grammar check, must be applied. It should be noted that report-write-up forms the important component in the overall evaluation of the project.

*Title

(COVER TITLE PAGE & INNER TITLE PAGE FORMAT)

*Evaluation of Mutual Fund Performance
A Case Study of Equity Funds of UTI

by

.....

IV Semester MBA
Reg.No.....

Guide

.....

Project Report submitted to the Yuvaraja's College(Autonomous), University of
Mysore in partial fulfillment of the requirements of IV Semester MBA degree
examinations – 2018

**DEPARTMENT OF MANAGEMENT SCIENCE, YUVARAJA'S COLLEGE
(AUTONOMOUS), UNIVERSITY OF MYSORE, MYSORE – 570 005**

Month/Year