

P R O G R A M M E P R O J E C T R E P O R T (P P R)

**Master of Business Administration (MBA)
(OPEN AND DISTANCE LEARNING MODE)**



School of Open And Distance Learning
JAMIA HAMDARD
(Deemed University)
Hamdard Nagar, New Delhi-110062

Jamia Hamdard

Hakeem Abdul Hameed, the founder of Jamia Hamdard, had a vision to develop Jamia Hamdard into an institution of excellence imparting modern professional education with special emphasis on Unani medicine and Islamic studies. Today, it has evolved into an excellent centre of higher learning, fulfilling the objective of the *wakf*, which has been funding the University ever since its inception.

As a mark of tribute and thanks to the Almighty Allah for bestowing his guiding spirit to its founder and his associates, Jamia Hamdard adopted a seal inscribed with the following

*“He (The Prophet may peace be upon him)
Instructs them in the Book and Wisdom”*

Ever since the inception of Jamia Hamdard, this holy verse (*ayat*) has been a source of inspiration and guidance for all those associated with its management and administration. As an Islamic charity, *wakf* has played the vital financial role in the making of Jamia Hamdard. He (PBUH) preached his followers that

*“Wisdom is (like) the lost animal of a believer
wherever he finds it, catches hold of it”*

Inspired by the Holy Qur’an and exhorted by the Prophet (PBHU), Muslims became the torch-bearers of knowledge and civilization in the medieval period, but are lagging behind in present times. Late Hakeem Abdul Hameed Sahib wisely chose education and pursuit of knowledge as his prime objective when he decided to convert *Hamdard Dawakhana* into a *wakf*, a charity dedicated to fulfilling educational and health care needs of Indian Muslims. Hamdard (*wakf*) continues to provide generous grant to the university for building, equipments and salaries of staff and other development activities.

Jamia Hamdard was inaugurated by late Shri Rajiv Gandhi, the then Prime Minister of India, on August 01, 1989. In his impressive speech, the Prime Minister applauded the efforts of Hakeem Abdul Hameed Sahib in setting up institutions of higher learning, which were emerging in the form of a “Deemed to be University.” He said, “This will enable (the Muslim) minority to go forward and thus help India to march forward.”

The University offers professional courses, which equip the students to get placements in the highly competitive job market. On the basis of the record of performance of the University and quality of infrastructure including staff, the university has been accredited by NAAC in category ‘A’ of Indian Universities.

Hamdard is among top 18 universities of India and ranked 1st in the field of Pharmacy and its medical college is ranked 15th by the Govt. of India (HIRF- 2019 ranking) Jamia Hamdard is recommended as an “Institute of Eminence” by the Empowered Expert Committee of MHRD.

Jamia Hamdard
(Deemed University)

The Ministry of Human Resource Development, Government of India, granted to Jamia Hamdard, the status of a ‘Deemed to be a University’, in 1989 under section 3 of University Grant Commission Act, 1956. Since its establishment, Jamia Hamdard has made commendable progress with regard to expansion of facilities for higher learning and diversification of teaching and research programmes in frontier areas of biological Sciences, Unani Tibb, Pharmaceutical Sciences, IT and Management. The University has a strong base of infrastructure for quality teaching and research. On the basis of the overall assessment of its performance in realizing the university mandate and contributions made by various departments and faculties to the growth of knowledge, National Assessment and Accreditation Council of UGC has accredited the University under category ‘A’ the Indian Universities. Jamia Hamdard is one of the universities selected by the UGC for promoting education abroad. The university attracts over 10 percent of the total students from over 30 countries. The international corporations and Foreign Governments employ a large number of the University graduates in various capacities, which is the testimony of international recognition of degrees/diplomas awarded by the University.

As a Muslim minority institution under Article 30 (1) of the Constitution of India, the University is committed *inter alia* to improve access and quality of education so as to enable the adult learners to effectively function in the knowledge based economy. In this context, a number of initiatives have been taken to provide high quality of professional education at Undergraduate and Post Graduate levels.

In order to provide opportunities to students for participating in ongoing educational revolution to upgrade the knowledge and skills of working population, entrepreneur and other aspirants of new knowledge, the university has taken initiative to utilize information and communication technologies to extend the reach of education and to enhance quality of education through the use of multi-media methods of teaching and learning. School of Open and Distance Learning has therefore been established to promote education through open and distance learning systems, which adopt flexible and innovative methods of education to ensure ‘independent learning’ to an one, anytime and anywhere. The programmes of the study will be customized to meet the learning requirements of knowledge seekers as well as to ensure that they learn at their own pace and convenience.

Mission & Objective

The Study programme aims to provide contemporary education and training to meet the challenges of the evolving global scenario and changing environment in business administration. The objective of the project is to help the students develop ability to apply multi- disciplinary concepts, tools and technique to solve organizational problem.

Jamia Hamdard Mission and Goal in relevance of the programme

Jamia Hamdard's study programmes under ODL are selective and customized to meet the learning requirements of knowledge seekers as well as to ensure that they learn at their own pace and convenience. Within the financial means of University, due care has been taken to keep the cost of education low, so that educationally backward sections can take advantage of University's programmes through ODL mode. This goal in view, the SODL of Jamia Hamdard has made concerted efforts to offer professional and job oriented courses with regular updates of curricula and study material and introduction of tools of Information Technology.

Targeted Group

The distance education has potential to reach to unreached and even marginalized and excluded group of the society such as tribal populations and Muslims women. Jamia Hamdard, SODL programme provides an opportunity to students for acquiring new knowledge and skills that are needed for their development. Jamia Hamdard being in education for a long time has taken initiatives to offer an opportunity to those students who are unable to get on campus education and those who have limited access to educational resources. ODL programme of Jamia Hamdard also envisage to provide an opportunity to girls from Muslim community, who by and large have been left out by the national education endeavors.

Department of Management Studies

During the last few years the Department of Management Studies has established itself as a well-known entity in the field of management Education, Research and Consultancy. The department offers two years full time MBA and Ph.D. programs. The right kind of ambience coupled with excellent faculty, lab and other support systems has attracted students from best colleges in Delhi and other states of the country and also a big number from the foreign countries. Many national and multinational Companies visit the department every year for campus placements.

Aims and objectives of the Programme

In today's world, the economic, political, competitive, regulatory, and cultural factors impacting organizations are becoming more and more complex. In this scenario, there is an increased demand for managers with the necessary skills and understanding to tackle the difficult demands faced by organizations. The "MBA - ODL" Programme provides young working executives with an opportunity to further develop and enhance their management skills so as to stand out in the global business arena. Executives who want to pursue a high quality management education will benefit from this intensive 2 Year "MBA – Open and Distance

Learning” programme that aims at:

- Developing management skills to give the learner a wider perspective
- Fostering development of expertise in marketing, finance and systems, global business strategies, etc.
- Inducing system/process-driven and data-based decision making capabilities
- Inculcating social and ethical values coupled with professional competence
- Preparing the students as value drivers and encourage continuous professional and personal growth
- To transform successful managers into global business leaders.
- To develop knowledge in core areas of business including strategy formulation.
- To refine the interpersonal skills and leadership qualities.
- To broaden the understanding of organizational dynamics in order to increase their capacity in the task of reinventing organizations.

Target Students

The 2 Year “**MBA_ODL (MBA - Open and Distance Learning)**” programme aims at transforming working executives into more versatile managerial talents in tune with current theory and practices in the field, without leaving their job.

Program Benefits

- Blended learning suitable for working professionals
- Counseling Sessions/Classes – Students can attend classes and interact with faculties
- Learning opportunity in Professional Institute (Institute of Eminence) Recognized by Ministry of HRD and Distance Education council, Govt. of India.
- Top quality printed study material, expert lectures and e-learning content
- Indian standard case studies and assignments
- Working on a live project under faculty guidance and organizational mentors
- Efficient learning, monitoring and feedback through a campus facilities

Nomenclature of the Programme

Masters in Business Administration – ODL (MBA – ODL)

Duration of the Programme: The minimum duration of the program is 2 years of IV semester which may extend up to 4 years.

Medium of Instruction: The medium of instruction is English.

Engagement of faculty: The program shall be managed by School of Management and Business Studies (Jamia Hamdard), renowned experts from Industry/academics.

Academic year: The program has been initiated from academic Year 2020.

Admission Criteria: A Graduation degree (10+2+3 or equivalent) in any discipline from any recognized University with 2 years of working experience. She / he should submit in - service certification from the current employer.

Program Fee: Programme Fees is Rs. 20,000.00 per semester

* **Fees may get increased by 10 % annually. Fees would also be impacted by introduction / change in Government Taxes, as & when applicable.**

Structure of the Programme

The Programme has a modular structure ensuring continuity and flexibility. It consists of four semesters. Students will be awarded the “**MBA - ODL**” certificate upon completion of all the four semesters. The first two semesters taken together consist of ten foundation courses. The third and fourth module comprises five core courses and five electives along with one Project in the area of specialization. Each semester, the student has to undertake eight courses leading to completion of 32 credits. The project work is of 8 credits thus, the total credit the student has to complete for successful completion of the program is 128.

Assignments

Students will have to submit two **online assignments** for each course. Continuous learning and evaluation is achieved by undertaking the online assignments at regular intervals during the semester.

Project Work

A very crucial feature of this program is that it is planned around project work. The objective of the project work is to help the student develop the ability to apply the concepts learned and to bring about an improvement in the work environment. The students are required to undertake Project Work in the Industry / Place of work (if Suitable) as a part of the curriculum.

Evaluation and Certification

End Term Examination

An End Term Examination will be conducted at the end of the program to test the comprehensive knowledge of skills, tools and techniques of the learners, which they have learned during the course of the program. The evaluation system of the program is based on the following components:

- End Term Examination
- Assignments

Standard of Passing

In order to pass the course, a candidate will have to obtain minimum 40% marks in each head of passing.

Student is required to pass separately Assignment and External Evaluation as per given below in the table:

Evaluation	Maximum Marks	Minimum Passing Marks
Assignment	25	10
External	75	30

Rules pertaining to supplementary / reappearing in external examinations, if not passed the examination shall be as per rules of passing.

The students are required to submit assignments to the Programme Coordinator / School of Open and Distance Learning before the commencement of the external examination for each semester for which they will be internally evaluated.

If a student fails to secure 40% marks in Assignment / External evaluation separately in each head of passing then he / she must appear in the subsequent Assignment / External exam to pass in the examination.

Rules of Backlog

Students are allowed to carry the backlog of courses prescribed for Semester-I, Semester-II and Semester-III respectively to the next semester.

However students will not be allowed to appear for Semester – IV examination unless all the courses of Semester-I and Semester-II are cleared with at least 40% of marks in each head of passing.

Award of Classes

The award of class will be based on aggregate marks obtained by a student in Semester I to semester IV examinations taken together

% of Marks	Letter Grade	Grade Point	Description of Performance
> 85	A+	10	Outstanding
75 - <85	A	9	Excellent
65 - <75	B+	8	Very Good
60 - <65	B	7	Good
50 - <60	C+	6	Average

45 - <50	C	5	Marginal
<45	F	4	Poor
Absent/ Detained	I	-	Incomplete

Rules for conduct of examinations

- Students would be required to keep a track of the last dates to pay examination fees, which will be announced well in advanced. Only those students who fulfill all the eligibility criteria shall be permitted to fill in the form.
- Students should procure their admit cards which will be given at the end of the semester before the examination for appear in the examination
- A student is expected to adhere to high standards of honesty during examination.
- During the examinations, students should not indulge in any unfair practices. If so, he shall be debarred from taking the remaining papers and may have to lose one semester or year depending upon the gravity of the offence.
- The result / mark –sheets have to be obtained from Academic Study Centre within 30 days of declaration of result.

Basis for allocation of marks

- Assignment: 25 Marks
- Theory (External evaluation) 75 Marks
- Project work : Project synopsis presentation 40 marks and 60 marks on project report viva

Procedure for conduct of Assessment

Every Student will have to submit two assignments for internal assessment in each semester for each subject / Course

Pattern of Evaluation and Examination & Procedure for the evaluation of Projects and conduct of viva

The evaluation in each course shall consists of 100 marks (75 marks for Semester end examination and 25 marks for InternalAssessment)

A candidate will be evaluated in each course depending on learning objectives and requirements of the course contents.

The scheme of marks consists of 25% weight age to continuous internal evaluation i.e. assignment and 75% to evaluation based on Semester–end Examination consisting of written papers.

The details of course – wise mode of evaluation and examination are as given below

Semester– End	Course Code	Method of evaluation and Examination
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Examination		
Semester I	MBAD-FG-101 to MBAD-FG-108	Written Papers of 3 hours duration with 75 marks each at Semester-end examination conducted by the University
Semester II	MBAD-CG-201 to MBAD-CG-206 & Any Two from Open University Elective I	Written Papers of 3 hours duration with 75 marks each at Semester –end examination conducted by the University.
Semester III	Any Five Elective from Major and three Elective from Minor	Written Papers of 3 hours duration with 75 marks each at Semester – end examination conducted by the University.
SIP	Summer Internship	Dissertation need to submit followed by Presentation and VIVA
Semester IV	Any Four from Major Elective and two from Open University Elective II	Written Paper of 3 hrs duration with 75 marks each at Semester – end Exam conducted by the University.

Dissertation / Project Work

The course code MBAD-GE-401 Summer Internship & Presentation and MBAD-GE-402 Dissertation & VIVA is of 8 credits. Summer Internship need to start after the examination of third semester. Students need to get approval from program coordinator/assigned supervisor before joining the Summer Internship. Students have to submit a dissertation/project report after completion of Summer Internship in forth semester. The topic of dissertation/project report has to be approved by the program coordinator/assigned supervisor. Presentation based on the dissertation/Project work carrying 40 marks on the project synopsis and 60 marks on Project report Viva conducted by the ODL in association with industry professionals. The Examiner appointed should have minimum 5 years work experience in teaching full time or industry for evaluation of assigned topic/subject.

Pattern of question paper

The final examination question paper for each subject has 2 sections i.e. A & B.

- Section – A is based on short theoretical concepts.
- Section – B is based on long conceptual or applied or case studies.

Structure of Crediting:

1. FOUNDATION COURSE	:	25% OF TOTAL CREDIT
2. CORE PAPERS & ELECTIVE	:	60% OF TOTAL CREDIT

3. OPEN UNIVERSITY ELECTIVES	:	15% OF TOTAL CREDIT
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Grading System

The grade awarded to a student in any particular course will be based on his/her performance in sessional and final examinations. The letter grades and their equivalent numerical points are listed below

% of Marks	Letter Grade	Grade Point	Description of Performance
> 85	A+	10	Outstanding
75 - <85	A	9	Excellent
65 - <75	B+	8	Very Good
60 - <65	B	7	Good
50 - <60	C+	6	Average
45 - <50	C	5	Marginal
<45	F	4	Poor
Absent/ Detained	I	-	Incomplete

If a candidate does not write a paper, he/ she will be awarded I grade. Earned Credit (E C)

The credit for the course in which a student has obtained “C” or a higher grade will be counted as credits earned by him / her. Any course in which a student has obtained “F” grade will not be counted towards his/ her earned credits

Evaluation of Performances

- SGPA (Semester Grade Point Average) will be awarded on successful completion of each semester
- CGPA (Cumulative Grade Point Average) which is the grade point average for all the completed semester at any point in time, which will be awarded in each semester on successful completion of the current semester as well as all of the previous semester. CGPA is not applicable in semester I.

Calculation of SGPA and CGPA in a semester

- a. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \frac{\sum(\text{Earned Credits Ci} \times \text{Grade Point Gi})}{\sum \text{Earned Credits Ci}};$$

Where Ci is the number of credits of the ith course and Gi is the Grade Point Scored by the student in the ith course.

- b. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA (Ci)} = \frac{\sum(\text{Earned Credits Ci} \times \text{SGPA Si})}{\sum \text{Ci}};$$

Where Si is the SGPA of the ith semesters and Ci is the total number of credits in that semester.

- c. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

For Example

Semester – I

Course name	Subject Credits	Marks	Grade Awarded	Grade Point	Points secured
Organizational Behaviour & Management Process	3	56	C+	6	18
Quantitative Methods	3	65	B+	8	24
Managerial Economics	3	55	C+	6	18
Financial and Management Accounting	3	68	B+	8	24
Marketing Management	3	62	B	7	21
International Business Environment	3	71	B+	8	24
Business Communication	3	74	B+	8	24
Management Information System	3	64	B	7	21
TOTAL	24			58	174

Total credits = 24

Points secured = 174

SGPA = $174/24 = 7.25$

Semester II

Course name	Subject Credits	Marks	Grade Awarded	Grade Point	Points secured
Human Resource Management	3	50	C+	6	18
Consumer Behavior	3	62	B	7	21
Financial Management	3	76	A	9	27
Quantitative Techniques & Operations Management	3	55	C+	6	18
Business Research Methodology	3	61	B	7	21
Strategic Management	3	64	B	7	21
Open University Elective-I	3	69	B+	8	24
Open University Elective-II	3	78	A	9	27
TOTAL	24				177

Total credits = 24

Points secured = 177

SGPA = $177/24 = 7.375$

CGPA = $351/48 = 7.31$

Classification of successful candidates

The result of successful candidates who fulfill the criteria for the award of MBA shall be classified at the end of last semester, on the basis of his/her CGPA

Classification shall be done on the basis following criteria: -

- He/ she shall be awarded “Distinction” if her/ his final CGPA is 9 and above and passed all the semester examinations in the first attempt
- He/ she shall be awarded “First Division” if her/ his final CGPA is 6.75 and above but less than 9.00
- He/ she shall be awarded “Second Division” if her/ his final CGPA is 6.00 and above but less than 6.75.
- He/ she shall be awarded “Pass” if her/ his final CGPA is 5.00 and above but less than 6.00
- He / she shall be treated as “Fail” if his/ her final CGPA is less than 5.00

STRUCTURE OF THE MBA – OPEN AND DISTANCE LEARNING PROGRAMME

Foundation course Papers Gen (1st Semester)

Code	Title of the paper	Marks Internal	Marks Semester	Total	Credits
MBAD -FG-101	Marketing Management	25	75	100	4
MBAD-FG-102	Business Communication	25	75	100	4

MBAD-FG-103	Financial and Management Accounting	25	75	100	4
MBAD-FG-104	International Business Environment	25	75	100	4
MBAD-FG-105	Management Information System (MIS)	25	75	100	4
MBAD-FG-106	Managerial Economics	25	75	100	4
MBAD-FG-107	Organizational Behavior & Management Process	25	75	100	4
MBAD-FG-108	Quantitative Methods	25	75	100	4
TOTAL					32

CORE PAPERS GENERAL MANAGEMENT (2nd SEMESTER)

Code	Title of the paper	Marks Internal	Marks Semester	Total	Credits
MBAD-CG-201	Business Research Methodology	25	75	100	4
MBAD-CG-202	Consumer Behavior	25	75	100	4
MBAD-CG-203	Financial Management	25	75	100	4
MBAD-CG-204	Human Resource Management	25	75	100	4
MBAD-CG-205	Operations Management	25	75	100	4
MBAD-CG-206	Strategic Management	25	75	100	4
Any two from group	Open University Elective – I	25	75	100	4
	Open University Elective – I	25	75	100	4
TOTAL					32

*Eight (6+2) papers in second semester as calculated by total crediting

** Any two subjects have to be selected from Open University electives - I

MBA GENERAL MANAGEMENT (IIIrd SEMESTER) (MAJOR STREAM 5 PAPERS AND MINOR STREAM 3 PAPERS)

MARKETING STREAM MAJOR (ELECTIVES) SEMESTER IIIrd (Any five)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	

MBAD-GE-MM-01	Advertising & Communication Management	25	75	100	4
MBAD-GE-MM-02	Sales and Distribution Management	25	75	100	4
MBAD-GE-MM-03	Industrial Marketing	25	75	100	4
MBAD-GE-MM-04	Strategic Brand Management	25	75	100	4
MBAD-GE-MM-05	Services Marketing	25	75	100	4
MBAD-GE-MM-06	Digital Marketing	25	75	100	4
MBAD-GE-MM-07	Agricultural Marketing	25	75	100	4
	TOTAL				20

**MBA GENERAL MANAGEMENT SEMESTER IIIrd MINOR MARKETING STREAM
(ELECTIVES)**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-MM-02	Sales & Distribution Management	25	75	100	4
MBAD-GE-MM-04	Strategic Brand Management	25	75	100	4
MBAD-GE-MM-05	Services Marketing	25	75	100	4
	TOTAL				12

**MBA GENERAL MANAGEMENT SEMESTER IIIrd MAJOR FINANCE STREAM
(ELECTIVES) Any 5**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-FM-01	Management of Financial Services	25	75	100	4
MBAD-GE-FM-02	Security Analysis & Portfolio Management	25	75	100	4
MBAD-GE-FM-03	Financial Risk Management	25	75	100	4
MBAD-GE-FM-04	Financial Statement Analysis	25	75	100	4
MBAD-GE-FM-05	International Financial Management	25	75	100	4
MBAD-GE-FM-12	Financial Engineering	25	75	100	4
MBAD-GE-FM-13	Bank Management	25	75	100	4
MBAD-GE-FM-14	Corporate Tax Management	25	75	100	4
MBAD-GE-FM-15	Behavioral Finance	25	75	100	4
	TOTAL				20

MBA GENERAL MANAGEMENT SEMESTER IIIrd MINOR FINANCE STREAM

(ELECTIVES)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-FM-02	Security Analysis & Portfolio Management	25	75	100	4
MBAD-GE-FM-04	Financial Statement Analysis	25	75	100	4
MBAD-GE-FM-05	International Financial Management	25	75	100	4
	TOTAL				12

**MBA GENERAL MANAGEMENT SEMESTER IIIrd MAJOR HUMAN RESOURCES
STREAM (ELECTIVES) Any five**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-HR-01	Management of Industrial Relations	25	75	100	4
MBAD-GE-HR-02	Performance & Compensation Management	25	75	100	4
MBAD-GE-HR-03	Training & Development	25	75	100	4
MBAD-GE-HR-04	Organizational Change & Development	25	75	100	4
MBAD-GE-HR-05	Knowledge Management	25	75	100	4
MBAD-GE-HR-06	Strategic HRM	25	75	100	4
MBAD-GE-HR-07	Talent Management & Competency Mapping	25	75	100	4
	TOTAL				20

**MBA GENERAL MANAGEMENT SEMESTER IIIrd MINOR HUMAN RESOURCES
STREAM (ELECTIVES)**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-HR-01	Management of Industrial Relations	25	75	100	4
MBAD-GE-HR-02	Performance & Compensation Management	25	75	100	4

MBAD-GE-HR-03	Training & Development	25	75	100	4
	TOTAL				12

**MBA GENERAL MANAGEMENT SEMESTER IIIrd MAJOR OPERATIONS
MANAGEMENT STREAM (ELECTIVES) - Any five**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester exam	Total	
MBAD-GE-OM-01	E-Commerce	25	75	100	4
MBAD-GE-OM-02	Supply chain Management	25	75	100	4
MBAD-GE-OM-03	Project Management	25	75	100	4
MBAD-GE-OM-04	Enterprise Resource Planning	25	75	100	4
MBAD-GE-OM-05	Business Process Re-engineering	25	75	100	4
MBAD-GE-OM-06	Technology and Innovation	25	75	100	4
MBAD-GE-OM-07	Total Quality Management.	25	75	100	4
	TOTAL				20

**MBA GENERAL MANAGEMENT INTERNATIONAL BUSINESS
(MINOR STREAM) IIIrd SEMESTER**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-IB-01	Regional Trade Blocks	25	75	100	4
MBAD-GE-IB-02	Cross cultural Communication	25	75	100	4
MBAD-GE-IB-03	Export Import Procedures & Documentation	25	75	100	4
	TOTAL				12

**MBA GENERAL MANAGEMENT INFORMATION TECHNOLOGY (IT)
(MINOR STREAM) IIIrd SEMESTER**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-IT-01	IT Management & Applications	25	75	100	4
MBAD-GE-IT-02	Internet Marketing	25	75	100	4
MBAD-GE-IT-03	E Commerce	25	75	100	4
	TOTAL				12

**MBA GENERAL MANAGEMENT OPERATIONS MANAGEMENT (OM)
(MINOR STREAM) SEMESTER IIIrd**

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-OM-01	E-Commerce	25	75	100	4
MBAD-GE-OM-02	Supply chain Management	25	75	100	4
MBAD-GE-OM-03	Project Management	25	75	100	4
	TOTAL				12

SEMESTER – IV STRUCTURE GENERAL MANAGEMENT

Course No.	Title of the Course	Report	Viva/Presentation	Total Marks
MBAD-GE-401	Summer Internship & Presentation	60	40	100
MBAD-GE-402	Dissertation & Viva voce	60	40	100

SEMESTER 4 ELECTIVES

Major Area: 4 papers (optional)

Marketing (four papers need to be selected)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-MM-08	Rural Marketing	25	75	100	4
MBAD-GE-MM-09	Customer Relationship Management	25	75	100	4
MBAD-GE-MM-10	Advances in Marketing	25	75	100	4
MBAD-GE-MM-11	Strategic Retail Management	25	75	100	4
MBAD-GE-MM-12	Logistics & SCM	25	75	100	4
MBAD-GE-MM-13	Product Management	25	75	100	4
MBAD-GE-MM-14	International Marketing	25	75	100	4
Any two from group	Open University Elective –II	25	75	100	4
	Open University Elective –II	25	75	100	4
TOTAL					24

HUMAN RESOURCE MANAGEMENT (FOUR PAPERS NEED TO BE SELECTED)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-HR-08	Human Resource Information System	25	75	100	4
MBAD-GE-HR-09	Labor Laws	25	75	100	4

MBAD-GE-HR-10	Management of Internal Customers	25	75	100	4
MBAD-GE-HR-11	International Human Resource Management	25	75	100	4
MBAD-GE-HR-12	Human Capital Accounting	25	75	100	4
MBAD-GE-HR-13	Human Resource Development	25	75	100	4
Any two from group	Open University Elective –II	25	75	100	4
	Open University Elective –II	25	75	100	4
TOTAL					16

FINANCIAL MANAGEMENT (FOUR PAPERS NEED TO BE SELECTED)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-FM-06	Project Appraisal and Finance	25	75	100	4
MBAD-GE-FM-07	Financial Derivatives	25	75	100	4
MBAD-GE-FM-09	Wealth Management	25	75	100	4
MBAD-GE-FM-11	Mergers & Acquisition	25	75	100	4
MBAD-GE-FM-16	Bank Technology Management	25	75	100	4
MBAD-GE-FM-17	Financial Econometrics.	25	75	100	4
MBAD-GE-FM-18	Islamic Banking and Finance	25	75	100	4
MBAD-GE-FM-19	Credit Management	25	75	100	4
MBAD-GE-FM-20	Treasury Management	25	75	100	4
MBAD-GE-FM-21	Bank Risk Management	25	75	100	4
MBAD-GE-FM-22	Retail Banking	25	75	100	4
Any two from group	Open University Elective –II	25	75	100	4
	Open University Elective –II	25	75	100	4
TOTAL					24

OPERATIONS MANAGEMENT (FOUR PAPERS NEED TO BE SELECTED)

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-GE-OM-08	Advance Operations Research	25	75	100	4
MBAD-GE-OM-09	Service Operations Management	25	75	100	4
MBAD-GE-OM-10	Supply Chain Analytics	25	75	100	4
MBAD-GE-OM-11	Business Analytics	25	75	100	4
MBAD-GE-OM-12	Operations Strategy	25	75	100	4
MBAD-GE-OM-13	Productions Planning and Control	25	75	100	4

Any two from group	Open University Elective –II	25	75	100	4
	Open University Elective –II	25	75	100	4
	TOTAL				24

OPEN ELECTIVES I (SECOND SEMESTER) ANY TWO

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-OUE-19	Principles of Management	25	75	100	4
MBAD-OUE-20	Entrepreneurial Management	25	75	100	4
MBAD-OUE-21	Economic Environment of Business	25	75	100	4
MBAD-OUE-22	Essentials of Communication & Personality Development	25	75	100	4
	TOTAL				8

OPEN ELECTIVES II (FOURTH SEMESTER) ANY TWO

Code	Course Title	Marks			Credit
		Internal Assessment	Semester Exam	Total	
MBAD-OUE- 18	CSR & Corporate Governance	25	75	100	4
MBAD-OUE- 23	Advanced Marketing Research & Data Analytics	25	75	100	4
MBAD-OUE- 24	Legal Aspects of Business	25	75	100	4
	TOTAL				8

Academic Delivery

The entire delivery of the program is through **Online and Offline interaction with faculties**. The method of instruction is learner-oriented, and the student has to be an active participant in the teaching-learning process.

Self - Instructional Printed Study Material

Self-Instructional Printed Study Material (SIM) is a very important form of instructional material. Improvement in quality is ensured through SIMs because no single textbook can cover the course content appropriately. Also SIMs is designed to make the subject matter self-explanatory and easy-to-understand. These are supplied to the learners in the form of books. Each book is divided into blocks consisting of several units.

Study Material

The students shall be provided with access to self-instructional materials to help learners become proficient in a variety of courses. It helps students stay focused and achieves their

learning goals successfully. Learners can get updated content in the study material. They can study according to their convenience.

Counseling Sessions

Counseling sessions support the self-learning study materials. Schedules for these sessions are intimated at the beginning of the semester to candidates. These are forums for interactive education and enrich learners' knowledge by directing it to practice. Students can attend these sessions at regular interval. The power point presentation of counseling sessions will be available at online platform. Should any learner miss their class on any given day, they may view the session at online platform in a physical format at any time as per their convenience later. These counseling sessions shall be conducted over the weekends (Sundays or Saturdays) and Public holidays.

Students will also be provided with Counseling sessions and faculty interaction for better understanding of the various topics of the course/subject, thus improving the overall learning experience. The objectives of these interactions are mentioned below:

- To tap the in-depth understanding of the subjects and supplement the self-instructional printed study material
- To provide learning through case study, industry based assignments and interactive interactions with experts from the corporate sector
- To enhance retention, recall value of key concepts for learners aimed at making learning an enjoyable experience

DETAILED SYLLABUS OF MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I

MBA-FG-101 MARKETING MANAGEMENT

Objective of the Course:

- To develop an understanding of the basic principles and practices of Marketing Management.
- To develop a basic understanding of the subject, which in turn should serve as the ground for understanding and appreciating concepts of specialized fields in marketing.

COURSE OUTLINE

Unit 1: Basics of Marketing

(08 Sessions)

Marketing and its core concepts: Marketers and prospects, needs, wants and demands, product or offering, value and satisfaction, marketing channels, supply chain, competition, metamediary.

Different philosophies of marketing management: the production concept, the product concept, the selling concept, the marketing concept, and the societal marketing concept.

Integrated marketing.

Marketing environment.

Unit 2: Major Marketing Concepts

(08 Sessions)

Concept of marketing mix, components of marketing mix.

Concept of target marketing.

Steps in target marketing: Market segmentation, market targeting, and market positioning.

Differentiation: Meaning and bases for differentiation.

Unit 3: Managing Products

(08 Sessions)

Concept of a product, product levels, product classifications, concept of customer delight.

Product Mix; Width, length, depth and consistency of a product mix.

Product Line Decisions: Product line analysis; Product line length, line stretching and line filling; Line modernization; Line featuring and Line pruning.

Unit 4: Managing Brands

(08 Sessions)

Introduction to Brand, Brand Equity, Benefits of strong brand equity.
Branding decisions, Branding challenges.
Packaging and Labeling.

Unit 5: Product Life Cycle (P.L.C) and Pricing

(08 Sessions)

Concept of product life cycle (PLC), Stages of product life cycle.
Marketing strategies in different stages of product life cycle.
Setting the price: Selecting the pricing objective; Selecting a pricing method.
Mark-up pricing, target-return pricing, perceived-value pricing, value pricing, going-rate pricing, sealed-bid pricing.
Selecting the final price, concept of psychological pricing.

Suggested Readings:

- Kotler, P. Marketing Management, PHI / Kotler, P., Keller, Koshy, Jha: Marketing Management, Pearson Education ----- Text Book
- Czinkota and Kotabe. Marketing Management; Thomson, South-Western / Cengage; India Edition; ----- Reference Book
- Meenakshi, N. and Kumar, Arun : Marketing Management, Vikas Publishing House Pvt. Ltd. ----- Reference Book
- Kazmi, S.H.H : Marketing Management, Text and Cases; Excel Books, New Delhi ----- Reference Book
- Madura, Jeff. Fundamentals of Business; South-Western Cengage Learning; India Edition; ---- Reference Book
- Ramaswamy, Namakumari: Marketing Management, McMillan Publishing ----- --- Reference Book
- Armstrong, Gary. , Kotler, P. : Marketing – An Introduction, Pearson Education - --- Reference Book
- Panda, Tapan K: Marketing Management, Text and Cases, Indian Context; Excel Books, New Delhi ----- Reference Book

MBA-FG-102

BUSINESS COMMUNICATION

Course Objectives:

In order to succeed in the technological and global environment in which we work and live, individuals must be equipped with effective oral and written communication skills which are critical to success, both on and off the job.

The emphasis of this course is effective communication in business, however students will be able to apply the learned communication skills in a variety of settings.

Expected Learning Outcomes

- Understand relationship between effective communication skills and professional and personal activities.
- Collect organize and evaluate information to plan, develop and prepare presentations and written correspondence
- Incorporate the use of electronic resources including the internet and power point to complete a variety of communication activities.
- Understanding the communication by objectives approach and the qualities of effective messages.
- Prepare effective messages for a culturally diverse audience.
- Develop effective job search strategies.

Course Outline

Unit I:-

06 Sessions

Understanding Business Communication

Need for effective communication.

Understanding the communication process (7Cs, AIDA strategy)

Listening, Nonverbal communication, Collaboration and meeting skills (Team communication) Communicating Intercultural.

Unit II:- Business Messages

(07 Sessions)

Planning business messages:- understanding the three step writing process, Investigating the necessary information.

Writing business messages:- Organizing the message, composing the message and completing the business messages.

Unit III:- Business Reports and Proposals

(08 Sessions)

Need for business reports and proposals

Planning business reports and proposals:- Problem definition, Investigation and Information processing

Organizing business reports and proposals

Composing business reports and proposals

Unit IV:- Giving Speeches and Oral Presentations

(07 Sessions)

The three step oral presentation process

Writing speeches and presentations

Developing and completing speeches and presentations

Mastering the art of delivery

Unit V:- Employment /Communication

(08 Sessions)

Planning and developing resumes

Investigate employment opportunities and information

Interviewing for Employment
Following the employment process

Pedagogy

The teaching methodology is based on active class participation, through lectures, case discussions and analysis. A number of projects are assigned to the students with stipulated deadlines for submissions so that the students can plan their work. The projects involve field browsing through the internet and books/journals in the library. Students are required to make frequent presentations and analysis, after which they answer questions, posed by the class and faculty.

Soft Skill Development

Suggested Readings:

1. Business Communication, Lesikar, Flatley, Rentz, McGraw Hill Education
2. Raymond V. Lesikar, Tata McGraw Hill
3. C.S.G Krishnamacharyulu, Himalya Publishing House
4. HorySankar Mukherjee, Oxford Higher Education.
5. Bovee CL, Thill JV, Schatzman BE, Business Communication Today, Pearson Education
6. Lesikar, R. V. and J.D. Pettitt, Jr. Business Communication: Theory and Application Homewod III; Richar D. Irwin.
7. Michael, V.P. Communication and Research for management Himalaya Publishing House, Bombay. Sharma, R.C. & K. Mohan. Business Report writing and Correspondence (TMH)

MBA-FG -103 FINANCIAL AND MANAGEMENT ACCOUNTING

Course Objectives:

The objective of this course is to familiarize students with financial accounting and equip them with the tools and techniques of accounting for business decisions.

UNIT I: FUNDAMENTALS OF ACCOUNTING

(08 Sessions)

Introduction to Financial & Management Accounting.
Accounting Process – An Overview
Books of Original Record
Ledger and Trial Balance
Preparation of Simple Final Accounts

Final Accounts with Adjustments

UNIT II: FINANCIAL STATEMENTS AND THEIR ANALYSIS (08 Sessions)

Understanding Financial Statements Analysis of Financial Statements (Techniques & Key Ratios)

Fund Flow Statement (simple)

UNIT III: COST CONCEPTS (08 Sessions)

Basic Concepts

Classification of Costs

Elements of Cost and Cost Sheet

UNIT IV: ACCOUNTING FOR PLANNING & CONTROL (08 Sessions)

Budgeting and Budgetary Control

Standard Costing

UNIT V: ACCOUNTING FOR DECISION MAKING (08 Sessions)

Variable (Managerial) Costing

Cost Volume Profit Analysis(basic intro)

Relevant Costs for Decision-Making(basic intro)

SUGGESTED READINGS:

1. S.N. Maheshwari Financial and Management Accounting (Sultan Chand & Sons)
2. Dinesh D.Harsolekar Financial Accounting for Management (Multi-Tech Publishing)
3. I.M. Pandey Essentials of Management Accounting (Vikas Publishing House)
4. Dhameja&Shastry Accounting & Finance for Managers (A.H. Wheeler)
5. M.Y.Khan& P.K. Jain Management Accounting (Tata McGraw Hill)
6. Bhattacharya &Dearden Financial Accounting for Management : Text & Cases (Vikas)
7. Horngreen Introduction to Management Accounting, (prentice Hall of India)

MBA-FG-104 INTERNATIONAL BUSINESS ENVIRONMENT

Course Objectives:

The objective of this course is to familiarize students with International business environment and equip them with the tools and techniques of understanding business in the global scenario.

UNIT I: Analysis of Global Business Environment (06 Sessions)

Economic, Political, Socio-cultural, Legal, Financial and Technological Environment pertaining to International Business

UNIT II: Theory of International Trade and International BOP(10 Sessions)

Theories of International Trade – Comparative Advantage, Absolute Advantage, Factor proportion, Product Lifecycle and the New Trade Theory
Balance of Payment – International Economic Transactions, Equilibrium, Disequilibrium and Adjustment of BOP

UNIT III: World Trade and International Institutions(08 Sessions)

World Trade – Recent Trends

International Monetary Fund – Objectives and Operations (Financial Assistance, Technical Assistance and Surveillance)

The World Bank – Structure and Affiliates (International Bank for Reconstruction and Development, International Development Association, International Finance Corporation, Multilateral Investment Guarantee Agency, International Centre for Settlement of Investment Disputes)

UNIT IV: Trade and Investment Regulation(08 Sessions)

General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), Trade Related Intellectual Properties, Trade Related Investment Measures, General Agreement on Trade in Services, GATT and WTO, UNCTAD

UNIT V: Regional Economic Groupings(08 Sessions)

Levels of Economic Integration, Regional Trading Agreements – ASEAN, SAARC, MERCOSUR, CARICOM, NAFTA and European Union (EU)
Commodity Agreements

Suggested Readings

Daniel Hoh D and Radebanh, Lee H, International Business, Addison Wesley, New York

Anant K Sundaram and J Stewart Black, The International Business Environment – Text and Cases, Prentice Hall of India, New Delhi

Keega, Warren, Global Marketing Management, Prentice Hall of India, New Delhi

Varma S, International Business – Concept, Environment, Structure and Strategy, Ane Books Pvt. Ltd

MBA-FG-105 Management Information System

The objective of this course is to familiarize students with Information systems and equip them with the tools and techniques of management information system in today's highly informative age.

Unit No.	Contents	Sessions
01	Foundations of Information System in Business –Foundation Concepts : information Systems in Business, Foundation Concepts : The Components of Information Systems	08
02	Telecommunications and Networks – The Networked Enterprise, Telecommunications Network Alternatives	08
03	Enterprise Business Systems – ERP : The Business Backbone, Supply Chain Management : The Business Network	04
04	Decision Support Systems – Decision Support in Business, Artificial Intelligence Technologies in Business	04
05	Development Process – Planning Fundamentals, Implementation Challenges, Developing Business Systems, Implementing Business Systems	08
06	Security & Ethical Challenges – Security, Ethical, and Societal Challenges of IT, Security Management of IT	08

Suggested Readings:

- Management Information Systems, James A O'Brien, 10th edition
- Management Information System, W.S.Jawadekar, 3rd edition, TMH
- Management Information System, James O'Brien, 7th edition, TMH
- Information Systems the foundation of E-Business, Steven Alter, 4th Edition Person education
- Information Technology for management, Turban, McLean, Wetherbe, 4th edition, Wiley
- Management Information Systems, Loudon and Loudon, 10th edition, Pearsons Educations
- Management Information Systems, Jaswal Oxford Press

MBA-FG-106 MANAGERIAL ECONOMICS

Course Objectives:

Objective- The objective of the course is to create an understanding among the students of the relevant concepts and analytical tools of economics to enable them to appreciate their role in managerial decision-making.

UNIT I

Session 8

INTRODUCTION

Introduction to Managerial Economics
The Nature of the Firm
The Concept of Business and Economic Profit
Functional Relationships: Total, Average and Marginal
Marginal Analysis and Optimization

UNIT II

Session 8

DEMAND THEORY AND ANALYSIS

Individual Demand Curve and Law of Demand, Substitution Effect and Income Effect
Individual Supply Curve and Law of Supply
Market Demand Curve (Bandwagon effect, Snob effect)
Market Equilibrium, Excess Demand and Excess Supply
Market effects and Causes of Changes in Demand
Market effects and Causes of Changes in Supply
Elasticity – Price, Income and Cross-Price
Price Elasticity and Revenue
Demand Forecasting
Indifference Curve, Budget line and Derivation of Demand Curve from Indifference Curve and Budget Line

Marginal Utility and the Law of Diminishing Marginal Utility

UNIT III

Session 8

PRODUCTION ANALYSIS

The Organization of Production and Production Function
The Production Function with one Variable input, Total, Average and marginal Product
Law of Diminishing Returns and Stages of Production
Optimal Use of the Variable Input
The Production Function with two Variable inputs, Production Isoquants
Economic Region of Production, Marginal Rate of Technical Substitution
Perfect Substitutes and Complementary Inputs
Optimal Combination of Inputs, Isocost Lines, Profit Maximization
Returns to Scale.

UNIT IV

Session 8

COST ANALYSIS

The Nature of Costs
Short-run Cost Curves - Total and Per unit Cost Curves
Long-run Cost Curves - Total, Average and Marginal Cost Curves
Plant Size and Economies of Scale
Learning Curves
Cost-Volume Profit Analysis and Operating Leverage.

UNIT V

Session 8

MARKET STRUCTURE

Market Structure and Degree of Competition

Perfect Competition - Meaning and Importance of Perfect Competition, Price determination, Short-run and Long run Analysis of a Perfectly Competitive firm.

Monopoly - Sources of Monopoly, Short-run Price and Output determination under Monopoly, Long-run Price and Output determination under Monopoly.

Monopolistic Competition - Meaning and Importance of Monopolistic Competition, Short-run Price and Output determination under Monopolistic Competition, Long-run Price and Output determination under Monopolistic Competition

Oligopoly - Meaning and Sources, Concentration Ratios, Herfindahl Index and Contestable Markets.

Oligopoly Models - Kinked Demand Curve, Cartel Arrangement, Price Leadership.

PRICING

Pricing Strategies

Price Discrimination; First, Second and Third Degree

Suggested Readings :-

1. Managerial Economics: Thomas & Maurice, Tata McGraw-Hill (Text Book)
2. Managerial Economics: Dominick Salvatore, Thomson Publications
3. Managerial Economics: H. Craig Petersen & W. Chris Lewis, Pearson Education
4. Managerial Economics: Truett & Truett, John Wiley
5. A. Koutsoyiannis: Modern Microeconomics
6. Walter Nicholson: Microeconomics & its Applications Business Newspapers, Business magazines and Journals

MBA-FG-107 Organizational Behaviour & Management Process

Course Objective:

To develop the students' ability to analyse, interpret and predict individual and group behaviour in an organisational setting, and to provide an understanding of the managerial approaches to organisational conflict, motivation and leadership, and organisational control.

UNIT I: INTRODUCTION TO OB & MANAGEMENT. (8 Sessions)

- 1.1** Introduction To Organisational Behaviour: Foundation Of Individual Behaviour - Definition Need And Importance Of Organisational Behaviour - Nature And Scope - Framework Of Organisational Behaviour Models, OB and its contribution to individual, group and organizational goals.
- 1.2** Purpose of Management, Managers-Functions, roles, levels & Skills, Challenges faced by today's organizations, Changing role of managers,
- 1.3** Evolution of Management thought

UNIT II: THE INDIVIDUAL IN THE ORGANIZATION. (8 Sessions)

- 2.1 Perception:** Key components of the perceptual process, Relationship of schemas to the perceptual process, Characteristics of the perceptual target & perception, Impact of situational characteristics on perception, Common biases and problems in perception, Attribution error & people's reactions to others behaviour, Ways organizations can promote accurate perceptions and attributions and effectively manage diverse employees.
- 2.2 Learning:** Process of Learning, Principles of Learning, Organizational Reward Systems, Behavioural Management.
- 2.3 Personalities and Abilities:** Meaning of Personality, Development of Personality, individual differences and the behaviour of people in organizations Nature and Dimension of Attitude, Job Satisfaction, Organizational commitment.
- 2.4 Values.** Intrinsic and extrinsic work values.-relationships between work values, work attitudes, and work moods.
- 2.5 Motivation:** Motivation, motives-characteristics, Theories of motivation, relationship between work motivation and performance, Morale-definition and relationship with productivity-morale indicators, management as tool of motivation

UNIT III: THE GROUP IN THE ORGANIZATION. (8 Sessions)

- 3.1 Foundations of Group Behaviour and Work teams:** Types of group that exist in organizations. The five stages of group development, important characteristics of work groups, Group dynamics.

3.2 Communication: The major functions of communication, The steps in the communication process, Barriers to communication and ways to overcome these barriers, Communication channels and selection of an appropriate communication channel

3.3 Leadership: Definition, importance, formal and informal leaders, leadership styles, models and theories of leadership styles

3.4 Power, politics and conflict: Power and politics and their impact on organizations, Sources of individual power and tactics for increasing individual power, Organizational conflict and sources of conflict in organizations, Techniques to manage conflict at the individual, group and organizational levels.

UNIT IV: ORGANISING AND CONTROLLING.(8 Sessions)

4.1 Organizational structure and design: Basics of Organizing, organizational design, organizational strategy, determinants of Organization design, Organizational design and employee behavior.

4.2 Organizational Culture: The basic building blocks of organizational culture, the relationship of organizational structure, Building Organizational culture in the organization. The impact of the environment on organizational culture,

4.3 Controlling: Importance to organizations, Process of controlling, some important management tools as means of controlling.

UNIT V: RETHINKING MANAGEMENT(8 Sessions)

5.1 Managing change

5.2 Ethics and Corporate social responsibility

5.3 Stress Management

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. Davis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
2. Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Delhi.

3. Sharma, R.A., Organizational Theory and Behaviour, Tata McGraw Hill, New Delhi.
4. Hersey, Paul and Blanchard, Kenneth H., Management of Organizational Behaviour, Prentice Hall of India.
5. Etzioni, Amitai, Modern Organizations, Prentice Hall of India.
6. Khanka, S. S., Organizational Behaviour, S. Chand
7. Baron & Greenberg, Organizational Behaviour, Pearson Education.

MBA-FG-108 QUANTITATIVE METHODS

Course Objectives: The objective of this course is to familiarize the quantitative aspect of managerial decision making it covers a wide variety of concepts and techniques from mathematics, statistics and operations research. Quantitative Methods as it is sometimes called, is playing increasingly important role in nearly all phases of human endeavor.

Contents:

UNIT -I :(8 sessions)

- Measure of Central Tendencies and dispersions.
- Elementary Probability Theory
- Normal, Binomial & Poisson Distribution

UNIT II :(10 sessions)

- Elementary Sampling Theory & Statistical Estimation
- Statistical Decision Theory Hypothesis Testing
- Small Sampling Theory " Students" distribution & χ^2 (chi)Distribution

UNIT III :(10 sessions)

- Correlation and Regression
- Variance Analysis, One way Classification
Two way Classification

UNIT IV :(6 sessions)

- Analysis of Time Series and Forecasting
- Non-parametric Test

UNIT V : (6 sessions)

- Optimization Techniques

- Linear programming
Each unit shall be illustrated by applied numerical with business implications.

Suggested Readings:

1. Gupta, SP and Gupta MP. Business Statistics New Delhi; Sultan Chand and Sons, 1997.
2. Kazmier, LJ and Pohl, NF, Basic Statistics for Business and Economics .New York, McGraw Hill, 1998.
3. Levin Richard and Ruben David S. Statistics for Management, New Jersey, Prentice Hall, 1995.
4. Narang, A.S. Linear Programming and Decision-Making, New Delhi, Sultan Chand and Sons 1995.
5. Ravindran, Philips & Solberg Operations Research 2nd Edition John Wiley & Sons.
6. Gupta. S. C. Fundamentals of Statistics, Himalayan Publishing House
7. Hamdy A. Taha, Operations Research, Prentice Hall of India.

SEMESTER II

MBA–CG-201 Business Research Methodology
COURSE OUTLINE

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. They will develop critical core competencies and skills required to carry out such an enquiry.

The broad objectives of the paper are to:

- Prepare students for conducting an independent study including formulating research questions and selecting a research approach
- Equip them with the knowledge for designing a study and selecting specific methods and techniques appropriate for answering the questions
- Develop practical skills in developing instruments for both qualitative and quantitative methods;
- Develop practical skills in analysing both quantitative and qualitative data.

Unit-1: Introduction to Business Research and Research Design (12 Sessions)

Definition of Business research

Classification of marketing research
Business research process

Defining the Business research problem and developing an approach

The process of defining the problem and developing an approach
Management Decision Problem and Marketing Research Problem

Definition of research design

Classification of research design
Exploratory, descriptive and causal research designs and relationships among them
Potential sources of error, random sampling errors and non-sampling errors

Business research proposal

Unit - 2: Qualitative Research and Experimentation (4 Sessions)

Primary data: qualitative versus quantitative research

Rationale for using qualitative research
Classification of qualitative research procedures
Focus group interviews
Depth interviews
Projective techniques: Association, Completion, Construction, and
Expressive techniques

Unit - 3: Measurement and Scaling (5 Sessions)

Primary scales of measurement; Nominal, Ordinal, Interval, Ratio Scales

Comparative scaling techniques:

- Paired Comparison Scale
- Rank Order Scale
- Constant Sum Scale

Non-comparative scaling techniques:

- Continuous Rating Scale

Itemized Rating Scales:

- Likert scale
- Semantic Differential Scale, Stapel Scale
- Non-comparative Itemized Rating Scale Decisions
- Reliability and Validity

Unit - 4: Questionnaire Design and Sampling Design

(9 Sessions)

- Definition of questionnaire
- Objectives of a questionnaire
- Questionnaire design process
- Observational forms

Sample or Census

- The sampling design process
- Classification of sampling techniques
- Non-probability sampling techniques
- Probability sampling techniques
- Sample size determination

Unit - 5: Processing, Analysis, and Interpretation of Data; Report Writing

(10 sessions)

Processing of data:

- Editing and Coding
- Establishing Categories

Analysis of Data:

- Summary Statistics – Percentages, Measures of central tendency,

Tests of Hypotheses

- Normal distribution
- Chi-Square Test
- Mann Whitney Test, Kruskal Wallis, Correlation (using SPSS)

Report Writing:

Purpose of Report
Classification of reports
Functions of research report
Preparation of the report
Report outline (contents)
Steps in report writing
Principles of report preparation

Suggested Readings:

- Deepak Chawla & Neen Sondhi: Research Methodology- Concepts & cases, Vikas Publishing House, New Delhi—Text Book
- Naresh K. Malhotra: Marketing Research, An Applied Orientation, Pearson Education, Delhi ---- Text Book.
- S Sumathi and P Saravanel; Marketing Research and Consumer Behaviour, Vikas Publishing House Pvt. Ltd. ----- Supplementary Text Book.
- G.C. Beri: Marketing Research, TMH, New Delhi ---- Reference Book.
- Donald S. Tull & Del I. Hawkins: Marketing Research; Measurement and Methods, PHI, New Delhi ---- Reference Book.
- Aaker, Kumar, Day: Marketing Research, John Wiley & Sons ---- Reference Book.
- Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata Mc-Graw Hill, New Delhi ---- Reference Book.
- Burns and Bush: Marketing Research; Pearson Education, Delhi ---- Reference Book.
- Zikmund: Business Research Methods; Thomson Publishing ---- Reference Book.
- Boyd, Westfall and Stasch: Marketing Research, Text and Cases; A.I.T.B.S. Publishers ---- Reference Book.

MBA-CG-202 CONSUMER BEHAVIOUR

Course Objective:

- **To facilitate students in critically evaluating a range of theoretical perspectives pertaining to consumer behaviour.**
- **To provide insights into consumer psychology and marketing implications therein.**
- **To help in explanatory and descriptive understanding of actions and practices of consumers.**

COURSE OUTLINE

Unit 1: Introduction to Consumer Behaviour; Market Segmentation (08 Sessions) Introduction to Consumer Behaviour

The study of Consumer Behaviour. Relevance, scope, Importance

Market segmentation: Bases for segmentation, criteria for effective targeting of market segments.

Concentrated versus differentiated marketing.

The concept of counter segmentation.

Unit 2: Consumer Motivation

(08 Sessions)

The meaning of motivation, needs and goals, positive and negative motivation, rational versus emotional motives.

The dynamic nature of motivation.

The concept of frustration in an individual, defense mechanisms.

Arousal of motives.

Types and systems of needs.

The measurement of motives and motivational research

Unit 3: Consumer Personality and its Relationship with Consumer Behaviour

(08 Sessions)

Meaning and nature of personality, Theories of personality: Freudian Theory, Carl Jung Personality Types, Neo-Freudian Personality Theory, and Trait Theory.

Personality and understanding consumer diversity.

Consumer innovativeness, consumer susceptibility to interpersonal influence, consumer materialism and consumer ethnocentrism.

Self and self-image.

Unit 4: Perception and Consumer Imagery

(08 Sessions)

Meaning of perception, concepts of absolute threshold and differential threshold, the dynamics of perception, some important selective perception concepts: selective exposure, selective attention, perceptual defense, and perceptual blocking.

Consumer imagery and perceptual interpretation, the concept of perceived risk, types of perceived risk, how consumers handle risk?

Unit 5: Consumer Learning Sessions)

(08

What is learning? Elements of learning.

Behavioral learning theories: classical conditioning and instrumental conditioning.

The concepts of repetition, stimulus generalization, and stimulus discrimination.

How consumers use learning for purchase related decisions?

Suggested Readings:

- Leon G. Schiffman and Leslie Lazar Kanuk; Consumer Behaviour, Pearson Education ----- Text Book.
- S Sumathi and P Saravanavel; Marketing Research and Consumer Behaviour, Vikas Publishing House Pvt. Ltd. ----- Reference Book.
- Blackwell, Miniard, Engel: Consumer Behaviour; Thomson Publishing ---- Reference Book.
- Satish K Batra and Kazmi S H H: Consumer Behaviour, Text and Cases; Excel Books, New Delhi ---- Reference Book.
- M S Raju and Dominique Xardel: Consumer Behaviour, Concepts and Applications, Vikas Publishing House Pvt. Ltd., ----- Reference Book.
- Assael, Henry: Consumer Behaviour and Marketing Action; India Edition; Thomson Learning / Cengage ----- Reference Book.
- Loudon and Della Bitta: Consumer Behaviour, Concepts and Applications; Tata Mc-Graw Hill ---- Reference Book.

MBA-CG-203 FINANCIAL MANAGEMENT

Objective:

The objective of this course is to acquaint the students with the broad framework of financial decision making. It is intended to develop skills in using the techniques of financial analysis of business problems , with a view to familiarize students with decision making process of corporate finance managers.

COURSE CONTENT

Unit - 1 - Financial Management - Introduction (8

Sessions)

Meaning , Scope, Objectives, Finance-Interface with others areas, Role of Finance Manager in changing environment, Time value of Money-concept and meaning , Future value and present value of the single cash flow, multiple flows and annuity,

Unit 2 - Capital Budgeting (8

Sessions)

Investment decision - long term and short term, capital budgeting - meaning, process, estimating cash flows, methods of capital budgeting evaluation, cost of capital - concept and measurement, ranking of projects, conflicts of ranking, resolving conflict in ranking.

Unit 3 - Working Capital Management (8

Sessions)

Short term investment decision or working capital management - concept, components, Estimating working capital requirement, and cash cost of working capital, management of cash and marketable securities - introduction, Cash Budget, Baumol's Model, Miller and Orr's Cash Management Model, Management of Account Receivables - Terms of Credit, Inventory management - introduction, ABC analysis, EOQ Model.

Unit 4 - Financing Decision (8

Sessions)

Leverage- Operating leverage, financial leverage, total leverage, Capital structure Decision- Theories of capital structure - Net Income approach, Net operating Income approach, traditional approach, Modigliani and Miller's proposition I and II,MM with

taxes, Tradeoff Theory, Pecking order theory, EBIT-EPS analysis, factors influencing capital structure.

Unit -5 Dividend Decision

(8

Sessions)

Dividends- introduction, meaning, forms, why companies pay dividends?, dividend policy- meaning, theories determining dividend policy- Walter's Model, Gordon's model, Modigliani and Miller's model, legal and procedural aspects of paying dividends in India, factors determining dividend policy.

PEDAGOGY:

The teaching methodology used in this course will be a judicious mix of lectures, numerical problems, case analysis and discussion, assignments, quizzes, project work and presentations.

Suggested Readings

1. Damodaran, Aswath: Corporate Financial- theory 7 Practice 1997, John Wiley & Sons.
2. Dr. Prasana Chandra: Financial Management- Theory and Practice, Fourth Edition 1998, Tata McGraw Hill.
3. MY Khan and Jain: Financial Management, 6th edn, 2011, Tata Mc Graw Hill Education.
4. IM Pandey: Financial Management, 11th edn 2015, Vikas Publishing House.
5. Brealey, Richard A. Myers, & Stewart C. Principles of Corporate Finance, 1996(Fourth Edition), Tata McGraw Hill.
6. Hampton, John J. Financial Decision Making, Concepts, Problems & Cases, 1996(Fourth Edition), Prentice Hall of India.
7. Clark, John, Hindland, Thomas J. & Pritchard, Robert E: Capital Budgeting – Planning and control of capital Expenditure. 1989, Prentice Hall.
8. Hill, Ned C. & Sartoris William L., Short Term financial Management- Text and Cases, 1995(Third edition), Prentice Hall.

MBA-CG-204 Human Resource Management

Objective: It helps understand HRM functions and its importance in the organizations. With the conceptual learning in the field of Human Resource Management, students will become sensitive and would show more concern about the HR processes and procedures. It also helps them understand the optimum utilization of available Human Resources in the organization.

Course Outline:

UNIT I: (8 Sessions)

Fundamentals of HRM; Concepts and Perspectives on Human Resource Management; Human Resource Management in Changing Environment; Human Resource Management System.

UNIT II: (8 Sessions)

Manpower Management; Corporate objective & human resource planning; Job analysis and *job* description; Methods of Manpower search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and Development..

UNIT III: (8 Sessions)

Compensation Management; Job Evaluation and Wage Determination; Salary Structure; Wage Policies and Regulations; Performance Appraisal and Potential Evaluation

UNIT IV: (8 Sessions)

Industrial Relations; Industrial Relations and Trade unions; Dispute Resolution and Grievance Management; Employee Empowerment. Workers 'Participation in management. Unfair Labour Practices & victimization..

UNIT V: (8 Sessions)

Welfare Management, Health and Safety Management; Voluntary welfare schemes and an outline of social security measures etc.

Suggested Readings :

- (1) K Awathappa, Human Resource Management, Tata McGraw Hill 2008
- (2) Nirmal Singh, Human Resource Management, Galgotia Publications Pvt. Ltd
- (3) C.S. VenkataRatnam et al., Personnel Management & Human Resource Management, Tata McGraw Hill, New Delhi.
- (4) Monappa and Sayadain, Personnel Management, Tata McGraw Hill, New Delhi.
- (5) De Cenzo & Robins, Human Resource Management, John Wiley, N.Y.
- (6) Cascio W.F., Managing Human Resources: productivity, quality of work Life Profits, McGraw Hill New York 1995.
- (7) Parikh U. and Rao T.V., Designing and Managing Human Resource Management , Wiley New Delhi 1984.

MBA–CG-205 OPERATIONS MANAGEMENT

[4 Credits]

Objectives

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organising and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organisations. Various important Production Management techniques will be covered with different problem-solving methodologies.

Course Contents

Unit I: History and Overview of Production Management. Operations Management and Strategy, Industry Best Practices, Product Decision and Analysis, Product Development and Capacity Planning
(Sessions 06)

Unit II: Facility or Layout Planning and Analysis: Introduction, Objectives importance of Layout, Basis for Types of Layouts, Nature of layout problems, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing Location Planning, Multi attribute plant location model, Types of Production Processes. Layout Planning, Project management, PER/CPM
(Sessions 08)

Unit III: Aggregate Planning: Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Aggregate Planning Strategies, Selecting the Method in Aggregate Planning, Deterministic and Probabilistic Inventory Management models, Material Requirements Planning (MRP)
(Sessions 10)

Unit IV: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Systems, Statistical Quality Control, Introduction to TQM and Six Sigma

(Sessions 08)

Unit V : Forecasting- Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Selection of the Forecasting Method, Qualitative, Methods of Forecasting, Quantitative Methods, Accuracy of Forecasting

(Sessions 08)

References /Suggested Readings:

1. Production & Operations Management -James. B. Dilworth
2. Modern Production Management -By E. S. BUFFA
3. Production and Operations Management -By Norman Gaither
4. Theory and problem in Production and operations Management -By S. N. Chary
5. Production & operation Management – Kanishka Bedi – Oxford
6. Production & operation Management – R.C. Manocha

MBA-CG-206 STRATEGIC MANAGEMENT

OBJECTIVE: *Business policy is the capstone course for business administration majors. Students learn new strategy formulation, implementation, and evaluation concepts and techniques. Students use this new knowledge, coupled with knowledge acquired from other courses, to chart the future direction of different organizations. The main objective of this course is to develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.*

CONTENTS

UNIT I

(08 sessions)

The Nature Of Strategic Management

Introduction: Business Policy as a Field of Study, Nature and Scope of Strategic Management, Key Terms in Strategic Management, The Strategic-Management Model, Benefits of Strategic Management, Why Some Firms Do No Strategic Planning, Pitfalls in Strategic Planning, Guidelines for Effective Strategic Management, Business Ethics and Strategic Management, Comparing Business and Military Strategy, The Nature of Global Competition.

The Business Mission

Corporate Mission, Purpose & Objectives; Social Responsibilities of Business , What Do We Want to Become?, What is Our Business, Importance of Vision and Mission Statement, Characteristics of a Mission Statement, Components of a Mission Statement, Writing and Evaluating Mission Statements.

UNIT II

(12 Sessions)

The External Assessment: The Nature of an External Audit, Economic Forces, Social, Culture, Demographic, and Environmental Forces, Political, Governmental, and Legal Forces, Technological Forces, Competitive Forces, Competitive Analysis: Porter's Five-Forces Model, Sources of External Information, Forecasting Tools and Techniques, The Global Challenge, Industry Analysis: The External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM)

The Internal Assessment: The Nature of an Internal Audit, Integrating Strategy and Culture, Management, Marketing, Finance/ Accounting, Production/Operations, Research and Development, Computer Information Systems, The Internal Factor Evaluation (IFE) Matrix.

UNIT III :

(8 sessions)

Strategies In Action: Long-Term Objectives, Types of Strategies, Integration Strategies, Intensive Strategies. Diversification Strategies, Defensive Strategies, Joint Venture and Combination Strategies. Michael Porter's Generic Strategies, Mergers, Strategic Management in Nonprofit and Governmental Organizations, Strategic Management in Small Firms

Strategy Analysis And Choice: The Nature of Strategy Analysis and Choice, A Comprehensive Strategy-Formulation Framework, The Input Stage, The Matching Stage, The Decision Stage, Cultural Aspects of Strategy Choice, The Politics of Strategy Choice, The Role of a Board of Directors, SPACE matrix

UNIT IV

(4 sessions)

Implementing Strategies:

Management Issues: The Nature of Strategy Implementation, Annual Objectives, Policies, Resource Allocation, Managing Conflict, Matching Structure with Strategy, Restructuring, Reengineering, linking Performance and Pay to Strategies, Managing Resistance to Change, Managing the Natural Environment, Creating a Strategy-Supportive Culture, Production/Operations Concerns When Implementing Strategies, Human Resource Concerns When Implementing Strategies.

Marketing, Finance/Accounting, R&D, And CIS Issues: The Nature of Strategy Implementation, Marketing Issues, Finance/Accounting Issues, Research and Development (R&D) Issues, Computer Information Systems (CIS) Issues.

UNIT V

(4 sessions)

Strategy Review, Evaluation, and Control.

The Nature of Strategy Evaluation, A Strategy-Evaluation Framework, Published Sources of Strategy-Evaluation Information, Characteristics of an Effective Evaluation System, Contingency Planning, Auditing, Using- Computers to Evaluate Strategies, Guidelines for Effective Strategic Management

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of cases may be required to be submitted in-group or on individual basis.

Recommended Text:

1. R. David: Strategic Management, Concepts and Cases, Pearson Education
2. Ansoff, H. Igor: “ Corporate Strategy: Penguin.
3. McCarthy , Minichiello&Curranusiness : “ Policies and Strategies, Concepts and Reading” Richard Irwin.

Recommended Readings:

1. Kenneth A “ Andrews Concept of Corporate Strategy”.
2. Bonge and Coleman: “ Concepts of Corporate Strategy”.
3. Newman and Logan Strategy: “Policies and Central Management “, South Western
4. Jauch and Glueck: “Business Policy and Strategic Management “, McGraw Hill.
5. AzharKazmi: “ Business Policy”, Tata McGraw Hill, and New Delhi.

MBA-OUE-19 PRINCIPLES OF MANAGEMENT

Objectives of the Course:

To enable the students to study the evolution of Management, to study the functions, principles of management.

To have a conceptual understanding of the management dynamics at a work place environment thereby making them competitive in the business world.

To relate the theoretical concepts of management with respect to management fundamentals practiced at the Industry/Market level.

Unit 1: Overview of Management Principles

Sessions 07

Why do you want to be a manager?
Manager function and roles
Introduction to Management, Transition Management
Levels of Management: Top /Middle & lower.
Skills of Management;
Conceptual Skills, Human Skills, Technical Skills & Core competencies
Corporate Planning & Business Planning

Unit2: Functional aspects of Management, International Management &Contemporary Issues

Session07

Creativity and learning
Creative person and process
Team management
Organization Managing in a Global Environment
CSR, Ethics

The 5 forces model Michael E.Porter

Unit3: Operational aspects of management

Session **07**

Total Quality Management
Customer Relationship Management (CRM)
Responsiveness to internal and external clients
Six Sigma
Business Process Re-engineering

Unit4: Knowledge Management of an Organization

Session **08**

Definitions
Concept of Knowledge Management
Knowledge Economy
Knowledge Categorization
Knowledge Management Types
Knowledge Management Drivers
Information Technology as an enabler of KM

Unit5: Management Consulting

Session**07**

Introduction to management consulting.
Stages in consulting.
Roles consultants play.
Different Management Consulting Firms.
Future of Management Consulting Industry.

Pedagogy

ICT/Tools/ Class participation

Class Assignments:

Case studies/ Management Tips from HBR (Harvard Business Review)

Management cases/reports/articles from McKinsey, KPMG, Deloitte & EY

Videos etc.

Field Practicum: Interviewing a manager with the help of LinkedIn (Professional Networking Website)

Suggested Reading:

1. Essentials of Management, An international, Innovation and Leadership perspective. Koontz &Weihrich(Tata McGraw Hill Education).
2. Principles of Management- O'Donnell, (Tata McGraw Hill Education).
3. Practice of Management, Peter F.Drucker. Truman Valley Books.

UNIT I**(Sessions 8)**

Business and Its Environment – Types of Environment; Internal environment, External environment, Micro environment and Macro environment

Economic and Non-economic environment

The Global Environment and The National Scenario

Business and Society – Social orientation of Business, Factors affecting social orientation, Responsibilities to different sections.

UNIT II**(Sessions 8)**

Economic Systems – Capitalism, Socialism and Mixed economy

Concept and Measures of Economic Growth & Development, Factors affecting Economic Growth & Development

Planning in India – Emergence of planning, Objectives of planning and the five year plans.

Industrial Policy and Industrial licensing – Meaning and objectives of Industrial Policies, The Trade Policy of 1991, Objectives of Industrial licensing, Recent Industrial Licensing Policy.

Industrialization and Economic growth – Concept and meaning of Industrialization, relative roles of public and private Sectors, Role of industries in Economic development

UNIT III**(Sessions 8)**

Economic Fluctuations - Meaning and Phases of Business Cycle

Inflation – Nature, Causes and Control, Deflation and Stagflation

Unemployment and Full Employment – Meaning and Types of unemployment, Policies to control and remove cyclical unemployment, Unemployment in developing countries.

Human Development – Concept, Meaning and Importance of Human Development, Growth and Overview of Human development.

UNIT IV**(Sessions 8)**

Circular Flow of Income

National Income – Meaning and concept – Concepts of Income, Gross National Product, Net

National Product, National Income at factor cost, Personal Income, Disposable Income, Measurement of National Income - Production method, Income method, Expenditure method, National Income comparison over time, Difficulties in measuring National Income with special reference to under-developed countries.

National Income and National Welfare.

UNIT V

(Sessions 8)

Monetary Policy – Introduction to Bank rate etc., Objectives of Monetary policy, Monetary policy in a developing country, Role of Monetary policy in Indian Economic development.

Fiscal Policy- Fiscal Policy in developing countries, Fiscal policy and Mobilization of Resources for Economic Growth.

Indian Fiscal and Monetary policies.

The Union Budget

REFERENCES:

1. Francis Cherunilam – Business Environment (Himalaya Publishing House)
2. Misra&Puri - Economic Environment of Business (Himalayan Publishing House)
3. S. Saleem – Business Environment (Pearson)
4. Misra&Puri – Growth and Development (Himalayan Publishing House)
5. K. K. Dewett – Modern Economic Theory (S. Chand & Co.)
6. Business papers and Magazines

MBA-OUE-22

ESSENTIALS OF COMMUNICATION AND PERSONALITY DEVELOPMENT **COURSE OUTLINE**

UNIT I- INTRODUCTION & BACKGROUND

6 Sessions

Definition of Basic personality Introduction to Personality Development

- a. What is personality?
 - b. Why does it matter?
 - c. We are all unique.
- Analyzing strength & Weaknesses
 - Corporate Theories on personality Development
 - Increasing vocabulary

UNIT II- TECHNIQUES OF PERSONALITY SKILSS AND BASICS OF COMMUNICATION

10 Sessions

- The Developing Personality
- How do personalities develop?

- Three main influences cited:
 - a. Heredity
 - b. Environment
 - c. Situations
- Body Language
- Preparation Of Self Introduction
- Building Confidence & Self Esteem

UNIT III-STAGES OF DEVELOPMENT

4 Sessions

- Freudian stages of development
- Erik Erickson's stages of development
- 'Need' a little personality? How needs impact personality.
- Maslow's hierarchy of needs
- Basic Personality Traits
 - a. Values
 - b. Beliefs
 - c. Interactions
 - d. Experiences
 - e. Environmental influences
 - f. The big five dimensions

UNIT IV- MORAL DEVELOPMENT& PERSONALITY TYPE

6 Sessions

- Moral Development
 - As related to personality
 - Kohlberg's stages
- Personality and Career Choice
- What are the basic personality types? Learning about yourself through type
- Matching your career and personality & Why it matters & Self efficacy
- Do opposites really attract?
 - a. Getting like personalities together, as well as opposites
 - b. What can happen
 - c. Multiple personalities on the same team

UNIT V- CHANGING YOUR PERSONALITY

8 Sessions

- Can personalities change?
- Being yourself, being adaptable
- Positive attitude
- Individuality
- Controlling emotions

Personality Disorders: What they are and why understanding them matters

(Paranoid, schizoid, antisocial, borderline, narcissistic, avoidant, dependent, obsessive)

- Personal Growth

- i. Ways you can try to improve
 - ii. Helpful tools and exercises
 - iii. Benefits of keeping a journal
 - iv. Setting goals, focusing on positives
- Working on Personality Changes
 - a. Focusing on attitude
 - b. Staying motivated
 - c. Increasing confidence
 - d. Watching body language
 - e. Handling other people
- Putting it all together
 - i. Knowing your own personality strengths and weaknesses
 - ii. Being able to identify other people's personality traits
 - iii. Using that in your home, career and relationships

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of cases may be required to be submitted in-group or on individual basis.

Suggested Reading

1. TRAINING MODULE ON PERSONALITY DEVELOPMENT
Sponsored by Department of Personnel & Training Government of India & U.N.D.P
Prepared by Dr.Chandra Prasad Sreedhar&Mr.Oommen Mathew
Institute of Management in Government Thiruvananthapuram
2. Davis, K., Human Behaviour at Work. Organisational Behaviour, McGraw-Hill.
3. Robbins, Stephen P., Organizational Behaviour, Tata McGraw Hill, New Delhi.
4. Online Psychometric tools online available
5. Griffin R & Moorhead G(2011)
Organisational behaviour Nelson Education.

SEMESTER III

ELECTIVES

1. MARKETING

MBA-GE-MM-01

ADVERTISING AND COMMUNICATION MANAGEMENT

COURSE OUTLINE

Objective of the course: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

UNIT I : - Nature and Scope of Advertising

8 Sessions

Introduction & Importance of Advertising

Role and functions of Advertising, Development of modern advertising, Social and economic aspect of advertising. Classification and types of Advertising

UNIT 2 : - Marketing Communications

6 Sessions

Concept of Integrated marketing Communication, Advertising as a tool of communication, source, Message and medium factors AIDA MODEL, Hierarchy of Effects, Facets Model.

UNIT 3 : - Planning Creative Advertising Campaign;

12 Sessions

Advertising Objectives & Strategies;

Creative Campaigning, DAGMAR Approach

Copywriting, designing. Developing USP, Positioning.

UNIT 4 : -Advertising Budget

6 Sessions

Planning a budget, advertising budget process,

Method of determining advertising appropriation

Administering the budget

UNIT 5: - Advertising Media

8 Sessions

Media Planning and Strategy

Media Evaluation and selection

Suggested Readings

1.S.A. Chunawalla& K.C. Sethia Foundations of Advertising-Theory &Practice,Himalaya Publishing House:Text Book

2.S H HKazmi& Satish K Batra.Advertising and Sales Promotion,ExcelBooks,New Delhi---

Reference Book

3.Wells,Burnett&Moiriarty.Advertising Principles and Practice.PHI,New Delhi---Reference book

4.Aaker,David A Advertising Management PHI.New Delhi----Reference Book

5.Belch and Belch Advertsing and promotion An Integrated Marketing Communication

MBA-GE-MM-02
SALES AND DISTRIBUTION MANAGEMENT
COURSE OUTLINE

Objective of the course: *To make the students understand the formal steps followed in a selling process. To develop the conceptual background for appreciating the relationship that exists between sales and distribution of products and services. To prepare the students as better sales managers.*

Unit 1: Sales and Distribution Strategy; An Overview (8 sessions)

Marketing, sales and distribution linkage: Concepts, Salesmanship: its relationship with sales management and personal selling. Conceptual model of “Salesperson-Buyer” Dyadic relationship. Roles, functions and responsibilities

Selling theories: AIDAS, Right set of circumstances, Behavioral Equation & Buying Formula Theories.

Formulation of personal selling strategies; changing roles of a sales force

Case: Scripto Inc. (Sales Management; Still, Govoni & Cundiff, PHI))

Unit 2: Personal Selling: Preparation and Process (8 sessions)

Buying Decision Process; Problems, information Search, Evaluation of alternatives, Purchase decision, Post-purchase behaviour,: Buying Situations; consumer market, industrial market

Personal Selling Process; Prospecting, Pre-Approach and planning the Sale, Approach: Objectives of the approach, methods for approaching prospects, some essentials of a good approach, Sales Presentation or Sales Interview: Objectives of the sales interview, some basic strategies of the interview, the setting for the presentation, Handling Objections: Overall strategy for handling objections, determining and answering hidden objections, basic methods for handling objections, Sales Close: Reasons for failure to close, basic closing tactics, traditional closing methods, the departure after a successful sale, the departure when no sale is made.

Case RK Consultants-Selling Consultancy Services(Sales & Distribution Mgmt;

Havaladar&Cavale)

Unit 3: Marketing Channel and Design . (8 sessions)

Channel design and implementation. Determining the kind and size of sales force:

Workload method, Breakdown Method, Incremental Method

Training, Motivating, Compensating and Leading the salesforce

Channel Management; Channel design and planning, selecting channel partners, channel design implementation

Sales Promotion: Factors influencing sales promotion, tools of sales promotion

Unit 4: Sales Organization and Sales Force Management & Control (8 sessions)

Sales Forecasting & Budgeting; classification of accounts, relationship strategy: Methods of Forecasting

Purpose of sales organization, setting up a sales organization, basic types of sales organizational structure.

Sales Quotas: Importance of sales quotas, types of sales quotas.

Territory Management: Factors to be considered when designing sales territories, Assigning sales people to territories.

Unit 5: Supply Chain Management(8 sessions)

Meaning of supply chain

Need for supply chain management

Process of supply chain management

Logistical integration

Customer service and satisfaction as the main objective

Suggested Readings:

1. Still, Cundiff and Govoni; Sales Management, PHI, New Delhi.
2. K.K. Havaladar and V M Cavale ;Sales and Distribution Management, McGraw Hill, New Delhi
3. Buskirk, Richard H. and Bruce D. Buskirk; Selling: Principles and Practices; McGraw Hill International.
4. R Spiro, G Rich and W Stanton, Management of a sales force, McGraw Hill, New Delhi
5. Gupta, S L; Sales and Distribution Management, Excel Books, New Delhi.
6. Stern, Coughlan, Anderson and El-Ansary; Marketing Channels, PHI, New Delhi.

Course Objectives:

- To create awareness about the nature and systems of industrial (B 2 B) marketing.
- To acquaint the students with industrial buying behavior and purchase system, leading to understand the complex dimensions of industrial marketing.
- To familiarize with application of marketing mix in industrial and business marketing.

Unit I: Basic Dimensions (2 sessions)

The Industrial marketing concepts; the difference between industrial marketing and consumer marketing; the nature of demand in industrial goods.

Unit II: Industrial/ Business Purchase system (4 sessions)

The various dimensions of industrial buyer; industrial buyer behavior; organizational buying process and purchasing system; vendor analysis; tenders.

Unit III: Marketing Strategy (6 sessions)

Product definition; service definition; segmentation of industrial markets; technology and business markets.

Unit IV: Channel Strategy (6 sessions)

Industrial distribution and marketing strategy; logistics management; customer service; formulation of a channel strategy.

Unit V: Price and Promotion Components (6 sessions)

Pricing decisions; new product introduction; competitive pricing policies; industrial advertising; personal selling.

Unit VI: Relationship strategies (6 sessions)

Relationship marketing; managing buyer- seller relationships; Gaining a customer relationship advantage.

Case Studies and applications shall be used. Each session consists of 90 minutes class lecture.

Suggested Readings:

1. Reeder, Robert R. et al (2002), "Industrial Marketing: Analysis, Planning and Control", Prentice Hall of India, New Delhi.
2. Icfai Center for Management research (2003), "Industrial Marketing" Icfai University Press, Hyderabad.
3. Havaladar, Krishna, (2012), "Business marketing". 3rdediction, Tata-McGraw Hill edition, New Delhi.
4. Corey, E. Raymond (1983), "Industrial Marketing: Cases and concepts", 3rd edition, Englewood Cliffs, Prentice Hall Inc., New Jersey.
5. Webster, F.E (1979), "Industrial Marketing Strategy", 2nd ed. John Wiley, New York.
6. Hill, Richard, (1975), "Industrial Marketing", Homewood, Illinois.
7. Hutt, Michael. D, Speh, Thomas (2004), " Business Marketing Management", South-Western, Thomson Learning, Ohio, USA.
8. Reid, Davis, Plank, Richard (2004), " Fundamentals of Business marketing Research", Best Business Books, Haworth Press, NY.

MBA-GE-MM-04
STRATEGIC BRAND MANAGEMENT

Course Objective:

The course is designed to improve student's marketing skills and understanding of specific branding topics, as well as "big picture" issues of how various aspects of marketing "fit together," all from a brand equity perspective. Accordingly, Strategic Brand Management is organized around key product and brand management decisions. Hence the course has two fold objectives; to provide an understanding of the important issues in planning and evaluating brand strategies, and to provide the appropriate concepts and techniques to improve the long-term profitability of brand strategies.

Unit I ***No. of Sessions 6***

Product Management, Types of Products- Product Line, Product Mix, strategic decisions, Convenience Goods, Shopping Goods and Specialty Goods.

Product Development- Changes affecting product management- Developing Product Strategy;

Product strategy over the lifecycle, New product development- Product Differentiation,

Brand –Meaning, Definition, Brand Vs product. Commodity Branding

Unit II ***No. of Sessions 10***

Introduction to the concept of Brand Management: Strategic Brand Management Process Evolution of Brands, Functions of Brand, Consumer Psychology of Brands, Creation of Brands through goods, services, people, organization, retail stores, places, online, entertainment, ideas, Brand Positioning Meaning and Definition, Prelude to positioning, Means of Positioning, Brand Associations, Secondary Associations, Positioning through Product Strategy, Channel Strategy, Pricing Strategy and Communication Strategy Brand positioning – Meaning, Point of parity & Point of difference, Competitive Frame of Reference, Positioning guidelines, Creating Mental Maps, Brand Image, Brand Personality

Unit III ***No. of Sessions 8***

Brand Equity Concept and Meaning, Sources of Brand Equity, Models of Brand Equity, Customer Based Brand Equity-Meaning, Model of CBBE, Brand Value Chain Model, David Aaker's Brand Equity Model Measuring Sources and outcomes of brand equity-holistic and comparative methods, qualitative and quantitative methods, Brand Audit, Young and Rubicam's BAV

Unit IV **No. of Sessions 6**

Brand Identity : Meaning of Brand identity, Need for Identity ,Dimensions of brand identity
Choosing Brand Elements; criteria for choice; brand element options and tactics Brand
Knowledge Structures – Brand Awareness, ,Brand Recall and Brand Recognition, Determining
Desired Brand Knowledge Structures Brand Value: Definition, Core Brand values, Brand
mantras, Internal branding, Emotions and Brands, Symbolic and Functional Brands, Managing
brand Touchpoints (service brands)

Unit V **No. of Sessions 10**

Branding Strategies, Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages
of Brand Extension, Brand-Product matrix, Corporate Branding Strategy
Brand Hierarchy, Brand Portfolios, Line Extensions, Category Extensions

Brand Architecture, Brand Portfolio and Brand Product Matrix.

Brand extension and brand transfer- Brand Repositioning: Meaning, Types of repositioning
strategies in Indian Marketing, Managing Global Brands, Managing Brands Online, Digital
Brand Building .

CASES/CASELETS TO BE INCORPORATED IN QUESTION PAPER

Suggested Readings:

1. **Strategic Brand Management by Kevin Lane Keller, PHI, New Delhi.**
2. **Strategic Brand Management- Richard Elliott & Larry Percy, Oxford Press,**
3. **Strategic Brand Management, N. Kapferer**

REFERENCBOOKS:

1. **Brand Management- Harish V Verma, Excel Books**
2. **Building Strong Brands – D. Aaker,**
3. **Managing Indian Brands – S Ramesh Kumar**

MBA-GE-MM-05 Services Marketing

Course Objective: To make the students realize special characteristics of service products and their impact on marketing strategies. To appreciate the importance of service quality and customer satisfaction. The focus will be on learning through case studies.

COURSE OUTLINE

Unit-1: Introduction to Services Phenomenon (5 Sessions)

Introduction to the concept of services
Myths about service industries
Reasons for growth and current status
Differentiating services from goods

Defining services phenomenon
Role of Services in Economy
Marketing implications of services characteristics

**Unit-2: Service Characteristics and Marketing Implications; Knowledge of Buyers
(5 Sessions)**

Decision making roles
Classification of buyers-personal and organizational
Consumer decision-making
Purchase model for services
Factors influencing buyers' behaviour
Consumer evaluation of services
Post purchase behaviour

Unit-3: Marketing Mix in Services (15 sessions)

The marketing mix in services
The First P-Service product or Service package:
The service package
Market communication of the service offering
Developing new service offering
The Second P- Pricing: Guidelines of service pricing, Pricing objectives
The Third P- Place or Distribution: Channel configurations of services
The Fourth P- Promotion: Promotion objectives, Target audience, planning the promotion mix
Consumer promotions in service marketing,
The Fifth P-People or Internal Marketing
The Sixth P-Physical Evidence
The Seventh P-Process Management

Unit - 4: Demand Management and Productivity (4 Sessions)

Productivity: Strategies for productivity, improving staff performance through training, introducing systems and technology, reducing service levels, customer interaction, reducing mismatch between supply and demand. Managing capacity or controlling supply.

Unit - 5: Service Quality and Service Strategies (4 Sessions)

Introduction
Managing Quality
Case Studies & Discussion

Suggested Readings:

1. Christopher Lovelock, Jochen Wirtz & Jayanya Chatterjee: Services Marketing; People, Technology, Strategy, Pearson Education, (7 Edition) Delhi --- Text Book
2. Ravi Shanker: Services Marketing; The Indian Perspective, Excel Books, New Delhi --- Text Book
3. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing; Integrating Customer Focus Across the Firm, Tata Mc-Graw Hill --- Reference Book

MBA-GE-MM-06 Digital Marketing
DIGITAL MARKETING

MBA-GE-MM-06

Course Objective:

- To acquaint students with the idea of digital marketing.
- To familiarize them with various modern digital marketing techniques.
- To impart practical insight into the contemporary practice of digital marketing.
- To make them employable in the highly competitive field of digital marketing.

Unit 1: Basics of Digital Marketing

(06 Sessions)

Introduction. What is digital marketing? Types of digital marketing. Online marketing trends.

Why does your business need a website? What should your website contain?

Creating and connecting with a website. How to promote your business online?

Unit 2: The Basics of Search Engine Marketing and Social Media Marketing (10 Sessions)

Introduction to the concept of search engine marketing (SEM). What is Search Engine Marketing (SEM)? Advantages of SEM. Internet marketing: search engine marketing; Paid methods; Pay-per-click advertising (PPC), Cost-per-thousand impressions (CPM).

Ad formats. The position of search engine marketing today. Search engine optimization and search engine marketing. The importance of SEM.

Introduction to social media and social media marketing. What is Social Media Marketing (SMM)?

Various social media platforms like Facebook, Twitter, Google+, LinkedIn, YouTube etc.

Social media marketing strategy. Benefits of social media marketing.

Unit 3: The Basics of Search Engine Optimization (08 Sessions)

Introduction to the idea of search engine optimization (SEO). Essentials of search engine optimization. Search engine optimization elements: On-page SEO, SEO content writing, Code optimization, and Inbound links. Origin and history of search engine optimization. First ever algorithms used by search engines. Present-day algorithms: Non-disclosure.

Three types of SEO: White hat SEO, Black hat SEO and Grey hat SEO

Mistaken belief about SEO. What SEO can and cannot do? SEO Disclaimers and Off-site SEO.

Tips and tricks of SEO.

Unit 4: Web Analytics and Conversion Optimization (10 Sessions)

Introduction to web analytics. What is web analytics? Off-site web analytics. On-site web analytics. Reasons for using web analytics. Various subtopics of web analytics: methods of measuring web traffic. Basic metrics. Using log files. Page tagging. Determining geographical location. Click analytics. Google Analytics.

Introduction to the notion of conversion optimization. What is conversion optimization?

What conversion optimization is not? Some important terms to remember. Calculating conversion rate optimization. Elements of the CRO process. Making sense of the CRO; The ideal CRO. Metrics to help you understand CRO.

Sessions)

What is email marketing? Debunking the myth. Why is email marketing one of the most preferred ways to contact people? The different ways in which email marketing works. Tips, tricks and things to keep in mind when implementing an email marketing strategy. Planning, Scheduling, Styling, Writing, Proofreading, Optimizing, Personalizing. Email marketing services.

What is affiliate marketing? How does affiliate marketing work? Marketing techniques; Pay per sale, Pay per lead, Pay per click. Why become an affiliate marketer? The benefits of affiliate marketing. Different affiliate marketing programs; In-house hosting, Third-party hosting.

Steps to Develop Digital Marketing Strategy

Build your marketing framework. Focus on your customers. Develop your own story. Take advantage of SEM. Launch social strategy. Build your community. Increase traffic. Increase conversions. Analyze and get feedback from the community.

Suggested Readings:

1. Miller, Michael; (2012) The Ultimate Web Marketing Guide; Pearson, Indian Edition.
2. Singh Bhatia, Puneet; (2017) Fundamentals of Digital Marketing; Pearson, Indian Edition.
3. Dodson, Ian; (2016) The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns; Wiley.
4. Kotler, Philip; (2017) Marketing 4.0: Moving from Traditional to Digital; Wiley.
5. Ahuja, Vandana; (2015) Digital Marketing; Oxford Higher Education.

MBA-GE-MM-07 Agricultural Marketing

Objectives:

Understand what agricultural marketing is and how it contributes to economic activities in the food and fiber systems of the India and the world;

Recognize and describe the different participants in the supply chain that connects producers to consumers and how each contributes to the final products and services offered to the consuming public;

Analyze alternative ways of accomplishing coordination between and across profit centers along the supply chain and be able to compare and contrast effectiveness of various approaches to coordination in terms of technical efficiency and pricing efficiency;

Prepare a strategic plan to enhance the demand for agricultural products by changing product forms or adding value to what has been, historically, largely a generic commodity product with little or no differentiation;

Unit I: Introduction to Indian Agriculture

Role of agriculture in Indian economy, problems and policy changes relating to farm supplies, farm production, agro-processing, agricultural marketing, agricultural finance etc. in the country; linkages among sub-sectors of the agri-business sector; economic reforms and Indian agriculture, impact of liberalization, privatization and globalization on agri- business sector; emerging trends in production, processing, marketing and exports; policy controls and regulations relating to industrial sector with the specific reference to agro-industries in agri-business enterprises

Unit II: Agricultural Marketing

Definition of market and agricultural marketing, Role, approaches, classification of markets, types of marketing functions and services, marketing channels, scope and significance of agricultural marketing Characteristics of agricultural commodities, classification of markets, producer's surplus. Process of agricultural marketing: Marketing functions, marketing efficiency, efficient marketing, approaches to the study marketing.

UNIT III: Structure and Model of Agri-Marketing Organizations:

Functions, market planning, management of Agri - marketing personnel, role of leadership, motivation and human relations in improving organizational efficiency, various communication methods, effective co-ordination of various marketing functions, management of finance, man-power and hygienic conditions in the markets and food supply chain management.

UNIT IV: Agri -Business Management

Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy. role of private sector in extension, AEZs, Food Parks, Export promotion schemes. Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.

UNIT V - Key Agricultural Marketing Organizations

Role, Functions and Schemes of NAFED, MPEDA, APEDA, Directorate of Economics & Statistics, NIAM, CWC, SWC, NABARD. Grading and Standardization, formulation and enforcement of grade standards, grading under Agmark and at Producer's level, modernization of grading at farm/ Mandi level, Model Act and reforms suggested. e-chaupal model, dissemination of market intelligence through various media, importance and limitations of statistics, market information schemes, index numbers and cost of living, cyber trading/e-commerce, market Information Service (AGMARKNET) and infrastructure development schemes launched by DMI.

Practicals:

(i) Hand on experience

Practical training in inspection, sampling analysis and grading of selected agricultural commodities, practical training in storage and ware-housing and post-harvest technological practices, processing and preservation of fruits and vegetables,

(ii) Field level practical during local study tours:

The trainees are to compulsorily undergo atleast one short duration study tour's to study the operational aspects of selected regulated markets, marketing boards, institutions concerning various aspects of agricultural marketing, processing, grading and packing of agricultural commodities, post harvest units etc.

Trainees have to conduct survey on either selected commodity marketing case studies or marketing problems as a compulsory requirement and submit the survey report.

Text &Reference Books:

- 1.Agricultural Marketing in India by SS Acharya and NL agarwal by Oxford & IBH publishing co. pvt ltd
2. Marketing of Agricultural Products by Kohls Richard L, Uhl Joseph N, PHI learning-2009,9th edition
3. Agricultural marketing and rural development by KP singh,d.p.s publishing house 2011.
4. Rural marketing, Focus on agricultural Inputs by SukhpalSingh,Vikas Publishing House pvt Ltd,2006

MBA-GE-FM-01

MANAGEMENT OF FINANCIAL SERVICES

Objective : *The objective of this paper is to provide an overview of the evolution of the landscape of the Indian Financial system including banking services, Insurance services, Venture capital, Securitization, Islamic Banking , Non Banking Finance Companies, Credit rating agencies etc.*

Course Content

Unit 1 - Evolution of Banking in India & NBFCs

Pre Independence period banking - Banking from 1947- 67 - Banking from 1967-91 - Post 1991 banking - issues and problems faced by banks - coping strategies - role of government - establishment of central bank - Narsimham committee recommendations - banking sector reforms - Evolution of NBFCs - Setting up of NBFCs in India - Regulatory framework -Types of NBFCs

Unit 2 - Islamic Banking & Insurance

Definition - concepts - principles - contract types - difference between Islamic Banking & Commercial Banking - Evolution of Insurance services in India - Role of IRDAI - Types of Insurance - salient features

Unit 3 - Housing Finance Companies, Credit Cards & Venture capital

Evolution of Housing finance companies - regulatory aspects - functions - evolution of card products - advantages and limitations of credit cards - how do credit cards work - evolution of venture capital in India - venture capital process - regulatory framework.

Unit 4 - Credit rating & Securitization

Meaning of credit rating - advantages - limitations - process & methodology - securitization - evolution - meaning- process - advantages - limitations - regulatory aspects.

Unit5 - Leasing, Hire purchase finance & Consumer Credit

Leasing - introduction -evolution - concept & classification - regulatory aspects - advantages & limitations - hire purchase - evolution - concepts - regulatory aspects - advantages & limitations - consumer credit - concept - evolution- regulatory aspects - advantages & limitations.

Suggested Readings

1. Khan MY (2013), Financial Services, Mc Graw Hill Education
2. Machiraju HR (2002), Indian Financial System , Vikas Publishing House (P) Ltd
3. Kohn Meir (1996), Financial Institutions & Markets, Tata Mc Graw Hill
4. Padmalatha S , Justin P (2017), Management of Banking and Financial Services, Pearson Education

MBA-GE-FM-02

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: *The objective of this paper is to introduce the students to the concept of securities markets and how securities are priced in the market and should be valued by analysts and investors particularly bonds and equities. Besides this the paper also introduces the important area of technical analysis of financial markets to students along with portfolio management theory and practice.*

Unit 1 – Introduction

3 sessions

Investment Vs Speculation – Investment process – Investment approaches – Fundamental Analysis & Equity valuation – technical analysis – securities market – primary market - secondary market – trading and settlement of equities in India – regulatory framework – stock market indices – construction of market indices

Unit 2 – Fixed Income Securities

5 sessions

Introduction - Overview of Bond Features - Risks associated with investing in bonds - Review of Time value of Money - Pricing a Bond - Complications - Pricing floating rate and Inverse floating rate securities - Price Quotes and accrued interest - Computing the yield or Internal rate of return on any investment - Conventional yield measures - Potential sources of a Bond's Rupee Return - total return - review of price-yield relationship for option free bonds - price volatility characteristics of option free bonds - measures of bond price volatility - convexity - additional concerns when using duration - don't think of duration as a measure of time - approximating a bond's duration and convexity measure - measuring a bond portfolio's responsiveness to non parallel changes in interest rates

Unit 3- Fundamental Analysis and Equity Valuation

12 sessions

Fundamental Analysis- EIC framework - Introduction to Valuation - Estimating Discount Rates - Measuring Cash flows - Forecasting Cash Flows - Equity Discounted Cash Flow Models - Firm Valuation Models

Unit 4 – Technical Analysis with special reference to stock market

12 sessions

Introduction – The basic principle of technical analysis- the trend – Dow Theory – History and construction of charts – Trends – the basics – momentum and oscillators – volume, open interest and breadth - Breakouts, stops and retracements – moving averages – short term patterns – confirmation – candle stick charting essentials – single candle lines – multi candle patterns – candle pattern forecasting and trading techniques - measuring market strength - technical analysis workshop

Unit 5 – Portfolio Management

8 sessions

Introduction – portfolio management process - The Characteristics of the opportunity set under risk - A Measure of Dispersion - Variance of Combination of Assets - Characteristics of Portfolios in General - Delineating Efficient Portfolios - Combinations of two risky assets revisited : Short Sales not allowed - The shape of portfolio possibilities curve - The efficient frontier with riskless lending and borrowing - The single index model - The inputs to portfolio analysis - Single index models : An overview - Characteristics of the single index model - Estimating beta - The market model - Simple techniques for determining the efficient frontier - the single index model - The standard CAPM - Assumptions underlying the standard CAPM - The CAPM - Prices and the CAPM – Conclusion - APT- What is it? Estimating and testing APT - APT & CAPM- Recapitulation - Conclusion - Portfolio performance evaluation.

Suggested Readings:

1. William F. Sharpe, Gordon J Alexander Jeffery V. Bailey (1995) – Investments – Prentice Hall, New Jersey
2. Fischer, Donald E and R. J. Jordan (1995), Security Analysis and Portfolio Management, Prentice – Hall
3. Edwin J Elton & Martin J Gruber (1991), Modern portfolio Theory & Investment Analysis, John Wiley & sons.
4. Francis, J.C. (1991). Investment Analysis and Management, McGraw hills New York.

5. Fuller, Russel J and James L Farrel, Jr. (1987), Modern investments and Security Analysis, - McGraw Hill New York.
6. Lone, James H. Peter Dodd and M.H. Kimptoh, The stock Market; Theories and Evidence, -Dow-Jones –Irwin.

MBA-GE-FM-03 FINANCIAL RISK MANAGEMENT

Objective of this Paper: This paper discussed about Modern risk management. Having determined which risks a firm is exposed to, managers must choose which risks to keep, which to shed, and which to moderate. They can no longer afford simply to take the firm's financial landscape as it comes. This course equips you for making such choices through understanding how to value and to employ different securities in a variety of contexts

Unit 1: Basic Concepts of Risk Management

8 Sessions

Introduction to risk: What is risk, definition of risk, risk management strategies- diversification, avoidance, hedging, and risk retention.

Financial risk: Meaning, characteristics, and types.

Financial risk classification: Market risk, credit risk, operational risk, asset-backed risk, liquidity risk and other risk forms.

Leverages as a tool of measuring risk: Degree of operating leverage, degree of financial leverage, degree of combined leverage, financial break-even point, overall break-even point.

Statistical tool as a measure of risk: Concepts of probability, variance, and standard deviation.

Unit 2: Financial Markets and Institutions

10 Sessions

Understanding financial system: Financial markets, financial intermediaries, financial regulators.

Financial markets: Meaning, functions, and classifications- based on products, based on ways of trading, based on liquidity- money market and capital market. money and capital market instruments. difference between money and capital markets. primary market and secondary market.

Government securities: Meaning and types, risk involved in holding govt. securities- market risk, re-investment risk, and liquidity risk.

Role of capital market regulator (SEBI), capital market participants and service providers, role of stock exchanges-BSE and NSE, trading mechanism in BSE and NSE, Deal types-order driven and quotes driven, block deals and bulk deals, concept of circuit filters and circuit breakers.

International financial markets: ADR's, GDR's, ECB etc.

UNIT 3: Risk Management in Banks & Financial Institutions

10 Sessions

Market risk: Components-price risk, interest-rate risk, and foreign-exchange risk. Measurement-

sensitivity analysis, scenario analysis, stress testing, VAR (Value at Risk).

Credit Risk: Credit risk definition, components-pre-settlement risk, settlement risk. Measurement-standardized approach, advanced approach, probability of defaults (PD), exposure at default (EAD), loss given defaults (LGD). Basel 1 and 2 accord.

UNIT 4: Operational risk

6 Sessions

Form of operational risk, factors affecting operational risk, sound principles of operational risk management (SPOR), SPOR – identification, measurement, control/mitigation of operational risk. Role of credit rating or credit scoring and rating system design in operation risk management;

UNIT 5: Sector Risk Analysis

6 Sessions

Commodity Pricing Risk, Equity Portfolio Risk, Infrastructure financing risk, Depreciation value risk, Risk analysis in assets financing, Risk analysis in micro financing, Risk analysis in Islamic method of financing, foreign exchange risk exposure.

Suggested readings:

Risk Management-An Overview, Indian Institute of Banking & Finance, Macmillan Publishers Private Limited, Edition 2010.

Strategic Financial Management, Dr. Gupta, J.B., Taxmann's Publication Private Limited, Edition 2011.

Treasury Risk Management, Bagchi, S.K., Jaico Publishing House, Edition 2009.

Risk Management, Hopkin, Paul, Kogan Page Limited, Edition 2013

MBA-GE-FM-04 Financial Statement Analysis

Unit 1: THE DEMAND FOR FINANCIAL STATEMENT INFORMATION

Financial statements are a product of a diverse set of demand and supply forces. This topic therefore, requires students to look at the demand side forces and how they affect the content of financial statements or the timing of their release.

1.1 Parties demanding financial statements

A student is expected to cover in depth, the types of financial statement users and kind of information each group is interested with. Among others, a student has to look at the following groups of financial statement users:

- Shareholders, Investors and Security analysts
- Managers
- Employees
- Lenders and other suppliers
- Customers
- Government/Regulatory agencies

1.2 Conflicts among diverse users.

Each part covered in 1.1 above does have its own kind information needs. The kind of information required by one group is likely to contradict with the information needed by another

group. A student is therefore expected to have an in-depth coverage of these.

1.3 Factors affecting Demand for financial statement information

The student is expected to read and understand the main factors affecting the demand for financial statement information with particular emphasis on the potential of information to reduce uncertainty and on the availability of competing information sources

- Economic environment factors
- Cultural environment factors
- Legal environment factors
- Competitive environment factors

Unit 2: THE SUPPLY OF FINANCIAL STATEMENT INFORMATION

Basically in this topic, we envisage to look at factors affecting the supply of financial statement information provided to external parties. In particular, the students are expected to place an emphasis on regulatory and market forces that affect the content of financial reports.

2.1 Regulatory forces and the Supply of Financial Statement Information

- The Institutional framework in Tanzania
- The influence of regulatory forces

2.2 Market forces and the supply of Financial Statement Information

- Capital market forces
- Labour market forces
- Corporate market forces

2.3 Information Sources for Financial Statement Analysis

- Annual reports
- Industry reports and analyses

Unit 3: TYPES OF FINANCIAL STATEMENTS.

A financial statement is an organized collection of data according to logical and consistent accounting procedures. Its purpose is to convey an understanding of some financial aspects of a business firm. The student ought therefore to have an understanding of the major three types of financial statements - Income statement, Balance sheet and Cash flow statement.. In particular, he/she is expected to have knowledge of how these financial statements are prepared together with their composition. Above that a student is expected also to cover the limitations of financial statements.

Unit 4: FINANCIAL STATEMENT ANALYSIS

Financial statement analysis includes the study of relationships between accounting variables within a set of financial statements at a point in time and with trends in these relationships over time. Under this topic a student is expected to have a thorough understanding of the following techniques used in the analysis of financial statements:

4.1 Cross Sectional techniques

Common size statements
Financial Ratio analysis

4.2 Time series techniques

Trend statements
Financial Ratio Analysis
Variability measure

Unit 5: FINANCIAL RATIOS ANALYSIS

Financial ratios are relationships expressed in mathematical terms between figures which are connected with each other in some manner. A student is supposed to practice computing the financial ratio together with making their respective interpretations. The following classes of ratios have to be covered inline with their respective components.

- Liquidity ratios
- Profitability ratios
- Turnover ratios
- Gearing ratios
- Performance ratios

MBA-GE-FM-12 Financial Engineering

Objective of this Paper: This course offers an analysis of advanced Financial Engineering pricing models. It aims at reviewing the main models and modeling techniques used in practical applications, understanding their applicability and limitations, and at building an integrated framework allowing students to decide what stochastic factors (e.g., volatility, jumps, one or more interest rate factors, and default intensities) should be incorporated in a reasonable pricing model for a given price of future. This course also formulates a consistent model incorporating the chosen factors. Apart from that this course also calibrates the model using market data; I also allow sufficient flexibility in the choice of the pricing model, the class will not place any special emphasis on closed-form valuation formulas, relying instead on the full generality afforded by the martingale approach to asset pricing as numerically implemented by Monte-Carlo simulation.

Unit-1 – Statistics and Econometrics for Financial Engineering

8 Sessions

- Probability Distributions;
- Hypothesis Testing and Statistical Inference;
- Econometrics For Finance and
- Forecasting Volatility and Correlations.

Unit-2 – Mathematics for Financial Engineering

8 sessions

- Linear Algebra
- Calculus - Ordinary and
- Partial Differential Equations

Unit-3 – Stochastic Calculus for Financial Engineering

8 sessions

- Stochastic Processes in Finance : Martingales and Measures, Ito's Lemma, Markov Property, Diffusion Processes, Jump Diffusion Processes, Girsanov's Theorem, Levy's Theorem, Feynman-Kac Formula, Kolmogorov Equations
- Stochastic Differential Equations and Solutions

Unit-4 – Monte Carlo Simulations for Financial Engineering **8 sessions**

- Simulation Techniques
- Monte Carlo Simulation

Unit-5– Quantitative Investment Management **8 sessions**

- Fixed Income Mathematics
- Derivatives Products and Strategies
- Option Pricing Fundamentals
- Mortgages and Mortgage-Backed Securities (MBS)

Books for Reference:

1. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition;
2. Chew, Lian; Managing Derivative Risk, John Wiley, New Jersey;
3. Das, Satyajit: SWAP and Derivative Financial; Probus;
4. Hull, J., Option: Future and other Derivative, Prentice hall, New Delhi;
5. Kolb. Robert W.,: Understanding Future Markets, Prentice Hall Inc., New Delhi

MBA-GE-FM-05
INTERNATIONAL CORPORATE FINANCE (old)/ International Financial
Management

Objective - This course provides an overview of the global financial environment, imparts a serious discussion of foreign exchange-rate determination and markets, currency derivatives and heavily emphasizes both foreign exchange-rate risk management and corporate strategy for foreign direct investment.

UNIT I

(Sessions 8)

International Financial Management

Importance, Nature and Scope

IFM vs Domestic Financial Management

Multinational Enterprise (MNE) - Financial Planning & Control and Investment

Developments in the International Monetary System

Specie Commodity Standard

Gold Standard

Bretton Woods System

Exchange Rate Regime since 1943

International Financial Market Instruments

International Equities

International Bonds

UNIT II

(Sessions 8)

Exchange Rate Mechanism

Quotations

Determination of Exchange Rate in the Spot market

Factors influencing Exchange Rate

Foreign Exchange Market

Distinctive Features

Major Participants

Spot Market

Forward Market

UNIT III

(Sessions 8)

Market for Currency Futures

Currency Futures and Currency Forward contracts

Hedging and Speculation in Currency Futures

Market for Currency Options

Features

Options Terminology

Elementary Option Strategies for Call and Put Options

Hedging with Currency options

UNIT IV

(Sessions 8)

Currency Forecasting

Need for forecasts

Techniques of forecasting

Nature & Measurement and Management of Foreign Exchange Exposure

Concept

Transaction Exposure & Hedging of transaction Exposure

Real-operating Exposure & Hedging of Real-operating exposure

Translation exposure & its management

UNIT V

(Sessions 8)

Financial Swaps

Interest Rate Swap

Currency Swap

Foreign Direct Investment

Costs and Benefits of FDI To Host country and for home country

Strategies of FDI

Books for Reference:

1. V. Sharan, International Financial Management, Prentice Hall
2. A. Shapiro, Multinational Financial Management, John Wiley
3. A. Buckley, International Financial Management, Prentice Hall
4. Yadav and Jain, International Finance, Macmillan
5. Apte, International Financial Management, Tata Mc Graw Hill

PEDAGOGY:

The teaching methodology used in this course will be a judicious mix of lectures, discussions, numerical problems, assignments, quizzes, project work and presentations.

MBA-GE-FM-13 BANK MANAGEMENT

Objective: The objective of this course is to introduce the topic of Bank Management to the students. This course would discuss about the financial statements of banks, Credit management, Treasury Management & Risk Management concepts in Banks. This course will give an overview of the Bank Management facets and would prepare the students to take on advanced courses in Bank Management like Credit Management, Risk Management & Treasury Management.

Course Content

Unit 1 - Understanding Bank's Financial Statements

8 Sessions

Capital - Reserves - Various Other Liability side items - Asset Side Items - Structure of the Income Statement - major sources of Income- Major heads of Expenditure- Analysis of Bank's Financial Statements - Factors determining valuation of Bank - Key Ratios

Unit 2 - Risk Management

8 Sessions

Basel I - Basel II & Basel III Norms - ICAAP - Credit Risk Management - Operational Risk Management & Market Risk Management

Unit 3 - Credit Management**8 Sessions**

Principles of Credit Management - Basics of Credit Appraisal - Structuring a Credit proposal - Working capital appraisal - Credit Rating - Credit Delivery System - Documentation - Post Sanction supervision, control and monitoring of credit - Dealing with credit defaults.

Unit 4 - Treasury Management**8 Sessions**

Objectives of treasury - Organization and Structure of treasury Department- Treasury operations - Treasury and international banking- various Treasury Products - control and supervision of treasury department - risk management.

Unit 5 - Balance sheet Management**8 Sessions**

Capital Adequacy - Asset Liability Management - GAP analysis - Funding Liquidity - Contingency Funding - Profitability Analysis - Asset Classification - Provisioning- impact of NPAs

Suggested Readings

1. Indian Institute of Banking and Finance (2011), Advanced Bank Management, Macmillan Education
2. Indian Institute of Banking and Finance (2010), Bank Financial Management, Macmillan
3. Rose P, Hudgins S. (2017), Bank Management & Financial Services, McGraw Hill Education
4. PadmalathaS , Justin P (2017), Management of Banking and Financial Services, Pearson Education

MBA-GE-FM-14 Corporate Tax Management

Objective: To provide basic knowledge of corporate tax planning and its impact on decision making.

Unit 1:**lecture 08**

Tax planning, tax management, tax evasion and tax avoidance. Types of companies Residential status of companies and tax incidence, clubbing Tax liability and minimum alternate tax, Carry forward and set off of losses in case of certain companies, deductions available to corporate

assesses. Tax on distributed profits and Units of Mutual Funds.

Unit 2

lecture 08

Tax planning with reference to setting up of a new business: Location of Business, nature of business, form of organisation. Tax planning with reference to financial management decision - Capital structure, dividend and bonus shares. Tax planning with reference to sale of scientific research assets.

Unit 3

lecture 08

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace. Tax planning with reference to employees' remuneration. Tax planning with reference to receipt of insurance Compensation. Tax planning with reference to distribution of assets at the time of liquidation

Unit 4

lecture 08

Tax planning in respect of non-residents, Taxable income for nonresidents, interest, salaries and exemptions from tax to non-residents. Double taxation relief, Provisions regulating transfer pricing, computation of Arm's length pricing, Advance rulings, Advance pricing agreement.

Unit 5

lecture 08

Tax planning with reference to business restructuring - Amalgamation - Demerger - Slump sale - Conversion of sole proprietary concern/partnership firm into Company - Conversion of company into LLP - Transfer of assets between holding and subsidiary companies

Suggested Readings:

1. Singhania, Vinod K. and Monica Singhania. Corporate Tax Planning. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi
3. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.
4. Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
5. IAS – 12 and AS – 22. 6. T.P. Ghosh. IFRSs. Taxmann Publications Pvt. Ltd. New Delhi.

MBA-GE-FM-15 BEHAVIOURAL FINANCE

Course Objective

The purpose of this course is to introduce the student to the new field of behavioural finance. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

UNIT I (8 Sessions)

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II (8 Sessions)

The concept of arbitrage – limits of arbitrage - the equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic loss aversion and mental accounting – naïve diversification – overconfidence and optimism. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs

UNIT III (08 Sessions)

Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization

UNIT IV (08 Sessions)

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns. ; Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. prospect theory – risk aversion – anomalies – accounting anomalies

UNIT V (08 Sessions)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen,pandey-Learning Behavioural Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

ELECTIVES

HUMAN RESOURCE MANAGEMENT

Management of Industrial Relations (MBA-GE-HR-01)

Objective: *To understand the complexity of industrial Relations Environment in India and its impact at micro and macro levels.*

UNIT I: (08 Sessions)

The concept of Industrial Relations, Parties to Industrial Relations, Significance of Good Industrial Relations, Factors affecting Industrial Relations, Scope of Industrial Relations, Emerging challenges of Industrial Relations: Globalization, changes in workforce profile, changes in politico-legal environment, Government approach to Industrial Relation. (8 Sessions)

UNIT II: (08 Sessions)

Industrial Relations and Industrial Disputes Act, 1947 Concept, Scope and significance; Industrial disputes and individual disputes, Settlement of industrial disputes - works committee, Grievance settlement, Authority, conciliation, Court of Enquiry, Voluntary Arbitration, Labor Court, Tribunal and National Tribunal; Strikes and lock-outs; Lay-off and retrenchment.

UNIT III:**(08 Sessions)**

Trade Unions Act, 1926 ; Registration of Trade unions; Members, office-Bearers and outsiders in Trade Union; Trade union funds; Rights, Liabilities and Immunities of Trade Union; collective bargaining.

UNIT IV:**(08 Sessions)**

The Industrial Employment (Standing) Order Act, 1946 ; Scope & overage of the Act; Concept and nature of standing orders; certification process; Modification and Temporary application of Model standing orders; Interpretation of standing orders.

UNIT V: (08 Sessions)

Salient features of “The Payment of Gratuity Act, 1972”. Salient Features of “Payment of Bonus Act, 1965”. Need based minimum Wage; Fixation and Revision of Minimum Wage and disposal of claims under the Minimum Wages Act, 1948. (8 Sessions)

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. S.C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
2. S.C. Srivastava: Labor Law in factories, Mines, Plantations, Transport, Shops and other industrial establishments, PHI, New Delhi.
3. RD Davar: Personnel Management and Industrial Relation, Vikas Publishing House, New Delhi.
4. Dr. P.C. Tripathi: Personnel Management, Sultan Chand & Son, Delhi.
5. T.N.Chhabra&R.K.Suri, Industrial Relations, Concepts and issues, DhanpatRai& Co.

MBA-GE-HR-02 Performance and Compensation Management

Objective the Course:

- *Understanding the importance of performance in organizations, managing performance, performance–planning, benchmarking performance standards, method of performance measurement, conducting performance review, performance counseling etc.*
- *Appreciating the concept of reward, recognition and punishment. Methods of salary, benefits and compensation benchmarking and implementing g policy. Appreciating the legal framework of compensation policy.*

UNIT I Performance Management:

08 Sessions

Basic of Performance Management

Definition, principles

Integrative Process

Performance Management Process

Conceptual model (Bell Curve & others)

Practical Model

Process of Performance Management

Organizational & individual contribution

Various Methods of performance appraisal

Management by objectives

360 Degree Appraisal

UNIT II

08 Sessions

Performance Planning

Planning

Content

Drawing up the plans

Evaluation the Performance Planning Process

UNIT III

08 Sessions

Conducting Performance Review

Conducting Performance Review Meeting

Evaluating Performance Review Meeting

Self Assessment

Feedback and counseling

UNIT IV

08 Sessions

Balance Score Card – A Tool for Performance Management in Organisation

Evaluating Performance Management

General Method for monitoring and Evaluation

Performance Management as a continuous process

UNIT V

08 Sessions

Compensation Management

Compensation: An overview

Compensation: Equity

Determinants of Individual Financial Compensation

Compensation Policies (Pay level, Pay structure).
Benchmarking of compensation
Pay for: Performance, Competencies & Potential
Rewards, Incentives and statutory benefits.
Legal framework of compensation
Taxation of Salary Income, Allowances, Perquisites, Retirement benefits, and increasing the post tax value of compensation packages,
Communication of compensation.

Indicative Reading

To be submitted later

Learning and Teaching Methods

Lecture sessions, cases assignment, projects, presentations, team work, etc.

MBA-GE-HR-03 Training & Development

Unit 1: Introduction To T & D Concept: Definition, Meaning, Need For T & D, Importance Of T & D, Objectives of T & D, Concepts Of Education, Training And Development, Overview Of Training Functions, Differences between Training and Development

Unit 2: Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Assessment Of Training Needs, Methods And Process Of Needs Assessment.

Unit 3: Instructional Approaches: An Overview, Traditional Instructional Approaches, Modern Instructional Approaches; Internal Training vs. External Training. Training Methods - On the job- Apprenticeship, Under-study, Mentoring& Coaching. Off the job - Case studies, Lectures, Vestibule, Sensitivity, in-basket, role plays, audio-visual & other contemporary methods;

Unit 4: Designing And Implementing A Training Program: Trainer Identification, Role of Trainers, Qualities of a Good Trainer, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Training Calendar, Management Development Program, Budgeting Of Training.

Unit 5: Evaluation of Training Program. Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, other methods of evaluation, External Training Validity, Job Application, Business Impact, Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training.

Unit 6: Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance To Training.

Unit 7: Technology In Training. CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

References:

1. Goldstein Irwin L, Training In Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication
2. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication

3. Dugan laird- Approaches to Training and Development, Perseus Publishing 2003
4. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
5. SahuR..K. - Training for Development (Excel Books, 1st Ed.)
6. Tapomoy Deb - Training & Development Concepts & Application(Ane Books, 6th Ed.)
7. Friedman &Schustack - Personality: Classic Theories and Modern Research (Pearson)
8. Lynton &Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
9. Employee Training And Development - Raymond Noe
10. Every Trainers Handbook- Devendra Agochia
11. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma

MBA-GE-HR-04 Organization Change & Development

This course is designed to assist students to examine the processes of change and learn methodologies, especially OD, to bring about meaningful change in the self, team (unit of department), organization and organisation's interaction with the environment.

Thus the primary focus will be to help the students to:

- Learn and analyze the changing environment affecting today's and tomorrow's organizations.
- Discuss the theoretical background of processes of Managing Change and Organisation Development.
- Understand the major techniques used in OD
- Identify the trends that may affect application of OD in future.

Unit-I : Introduction to Organizational Change– Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change. **(04 Sessions)**

Unit-II: Change Methods - Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth**(08 Sessions)**

Unit – III: Organizational Development - Definition, Values and Assumptions, Importance and Evolution (Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake) **(04 Sessions)**

Unit – IV: Foundations of OD - Action Research, Survey Feedback, Systems Theory, Teams And Teamwork, Participation And Empowerment, Applied Behavioral Science, Parallel Learning Structures.**(08 Sessions)**

Unit – V: Process of OD – (08 Sessions)

- **Diagnosis** - Why diagnosis - Importance of correct diagnosis in success of OD, SIX BOX model, 7 S Framework, Organizational Iceberg Model, Force Field Analysis
- **OD Interventions** - Introducing the term interventions, Types of Interventions - Team, Inter-group, Third Party Peacemaking, Structural and Comprehensive
 - **Team Intervention** - What are Teams and Effective Teams, Stages of Team Development, Gestalt Approach, Role of Analysis Technique, Interdependency Exercise, Role Negotiation, Appreciations and Concerns Exercise, Visioning, Responsibility Charting, Appreciative Inquiry
 - **Structural Intervention** -Scio-Technical Systems as an intervention, Work Redesign, Quality of Work Life, TQM, Reengineering
 - **Comprehensive Interventions** -Grid OD, Confrontation Meeting

Unit VI : OD Consultant - Choosing the OD Consultant, Role of the OD Consultant, Competencies of the OD Consultant, Ethical issues in OD Consulting, Organizational Power and Politics and its impact on OD(**04 Sessions**)

Unit VII : Caselets – Intervention techniques in various types of organizations - e.g. Multinational Organizations, Knowledge Sector,B.P.Os, Insurance Sector, Financial Sector, Health Care Management, Telecom.(**08 Sessions**)

References:

1. Organization Development Behavioral Science Intervention for Organisational Improvement – Wendell L. French and Cecil H. Bell, Jr., Prentice Hall of India (2003).
2. Organization Development Strategies and Model, Beckhard R., 1969, Adison Wesley.
3. The Laboratory Method in T-Group Theory and Laboratory Method: Benne, K.K., Bradford, L.P., &Lippit R, 1974, John Wiley, New York.
4. Organization Development: Its nature, Origins and Prospects, Bennis, W.G., 1969, Addison – Wesley
5. The Planning of Change: Bennis W.G.- Holt, Rinehart and Winston, New York., 1969.
6. Managing Organizational Changes: Chattopadhyay, Somnath and Pareek, Udai, 1982 Oxford & IBH, New Delhi
7. Organization Development – Objectives, Assumptions and Strategies, Harvey Donald & Brown Donald, 1988, California Management Review 12.
8. Organization Development for Survival, Kuriloof, Ah., 1972, American Management Association inc., New York.
9. Organization Development , Schein, E. Bennis W, Beckhard R, 1969, Wesley
10. Practicing Organisation Development, Ruthwell J. William, Sullivan, Roland & McLean N. Gary, 1995, Wesley
11. Winning in the Downturn: Agenda for Action – All India Management Association – 2002.
12. Understanding OrganisationalBehaviour: PareekUdai, Oxford University Press – 2004 (Chapter 25, 26,27)
13. Organization Development - French & Bell
14. Changing Organizations - Warren Bennis
15. Organizational Development, 6th Ed. - Vendell L. French

MBA-GE-HR-05 Knowledge Management

Objective: *The goal of this course is to enhance the knowledge of the students by providing them a solid foundation covering the major corporate problems, challenges, concepts and techniques faced by the organisation and management of knowledge with the help of information technology.*

Unit I 08 Sessions

Knowledge Management and knowledge management systems, drivers of knowledge, tacit and explicit knowledge, knowledge management in virtual organizations, implementing knowledge management solutions, knowledge management system on learning organization, knowledge management systems – issues, challenges and benefits, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy.

Unit II–

08 Sessions

Organizational knowledge – types, capital classification, sources, processes, creation, indexing, knowledge – conversion. Organizational knowledge, organizational knowledge, organizational knowledge mapping techniques. Learning organizations – nature of learning enterprises, skills needed by learning organizations, three phases of learning, learning implies unlearning, adaptive and generative learning, building a learning organization, knowledge intensive organization

•Unit III–

08 Sessions

Knowledge Management- Definitions & specification, levels, targets, classification, information Management & knowledge Management, generation of Knowledge Management, Knowledge Management as best practice systems, Knowledge Management strategy, Knowledge and culture. (8 HOURS)

UNIT IV –

08 Sessions

Organizational KM and Designing Enterprise -Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions - a study of I.T. support I - business. Knowledge management system – issues, challenges and benefits. KM applications organizational collaborative platforms. Organizational knowledge measurement framework. Organizational knowledge measurement techniques, organizational implementation barriers. activities and case studies.

Unit V –

08 Sessions

Recent Tools For KM - Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality. Intellectual capital – introduction, social innovation capital.

TECHNIQUES METHODS AND APPROACHES TO LEARNING ORGANIZATIONS.

Learning companies fostering knowledge and learning, a brief overview of some techniques, methods and approaches, learning organizations and management of change – activities and case studies

Reference Books:

1. Knowledge Management – Sudhir Warier, Vikas Publications.
2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.

3. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4. Developing Expert System for Business – Chandler/Liang.
5. Knowledge Management – Pankaj Sharma, APH Pub.

MBA-GE-HR-06 STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course provides a roadmap for understanding, identifying and designing various strategies for the different aspects of Human resource management.

Unit 1- Introduction To Strategic HRM - Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies. Human Resource Environment- Technology and structure; Workforce diversity; Demographic changes Temporary and contract labour; Global environment; Global competition Global sourcing of labour; WTO and labour standards. Followed by activities and concept based case studies.

Unit 2 - RECRUITMENT AND RETENTION STRATEGIES- Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Telecommuting Quality of work life; Work - life balance; Employee empowerment Employee involvement; Autonomous work teams. Followed by activities and concept based case studies.

Unit 3 -TRAINING AND DEVELOPMENT STRATEGIES - Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training. **PERFORMANCE MANAGEMENT STRATEGIES** - Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions. Followed by activities and concept based case studies.

Unit 4 - REWARD AND COMPENSATION STRATEGIES - Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay. **RETRENCHMENT STRATEGIES** -Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment. Followed by activities and concept based case study.

Unit 5 - HUMAN ASPECTS OF STRATEGY IMPLEMENTATION -Behavioral issues in strategy implementation; Matching culture with strategy Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business

ethics. Introduction to global HR strategies; Developing HR as a value added function. Followed by activities and concept based case studies.

Books Recommended:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

MBA-GE –HR-07- Talent Management and Competency Mapping

Understanding competencies in organizational context – Concepts, Strategy, Vision, Mission, HRM strategies of the organization, issues and Sources.

Developing Competency models – identifying competencies and understanding positions, levels.

Methods of identifying competencies

Designing Competency studies, conducting Behavioural Event Interview etc.

Developing generic competency models, leadership models and models for Superior Performance.

Competency based applications – selection, Performance Management, Development, Career and Succession Planning Remuneration, Integrated HRMIS.

Competency Mapping in Assessment Centre – Mapping individual competencies, various tools and techniques, psychometric tests, training assessor and development of tools.

Competency Driven Culture – Evaluation, managing change for future business success.

Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.

Talent Management System – elements and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies – performance management, evaluating employee potential.

Talent Planning – succession management process; cross functional capabilities and fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.

Return on Talent: Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

Indicative Reading

Text Book

Handbook of competency Mapping Dr. SeemaSanghi, Sage Response 2004

References:

- Spencer Ledge M, Spenner Sigma M, Competence at work, John Willy& Sons Inc. 1993.
- Gary Hamel and C K Prahalad, competing for the future (Boston Harvard Business School, 1994) 20.
- Parry, S.R. “The Quest for Competencies” Training July 1996 PP 48-56.

- Flanagan, J.C. “The Critical Incident Technique” Psychological Bulletin, 1954, 51(4) 327-358
- Hayes, Robert H, 1985, “Strategic planning – forward in reverse?” Harvard Business Review, November – December 1985, PP 111-119.
- Holdman, J.B. Aldrige J M and Jackson D, “How to hire Ms/Mr Right?”
- Journal of Accountancy, August 1996, pp 55-57
- Davis, R.S. and Olson, D.A. “Leverage Training and Development to make a strategic impact”. The Journal (Society of Insurance Trainers and Educators), 1996-1997, pp 10-12
- Enbanks, J.L, Marshal, J.B. and O’ Driscoll M.P. “A Competency Model for OD Practitioners”. Training and Development Journal, November 1990 pp 85-90.
- Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
- Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
- Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
- Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi

Assessment Methods

- The course work will comprise an individual project work on developing competency framework & model and mapping in an organization.
- Presentation on the outcome of the project work
- Continuous evaluation on case analysis and other simulation exercise through Class participation
- The end of course examination will be of two hours duration cover learning outcomes.

4. INTERNATIONAL BUSINESS

MBA-GE-IB-01

REGIONAL TRADE BLOCKS

UNIT 1: Regional Trade Blocs: Introduction

8 Sessions

Levels of Economic integration

Trade blocs as stumbling blocks to liberalization of trade

Regional trade blocs as building blocks to liberalization of international trade

Regional trading blocs and political stability, democratic development and security Issues

UNIT 2:

8 Sessions

India and the World Trade Organization (WTO): Implications for International

Business Managers
Multilateral trade regime under the GATT/WTO
India's role in the WTO policy formulation
Impact of the WTO regulatory framework on the Indian economy.
Implications for international business managers

UNIT 3: **8 Sessions**
India's engagements in regional trade agreements (RTAs): Business Implications

Proliferation of RTAs and the underlying reasons
RTAs – 'building blocks' or 'stumbling blocks' to the Multilateral Trade Regime?
India's engagements in RTAs: motivations and business implications

UNIT 4: **8 Sessions**
Analysis of major Regional Trading Blocs in middle east, Asia and Africa

Gulf Cooperation Council (GCC),
The African Economic Community (AEC)
Association of South East Asian Nations (ASEAN)
South Asian Association for Regional Cooperation (SAARC)

UNIT 5: **8 Sessions**
Analysis of major Regional Trading Blocs in Europe and America

The European Union (EU)
North American Free Trade Area (NAFTA)
CARICOM and Andean Community
South America: MERCOSUR

Suggested Reading

Regional Trade and Economic Integration: Analytical Insights and Policy Option by Ram Upendra Das, Piyadasa Edirisuriya and Anoop Swarup. World Scientific Publishing Company

WTO, TRIPS & Geographical Indications (GIs) Hardcover – Import, 1 Jan 2014
by Tapan Kumar Rout New Century Publications; 1 edition (1 January 2014)

MBA-GE-IB-02
Cross Cultural Communication

Course Objective:

- *To present and define terms and concepts related to communication and cross cultural issues in communication:*
- *To sensitize the students with the different cultural variables which influence the communication process.*
- *Develop an understanding of Verbal as well as nonverbal aspects of communication.*

Unit I: Communication**(4 sessions)**

Communication and its need in business, elements of Communication Process; Objectives of Communication; Effects of good and sound communication; the ‘Cs’ of good communication.
Non Verbal Communication

Unit II: Introduction to Culture**(10 sessions)**

Types of Global Business entities; Components of Culture, Constituents or precursors of Culture, Concept of stranger and prediction levels of Communication, Role of Culture on Individual Identity: physical body, sensibilities, emotions, rationale intellectuality.

Unit III: Cultural Diversity**(10 sessions)**

Multiculturalism and Cultural Diversity; Culture and its effects on organizations, Variables of cultural diversity; Different approaches towards understanding cultural diversity-Hofstede’s Approach; Halls and Halls & GLOBE Approach. Cultural Values and its impact on Business practices.

Unit IV: Cross Cultural Communication**(8 sessions)**

Managing Cross Cultural Communication; Cultural Characteristics of business operations across countries; Case studies of certain countries: USA, UK, France, Middle Eastern Countries, China, Japan. Etiquette advantage in business communication dealing with people face to face, Handling Introduction, Handling Business Meetings, Business attire, Art of Dining and social conversation.

Unit V: Cultural Shock & Negotiation Process**(8 sessions)**

Cultural Shock: Causes, Impact and Coping Mechanism; Cross Cultural Training
Negotiation Process: Negotiating across Cultures, Negotiation Process, and Varying Negotiating Style.

Reference Book:

1. Deresky; International Management; Managing across borders and cultures, sixth edition, (2011) Pearson Publication
2. Reynolds & Valentine; Guide to Cross Cultural Communication, second edition (2011), Pearson Prentice Hall

MBA-GE-IB-03**Export Import Procedures & Documentation****Unit 1:****8 Sessions**

Introduction - Major acts related to Foreign Trade: Foreign Trade (Development and Regulation) Act, 1992; FEMA; Customs Act; Objectives of Foreign Trade Policy; Export Licensing; General provisions of Export and Import as given in the FTP.

Unit 2:**8 Sessions**

Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, commercial practices.

Unit 3: **8 Sessions**

Export Procedures - Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Duty draw-backs

Unit 4: **8 Sessions**

Electronic Data Interchange (EDI) System; Definition, Benefits, and key Components of an EDI system; EDI and Bar Coding; EDI standards; Value Added Network Services (VANS); Role of EDI in Business.

Unit 5: **8 Sessions**

Special Issues- Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation.

References:

1. Export Manual – Nabhi's Publication
2. Export Import & Logistic Management – UshaKiranRai
3. Indian Foreign Trade- Raj Aggarwal
4. Export Import Mngt. – Asim Kumar
Export Management – P. K. Khurana

INFORMATION TECHNOLOGY (MINOR STREAM)

MBA-GE-IT-01

IT Management & Applications

Objectives of the course:

To acquaint the students with practical knowledge of using Information Technology in all the functional areas of an Organization & understand the day to day business implications & their solutions with the help of MS, Word, PowerPoint, Advance Excel and ERP basics.

Unit	Content	Sessions
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- | | | |
|-----------|---|-----------|
| 01 | Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and ERP, e-Commerce, System Software Management–Overview of Operating Systems, Network Management Programs. Managerial considerations in selection, maintenance, controlling of Software | 07 |
| 02 | Internet of Things: Introduction; IoT Architectures -- SOA based and API oriented; Resource Management; IoT Data management and Analytics; IoT Applications – Monitoring and Actuating, Business Process and Data Analysis, Information Gathering and Collaborative Consumption; Security; Privacy and Identity Management. | 05 |
| 03 | MS Excel and Advance Excel - Building work sheet- data entry in work sheets, auto fill – working with simple problems- formula – statistical analysis, sort, charts. Advance Excel Practice. | 06 |
| 04 | Data Management – Database Concepts and Development - Types of Databases – Application Development thru DBMS - Database Administration Data Resource Management – Data warehouse and Data Mining – Data Recovery Practices and Technologies | 08 |
| 05 | Networking Management – Networking Trends – Internet Basics – Intranet and Extranet – Overview of Networking Alternatives, Networking types, Networking media, Networking processors, Networking software, Networking architecture and Networking protocols | 08 |

Suggested Readings:

- IT system Management by Rich Schiesser
- Enterprise Computing by Alan R. Simpson
- Management Information System Laudon, Laudon and Dass 11th Edition, Pearson
- James Obrein, Management Information Systems, Tata McGraw Hill
- Manjunath, Gundu Rao – Computer Business Applications, HPH
- Sudaimuthu& Anthony: Computer Applications in Business, HPH

MBA-GE-IT-02
Internet Marketing

Objectives of the Course:

The overall objective is to understand the potential of Internet as a marketing platform. In addition, this course will help the student to master the following:

Understand the functioning of online marketers.

Concepts of online marketing through different online perspectives

Provide hand on experience to various online activities such as blog writing etc.

Unit: Content**01 Introduction to Internet marketing 05 Sessions**

Overview of Internet marketing; Internet empowers the marketing mix; Marketing opportunities on the Internet; Internet Marketing Trends; Power shifts to the connected consumers; Redefining marketing in the digital economy

02 Understanding Internet Buyers 05 Sessions

Online Marketing to Individuals; The Influential Digital Subcultures- Youths, Women and Netizens; Online Consumer Behavior; The New Customer Path- Understanding How People Buy Over the Internet; Driving from Awareness to Advocacy

03 Essential Internet Marketing Tools 10 Sessions

E-advertising and E Branding; Video Marketing; Display Advertising; Viral Marketing; Affiliate Marketing; Understanding Social Media Marketing; Understanding Mobile Marketing; Understanding E-mail Marketing; Understanding Search Marketing- Search Engine Optimization (SEO) and Pay Per Click (PPC)

04 Tactical Marketing 05 Sessions

Developing and Maintaining Effective Websites; Customer Service and Support over the Internet; Human Centric Marketing for Brand Attraction; Content Marketing- Content is the New Ad, Hashtag is the New Tagline; Customer Relationship development and Retention Marketing- Mobile Apps, Social CRM, and Gamification

05 Internet Marketing Effectiveness and Issues 05 Sessions

Measuring Internet Marketing Effectiveness; Measuring Website Traffic, Audience, and Campaigns; Marketing Productivity Metrics- Purchase Action Ratio (PAR) and Brand Advocacy Ratio (BAR). Social and Regulatory Issues- Privacy, Security and Intellectual Property; Trust in Internet Marketing.

Assignment: online Ad Campaign

Suggested Readings & References:

1. Marketing 4.0: Moving from Traditional to Digital- Kotler, Kartajaya, and Setiawan
2. Internet Marketing; Integrating Online and Offline Strategies- Roberts and Zahay
3. E marketing- Strauss, Judy , Frost, Raymond, PHI
4. Principles of Internet Marketing- Hanson W.
5. Electronic & Internet marketing – Hill, K, The Sage Publication.

6. All marketers are liars – Seth Godin

MBA GE IT-03
E-commerce

Objectives:

To acquaint the students with concept of Electronic or E commerce. This includes a wider range from web based commerce to mobile based commerce & To help them in understanding the various functions and procedures for E commerce businesses.

01. Introduction

7 sessions

E-Commerce (Introduction And Definition), activities of E-Commerce, Goals of E-Commerce, Technical Components of E-commerce, Functions of E-Commerce, Advantages and disadvantages of E-Commerce, Scope of E-Commerce, Electronic Commerce Applications, Electronic Commerce and Electronic Business Models (C2C,C2G,G2G, B2G, B2P, B2A, P2P, B2A, C2A, B2B, B2C)

02. Infrastructural requirements for E-Commerce:

06 Sessions

Architectural Framework of E-Commerce, Network Infrastructure for E-Commerce

03. Security issues in E-Commerce:

7 sessions

Types of Security issues, Threats of crimes, Hacking, Viruses. Risks for Insecure Systems, Data Interception, Data confidentiality, Privacy issues, Cookies, Spamming. Internet Security Practices, Internet Security Standards, Security Protocols. Cryptography, Authentication, Firewalls and Encryption Techniques

04. Electronic Payment Systems –

8 sessions

Overview of Electronic Payment Systems (Customer to Merchant Payments, Peer to Peer Payments), Payment Security, Smart Card (Card Types, Closed or Open Security, Privacy, Card Costs, Non Card Costs), Electronic Banking, Electronic Fund Transfers, Emerging Payment transfer modes, Contemporary payment services in India.

05. Mobile Commerce

8 sessions

– Introduction to M-Commerce, Growth of Mobile Commerce, Wireless Applications and Technologies for Mobile Commerce, Mobile Health Services, and Security issues in cellular technology, Mobile commerce and its future in India. Case study of prominent M-Commerce sites

Suggested Readings:

1. Doing Business on the Internet E-COMMERCE (Electronic Commerce for Business): S. Jaiswal, Galgotia Publications.
2. E-Commerce An Indian Perspective: P.T.Joseph, S.J., PHI.
3. E-Commerce Business.Technology. Society, Kenneth C. Laudon, Carol GuericoTraver, Pearson Education.
4. E-Commerce: Schneider, Thomson Publication

OPERATIONS MANAGEMENT (MINOR SPECIALIZATION)

MBA-GE-OM-01 E-COMMERCE

[4 Credits]

This course has been designed to focus the emerging need on managerial issues of operation management for E-commerce business. This application-oriented course provides the skill in executing various E-commerce implications, starting from E-commerce strategy till intelligent web design.

Topics

1. **Concepts, Dimensions and Performance of E-commerce:** History of Internet; SWOT of Internet in Trade, Electronic Commerce- Traditional vs Electronic Commerce, SWOT of E-commerce, Classification of E-commerce, Some Indian Case Studies – TELCO, Hindustan Lever, Asian Paints, CRISIL, ICICI Bank on E-commerce **(Sessions 09)**
2. **Business Models for E-commerce:** E-business Model Based on Relationship of Transaction Parties (B2C, B2B, C2C, C2B), E-business Model Based on the Relationship of Transaction Types (Brokerage Model, Aggregator Model, Community Model, Value Chain Model) **(Sessions 09)**
3. **Enabling Technology of the World Wide Web:** Internet Client/Server Applications, Networks and Internets, Software Agents, Internet Standards and Specifications, Internet Service Providers, Broadband Technologies; **E-Strategy:** Information and Strategy, Virtual Value Chain, Dimensions of E-commerce Strategy, Value Chain and E-strategy, Planning the E-commerce Project, Strategies for Web Site Development, Setting Web Site Goals and Objectives, Requirements of Intelligent Web Sites **(Sessions 09)**
4. **E-commerce application in Marketing: E-Marketing-** Online Marketing, E-advertising, Internet Marketing Trends, Target Markets, E-branding, Marketing Strategies; **E-Customer Relationship Management- CRM,** E-CRM Solutions, Typical Business Touch-points; **E-Supply Chain Management-** E-Supply Chain, E-Supply Chain Components, E-Supply Chain Architecture, Major Trends in E-SCM **(Sessions 09)**
5. **E-Commerce Operations: Legal Framework for E-commerce-** Copyrights, Defamation, Privacy, Contracts, Taxation, Domain Name and Registration; **E-Security-** Security on the Net, E-business Risk Management Issues, E-Banks and Security, Firewalls for system

Integrity, Virus Protection and Protection from Intruders; **E-Payment Systems-** Digital Payment, Digital Token-based E-payment Systems, Classification of New Payment Systems, Properties of E-Cash, E-cheque, Risk and E-payment Systems, Designing E-payment Systems, Digital Signature **(Sessions 09)**

Suggested Readings:

1. Marc J Schniederjans, Qing Cao and Jason H Triche (2013) E-commerce in Operation Management, Second Edition, World Scientific Publishing Co. Pte. Ltd.
2. M. Mahmoudi Maymand, (2005) E-Commerce, Deep and Deep Publications Pvt. Ltd.
3. P.T. Joseph (2015) E-commerce: A Managerial Perspective, Fifth Edition, Prentice Hall of India Pvt. Ltd.

MBA-GE-OM-02 Supply Chain Management

Objectives

To give an understanding that the problems and issues within the respective fields of logistics and supply chain are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes

Course Contents⁷⁷⁷

Unit I: Supply Chain management: Introduction and development, objectives and needs, importance, value chain, components of supply chain, participants in supply chain and customer focus, global applications. **(Sessions 10)**

Unit II: Logistics: Origin and Definition, Logistics Management, types of logistics, Transportation role of transportation in logistics, Application of IT in logistics. Warehousing – nature and importance, warehousing functions, layout and design of warehouse, role of packaging. **(Sessions 10)**

Unit III: Inventory: Control of Inventory, Distribution Resource Planning (DRP), Material Requirement Planning (MRP-I), Manufacturing Resource Planning (MRP-II). **(Sessions 10)**

Unit IV: Supply chain performance drivers, Key enablers in supply chain improvement, Outsourcing and 3PLs, Fourth party logistics, Coordination & Lack of Supply chain management, Bullwhip effect in supply chain, Benchmarking. **(Sessions 10)**

References /Suggested Readings:

1. S. Chopra and P. Meindl: Supply Chain Management, Upper Saddle River, N.J.: Pearson Prentice Hall, 2007.
2. D. Simchi-Levi: Designing and Managing the Supply Chain. McGraw-Hill Companies, 2005.
3. V. V. Sople: Supply Chain Management: Text and Cases. Pearson Education India, 2011.

4. A. R. Ravindran, and D.P. Warsing Jr.: Supply Chain Engineering: Models and Applications. CRC Press, 2012.
5. A. Rushton, P. Croucher, and P. Baker: The handbook of logistics and distribution management: Understanding the supply chain. Kogan Page Publishers, 2014.
6. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India,2005.
7. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000
8. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, 2008
9. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, “Principles of Supply Chain Management- A Balanced Approach”, South-Western, Cengage Learning 2005
10. Mohanty R.P. and S.G. Deshmukh, “ Supply Chain Management”, Biztantra, 2005. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, “Supply Chain Management for Competitive Advantage – Concepts and Cases”, Tata McGraw Hill, 2009

MBA-GE-OM-03 Project Management

Objectives

The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skill in executing various projects, starting from project identification till project termination.

Course Contents

Unit I: Project – Definition, Scope , Significance ; Project Proposal, Project management – Functions - organization - planning - human aspects and pre-requisites, An Overview and Key Concepts of Project Management **(Sessions 06)**

Unit II: Project Feasibility Studies; Project Identification, Market and Demand Analysis, Technical Analysis, Project Cost Estimate, Financial Appraisal of Single Projects, Financial Appraisal of Multiple Projects **(Sessions 08)**

Unit III: Human Aspects in Project Management; Project Organisation, Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management **(Sessions 08)**

Unit IV: Project Scheduling with PERT/CPM, Time-Cost Trade-Off and Crashing of Projects, Application of Project Management Softwares, Contract Management, Project Cost Control (PERT/Cost) **(Sessions 10)**

Unit V: Resource Scheduling and Resource Levelling, Risk Analysis in Project Management, Project Audit and Project Termination, Project Control **(Sessions 08)**

References /Suggested Readings:

1. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.
2. Meredith, Jack R. and Mantel, Samuel J., Project Management a Managerial Approach, Wiley.
3. Srinath, L.S., PERT and CPM; Principles and Applications, East-West Press.
4. Chaoudhury, Sadhan, Project Scheduling and Monitoring in Practice, South Asian Pub.
5. Harrioso, F L., Advanced Project Management, Gower.
6. Lockyer, K.G., An Introduction to Critical Path Analysis, Ptiman Books.
7. Martino, R.L., Project Management and Control; Finding the Critical Path; Applied Operational Planning: Allocating and Scheduling Resources, American Management Association.

MBA-GE-OM-04**ENTERPRISE RESOURCE PLANNING****[4 Credits]****Objectives**

ERP is now considered to be the price of entry for running a business, and at least at present, for being connected to other enterprises in a network economy. This course helps students learn the tools required for understanding and tailoring ERP systems. It aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems

Course Contents

UNIT I: Introduction; Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

(Sessions 08)

UNIT II: ERP Solutions and Functional Modules; Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

(Sessions 08)

UNIT III: ERP Implementation; Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

(Sessions 08)

UNIT IV: Post Implementation; Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

(Sessions 08)

UNIT V: Emerging Trends on ERP; Extended ERP systems & ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing. **(Sessions 08)**

References /Suggested Readings:

1. Sheikh, Khalid. (2001). Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM, Publisher: McGraw-Hill
2. Hendricks, B.K.; Singhal, R.V.; and Stratman, K. J. (2007). The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management], Publisher: Elsevier
3. Madu, N. Christian. (2005). ERP and Supply Chain Management, Publisher: CHI
4. Williams, C. Glynn.(2008). Implementing SAP ERP Sales & Distribution, Publisher McGraw-Hill

MBA-GE-OM-05

Business Process Re-Engineering

[4 Credits]

Objectives

The objective of the course is to understand the role of Business Process Reengineering technique in an organization. It gives an insight as to how BPR tool/techniques are used strategically for the betterment of organization. It improves the understanding about the role of customer focus, innovation, quality management, speeding up the processes and improvement in productivity in an organization.

Course Contents

Unit I: Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.

(Session 08)

Unit II: BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP.

(Session 08)

Unit III: BPR implementation methodology, Success factors of BPR, Barriers to BPR

(Session 08)

Unit IV: BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP
(Session 08)

Unit V: Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR
(Session 08)

References /Suggested Readings:

1. Radhakrishnan, R., Balasubramanian, S. (2010). Business Process Re-engineering, PHI, New Delhi
2. Jeston, J. (2014). Business process management. Routledge.
3. Dey, B. R. (2004). Business Process Reengineering & Change Management. John Wiley & Sons.

MBA-GE-OM-06 TECHNOLOGY AND INNOVATION

[4 Credits]

Objectives

This paper aims to enable participants to appreciate the role of technology, innovation and new product management in both corporate and public sector. The course would emphasize on strategic aspects of decision making involved in process and technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context. Developing organization culture and suitable incubation climate is also to be focused. The marketing and production aspects of new products and services are also to be analyzed.

Course Contents

UNIT I: Introduction; The process of technological innovation - factors contributing to successful technological innovation - the need for creativity and innovation - creativity and problem solving - brainstorming - different techniques **(Session 08)**

UNIT II: Project Selection and Evaluation; Collection of ideas and purpose of project - Selection criteria - screening ideas for new products (evaluation techniques)
(Session 08)

UNIT III : New Product Development; Research And New Product Development – Patents – Patent Search – Patent Laws – International Code For Patents – Intellectual Property Rights (IPR).
(Session 08)

UNIT IV : New Product Planning; Design Of Proto Type – Testing – Quality Standards – Marketing Research Introducing New Products

(Session 08)

UNIT V : Model Preparation & Evaluation; Creative Design – Model Preparation – Testing – Cost Evaluation – Patent Application

(Session 08)

References /Suggested Readings:

1. Nystrom, Harry “Creativity And Innovation”, John Wiley & Sons, 1979.
2. Khandwalla, N. – “Fourth Eye (Excellence Through Creativity) – Wheeler Publishing”, 1992.
3. I.P.R. Bulletins, TIFAC, New Delhi, 1997.
4. Avdonitis, G., & Papastathopoulou, P. (2006). Product and services management. New Delhi: Sage.
5. Khalil, T. A. (Ed.). (2009). Technology Management: Key to competitiveness and wealth creation. New Delhi: Tata Mc Graw Hill.
6. Kouzelis, G., & Pournari, M. (2005). Knowledge in the new technologies. Germany: Peter Lang.
7. O’Sullivan, D., & Dooley, L. (2008). Applying Innovation. New Delhi: Sage.
8. Rastogi, P. N. (2009). Management of technology and innovation: Competing through technological excellence. New Delhi: Response Books.

MBA-GE-OM-07 TOTAL QUALITY MANAGEMENT

[4 Credits]

Objectives

To learn the basic concepts of quality and quality from organizational point of view keeping with the concept from western and Japanese approach. To understand the internal politics, quality culture, education and training of the organization. It will enable students to aware about international/national Quality awards.

Course Contents

UNIT I: Introduction - Need for quality - Evolution of quality - Definitions of quality - Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby - Barriers to TQM - Quality statements - Customer focus - Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Costs of quality.

(Session 08)

UNIT II: TQM Principles; Leadership -Strategic quality planning, Quality Councils - Employee involvement - Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal - Continuous process improvement - PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating. **(Session 08)**

UNIT III: TQM Tools and Techniques I; The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process - FMEA - Stages, Types. **(Session 08)**

UNIT IV: TQM Tools And Techniques II; Control Charts - Process Capability - Concepts of Six Sigma - Quality Function Development (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

(Session 08)

UNIT V: Quality Systems - Elements, Documentation, Need for ISO 9000 - ISO 9001-2008, Quality Auditing - QS 9000 - ISO 14000 - Concepts, Requirements and Benefits - TQM Implementation in manufacturing and service sectors. **(Session 08)**

References /Suggested Readings:

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & Besterfield- Sacre, M. (2006). Total quality management (3rd ed.). New Delhi: Pearson Education.
2. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). 100 years in maintenance and reliability. New York: Industrial Press.
3. Oakland, J. S. (2003). Total quality management: Text with cases. Burlington: Butterworth-Heinemann.
4. Sharma, S. I. (2008). Total engineering quality management. New Delhi: Macmillan.

SEMESTER IV

ELECTIVES

MARKETING MANAGEMENT

MBA-GE-MM-08

RURAL MARKETING

Course objective: *In India the rural economy contributes nearly half of the country's GDP and the size of the rural market in durables and FMCG is bigger than its urban counterpart. In*

recent times Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. Through the course, the participants will be introduced to a more holistic perspective of rural marketing.

- *To provide an overview of rural markets and emerging perspectives of rural marketing.*
- *To share the experiences of institutions engaged in rural marketing in the form of case studies.*

Unit1

Rural Marketing: An Introduction & The Rural Marketing Environment 8 Sessions

Defining Corporate Rural Marketing,
The Evolution of rural Marketing
The Rural marketing Environment, Structure of rural markets
Rural markets – Changing scenario
Rural and Urban Markets: A Comparative Analysis
Rural Marketing: Challenges and Opportunities

Unit 2 Understanding the Rural Consumer

8 Sessions

Changing profile of rural consumers
The Factors affecting Purchase Decision
The Buying Decision Process
Opinion Leadership Process
Diffusion of Innovation & Brand Loyalty

Unit 3 Assessing & Capturing Markets

8 Sessions

The Rural Market Research
The STP Approach,
Rural Marketing Strategies- The Marketing Strategy Planning , Execution & Implementing

Unit 4: Rural marketing Mix

Product- New Product Development for the Rural Market, Product Life Cycle Pricing, Promotion & Place Strategies, e rural marketing, Organized Retailing, Corporate Social Responsibility

Text Book:

1. BalramDogra, Rural Marketing: Concepts and Practices, Tata McGraw-Hill

Suggested reading

1. Kashyap Pradeep Raut Siddhartha Raut, The Rural Marketing Book 2007/08 edition, Biztantra Publication
2. Ramkishen Y New Perspectives in Rural & Agricultural Marketing Jaico Books
3. Rural Marketing in India- Strategies & Challenges New Century Publications
4. Krishnamacharyaulu C.S.G, RamakrishnanLalitha Rural marketing Text & Cases

- a. Pearson education
5. Krishnamoorthy Introduction to Rural marketing, Himalaya Publishing House 2008 edition

MBA-GE-MM-09 Customer Relationship Management

Course Objective

The objective of this course is to introduce students to the concepts and methods of CRM. The course will have a hands on, methodological orientation. The goal is to put students in contact with real world applications and databases. Upon completing this subject students should have a working knowledge of CRM and related database marketing techniques, and an appreciation of their potential and limitation.

Unit I (8 sessions)

Introduction: Definition of CRM, common misconceptions, components of CRM, CRM processes and systems, CRM marketing initiatives- cross selling & up-selling, customer retention, behavior prediction, customer profitability and value modeling, channel optimization, event based marketing.

Case Study: *We have got a huge success in our hands.*

Unit II (8 sessions)

CRM Marketing Aspects: data utilization, developing CRM strategy, building CRM component, analyzing and segmenting customers, creating CRM culture, building an operational infrastructure

Mini project

Unit III (8 sessions)

Operational CRM: Sales Force Automation(SFA)- sales process/activity management, sales and territory management, leads management, SFA and mobile CRM, Customer Service and Support(CSS)-call centre and customer care, call centres and human resources, capacity planning, key performance indicators, Internet, websites and direct mail.

Case Study: *Life of a novice call centre agent.*

Unit IV (8 sessions)

Analytical CRM: Relationship data management- customer identification, customer profiling, data analysis and data mining- experiences with data analysis, OLAP, data mining, segmentation and selections- segmentation study as input of the marketing strategy, retention and cross sell analysis, customer lifetime value(CLV).

Case Study: *Garnier, The Beauty bank(IDM Business Performance Award 2003-Silver winner)*

Unit V (8 sessions)

Collaborative CRM and e CRM and CRM implementation: CRM in B2B, Enterprise

Resource Planning(ERP), Multi channel CRM, Data warehouse, content management.

Case Study: Pampers: Relationship building using multiple channels

Suggested Books:

1 CRM –At the Speed of Light- Paul Greenberg, TMH Publication

2 Customer Relationship Management-getting it Right- J W Kincaid, Pearson Publication

3 The CRM Handbook- A business Guide to Customer Relationship Management- J Dyche, Pearson Publication

4 Customer Relationship Management- Ed Peelen – Pearson Publication

MBA-GE-MM-10 Advances in Marketing

Course Objective:*The objective of the course is to make the students aware of recent advances in the field of marketing. Students would also be sensitized to issues of practicing business more responsibly. The idea of sustainable development and growth would be touched upon. After studying this course, students would be able to better judge business situations from a wider perspective instead of just focusing on immediate profits. This would help them in becoming better and more responsible managers.*

Unit 1: Typical Issues in Contemporary Marketing

(8 Sessions)

Concepts of synchro-marketing and de-marketing

Marketing information system

New Product Development

Contemporary methods for adapting the price: geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing.

Initiating and responding to price changes. Price war

Unit 2: Modern Marketing Methods

(9 Sessions)

Internet marketing

Social media marketing

Direct marketing

Network marketing

Concept of customer satisfaction and customer care

Unit 3: Ethics in Marketing (9 Sessions)

Introduction to the concept of business ethics. Why practice business ethics?

What is marketing ethics?

Typical problems in marketing ethics.

Issues of ethics in: Marketing Research, Pricing, Advertising, Sales and Promotion, Branding, Packaging and Labeling

Concept of environmental pollution and Societal marketing

Decision making from an economic point of view vis-à-vis ethical point of view

Unit 4: Corporate Social Responsibility (CSR) and Green Marketing (8 Sessions)

Introduction to the concept of Corporate Social Responsibility (CSR)

The idea behind CSR. Why practice CSR?

Benefits of CSR

Current CSR practices of firms

Introduction to the concept of sustainable development

Concept of Green Marketing

Relevance and importance of green marketing

Contemporary examples of green marketing

Unit 5: Case Study and Project Work (6 Sessions)

Suggested Readings:

- Kotler, P. Marketing Management, PHI / Kotler, P., Keller, Koshy, Jha: Marketing Management, Pearson Education
- Meenakshi, N. and Kumar, Arun : Marketing Management, Vikas Publishing House Pvt. Ltd.
- Kazmi, S.H.H : Marketing Management, Text and Cases; Excel Books
- Ramaswamy, Namakumari: Marketing Management, McMillan Publishing
- Corporate Governance: Principles, Policies and Practices by A.C., Fernando, Pearson Publications
- Corporate Ethics, Governance and Social Responsibility; Precepts and Practices by A Fernando, Pearson Publications

MBA-GE-MM-11 Strategic Retail Management

UNIT I- INTRODUCTION TO THE WORLD OF RETAILING

(08

sessions)

Concept of Retailing, Economic Significance of retailing, Opportunities in retailing

Types of retailers, Multi Channel Retailing:

A view into the future Retail in India, Trends in consumerism.

UNIT II- RETAILING STRATEGY PLANNING PROCESS(12 sessions)

Retail Strategy: Building a sustainable competitive advantage, value chain analysis Customer loyalty, Location, Human Resource Management.

Distribution & Information Systems

The Strategic retail planning process

UNIT III-MERCHANDISE MANAGEMENT(06 sessions)

Buying Merchandise; Branding Strategies, Connecting with vendors, Negotiating with Vendors, establishing & maintaining strategic relationships with vendors, Pricing strategies, Merchandise Pricing Strategies, Approach for setting price, Price Adjustments.

UNIT IV- RETAIL MARKETING & COMMUNICATION(08 sessions)

Retail marketing mix :segmentation,targeting,positioning.

Retail communication Mix;POP displays customer service Methods of communicating with customers, Paid Impersonal communications, Paid personal communications

Unpaid impersonal communications, Unpaid personal communication

Strengths and Weaknesses of communication Methods

Planning a retail communication process

UNIT V- STORE MANAGEMENT (06sessions)

Managing the Store, Store Layout, Design, and Visual Merchandising , atmospherics, space planning, & Mall Management

Pedagogy

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis.

Written analysis of cases may be required to be submitted in-group or on individual basis.

Internal Evaluation

Internal assessment will comprise of 25 marks, which may be divided among the following

components:

- Attendance and class participation Case discussion
- Case analysis(domestic and international in nature)
- Group assignment - project work

- Sessional test

Suggested Reading

1. Retailing Management by Levy and Weitz, Tata Mcgraw-Hill Publication (Text Book)
2. Retailing Management Swapna Pradhan, Tata Macgraw –Hill Publication (Reference Book)
3. Retailing Marketing Management by David Gilbert, Pearson Publication (Reference Book)
4. Retailing Management by Chetan Bajaj, RajnishTuli, NidhiSrivastav by Oxford University Press (Reference Book)

MBA-GE-MM 12: Logistics & SCM

Course Objectives

- *Learn the basic elements of supply chain management.*
- *Develop ability to analyze and solve supply chain related problems.*
- *Learn how to use mathematical models and IT tools in supply chain management.*

Unit I: Introduction to Supply Chain Management (3 sessions)

Fundamentals; SCM processes- facilities, inventory, transportation, information; SC performance measurement.

Unit II: Planning and Designing a Supply Chain Network (5 sessions)

Decisions in SC network design; Factors influencing network design; Phases of network design;

Unit III: Inventory Management and Processes in SC (8 sessions)

Basic EOQ models; Lot sizing with multiple products; Warehousing; Returns management; Customer service focus; Order fulfillment; SC issues in retail operations.

Unit IV: Distribution and Transportation Networks (6 sessions)

Types of distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network .

Unit V: Coordination and Organization in SC (4 sessions)

Bullwhip effect; Partnering and coordination in SC; Outsourcing decisions in SC; Communication flow decision.

Unit VI: Contemporary issues and Information Technology in SCM (4 sessions)

Financial flow in SC; Use of IT in SC; E-business and its impact on supply chain's responsiveness and costs.

Each suggestive session consists of 90 minutes.

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii, 2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains,ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.
5. Ballou, Ronald (2005), “ Business Logistics/ Supply Chain Management”, Pearson education
6. Icfai Center for Management Research (2003), “ Supply Chain Management”.

MBA-GE-MM 13: Product Management

COURSE OBJECTIVE

This course on Product Management may not be considered as an extension of brand management as it lays emphasis more on issues related to the product lines as well as its managing further in markets. In the present scenario commoditization has become an important factor in the case of available products and services, because of which there is a lack of product differentiation in markets. Marketers in this situation generally opt for publicity and promotion for creating image differentiators. But in all successful brands, the heart is the product. This is also true in the case of technology based product. So, issues like innovation, value addition and invention (though rare in consumer goods) is day by day becoming a critical factor. In terms of product related issues, the challenge today is to look at continual and continuous value additions.

Unit- 1 - Introduction to Product Strategy & Management (4 sessions)

Concept of the product and its basic guidelines in regards to the governing of product management, Characteristics of a physical product, basic product architecture with special emphasis on technology based products and the aspects of product experience linked to the behavioral issues, strategic alternatives, criteria for evaluating these alternatives, positioning and product related differentiators, Customer strategies.

Unit – 2:Competitor& Customer Analysis:(5 sessions)

Bases of competition, levels and its implications for product strategy, Competitor analysis system, Sources of information (primary & secondary sources), Product features matrix, Assessing Competitors strategies, Category attractive analysis, Value Chain, Competitor advantage analysis. Current and potential customers, buyers and their buying roles, segmentation, perceptual maps, Customer value, potential of markets, its estimates, methods of estimating the market and sales potential, sales forecasting, sales Analysis, profitability Analysis

Unit-3 - Managing Product Portfolios & Product obsolesce (4 sessions)

How product management takes place and the issues involved in handling product extensions based on its relevance, Product line decisions and Product extensions, Product obsolesce a big challenge today in the markets, Strategies adopted by marketers to cope with product obsolesce especially for technology brands and FMCG companies and let the brand remain successful in

markets, Managing mature products and assessing its stage of reaching obsolesces, Revitalizing mature products.

Unit-4 -New product development (NPD): (6 sessions)

Relevance of New product development in the case of technology and non-technology products, Stages of New Product Development, New product strategy, Managing Product Innovation , Innovation through collaboration & Co-creation , Listen, Engage & Respond, Conjoint Analysis and Multidimensional Scaling, Technology products and innovation, Economics of Technology products.

Unit-5 - Managing the Marketing Mix (4 sessions)

Reasons for new product development, Market testing for Consumer goods and Business Goods, Market potential for new, growing and mature products, Launching and tracking New Product Programs, Pricing of new products, Product Patents, Advertising, Promotions, Channel management, Customer Relationship Management, How these new products establish itself in a post test launch scenario based on the new marketing mix elements.

Unit-6-Understanding Product Life Cycle (PLC) (4 sessions)

Role of Product Life cycle (PLC) in the sustenance of a brand, part and this has further implication to the product also. Managing PLC, Problems for companies in case of shorter PLC issues or products with relatively longer PLC having problems in regards to its profitability or at times the product category becoming a question mark, Forecasting, Managing Innovation based PLC

Unit – 7: Financial Analysis & Marketing metrics :(3 sessions)

Sales Analysis, Costs classification, Contribution margin, break even analysis, steps in capital budgeting, Evaluation of cash flows, Metrics value chain
Each suggestive session consists of 90 minutes.

Suggested Readings:

1. Product Strategy and Management: Michael Baker and Susan Hart, Pearson Education
2. Lehmann and Winer, Product Management, McGraw-Hill/Irwin
3. The New Product, DelmarW. Karger, The Industrial Press, New York
4. Product Management, George S. Dominguez, AMA
5. Product Policy, Concepts and Cases, Richard N. Cardozo, Addison Wesley Marketing Series
6. New Products and New Profits, Company Experiences in New Product Planning,D.B. Taraporevala Sons and Co. Pvt. Ltd.
7. Product Management in India ByMajumdar, R (Publishers: PHI)
8. Bhalla G. (2011) Collaboration and Co-creation: New Platforms for Marketing and Innovation, Springer.

MBA-GE-MM 14: INTERNATIONAL BUSINESS MARKETING

Objectives: *The main learning experience in this course is placed on international marketing decision-making with respect to products/brands and marketing communications. Students successfully completing this course will be able to:*

- *Apply knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications.*
- *Gain an understanding of international marketing effort related to market entry and marketing mix strategies.*

- *Demonstrate an appreciation for designing and managing in international marketing programs in consumer markets.*
- *Identify, interpret and evaluate information sources related to consumer marketing with the emphasis on the use of information technologies (Internet)*

Unit 1: Introduction -Sessions: 5

Introduction to Global Marketing, The Global Marketing Environment, Global Marketing vs. Domestic Marketing, Management Orientation in International Market, Driving and Restraining forces of Globalization, Regional Market Characteristics and Preferential Trade Agreements.

Unit 2: Global Market Research and Global Marketing Channels – Sessions : 6

Formal Marketing Research – problem definition, Developing a research Plan, Data Collection, data Analysis, Interpreting Results. Current Issues in Global Marketing Research
Purpose of Marketing Channels, International Marketing Channels, Important factors affecting channel design, criteria for selecting a distributor in International Market

Unit 3: International Segmentation, Targeting and Positioning. – Sessions: 5

Criteria for effective segmentation, Types of segmentation, Global Targeting – Global Target Market Strategy, Global product Positioning

Unit 4: Global Market entry – Sessions: 12

Importing, Exporting and Sourcing. Global Market Entry Strategies: Collaborative and Non-collaborative arrangements - Licensing, Franchising, Investment and Strategic Alliances, Joint Ventures, Acquisitions and FDI

Unit 5: Global Brand, products and pricing - Sessions - 12

Building Brands in International Markets – Brand Decisions, Brand Equity.

Product strategy for International Markets – Developing products for International Market, Standardization vs. adaptation, Product launch for International Market, Product promotion strategies in International market

Pricing strategies in International Market.

Brand and Product Decisions in Global Marketing, Pricing Decisions.

Global Marketing Communications Decisions - Advertising and Public Relations, Sales Promotion, Personal Selling and Special Forms of Marketing Communication.

Strategic Elements of Competitive Advantage, Leadership, Organization and Corporate Social Responsibility.

Suggested Reading:

1. International Business, Justin Paul, Tata McGraw-Hill Publishing Company Limited, New Delhi
2. International Marketing, Rakesh Mohan Joshi, Oxford Publications
3. International Marketing, Francis Cherunilam, Himalaya Publishing House, Mumbai
4. International Marketing Management – An Indian Perspective, Varshney RI, Bhattacharya B , Sultan Chand & sons. New Delhi
5. International Marketing, P.K. Vasudeva, Excel Books, New Delhi
6. International Marketing (SIE), Cateora and Philip, Tata McGraw-Hill
7. Globalization of Business, Abbas J. Ali, JaicoPublishing House, Mumbai, 3rd Edn., 2009

ELECTIVES
HUMAN RESOURCE MANAGEMENT

MBA –GE-HR 08 Human Resource Information System

Objectives: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource.

UNIT I **(8 Sessions)**

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal (only data input, output & screens).

UNIT II (8 Sessions)

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control.

UNIT III (8 Sessions)

Human Resource Accounting – Concept, Objectives, HR Accounting Models, Applications & Implementation, Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting – Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage. HRA Oriented Reporting processes including P and L Accounting and Balance Sheet; Experiences and Extrapolation (for future scenarios) on HRA Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control, Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

UNIT IV (8 Sessions)

INTRODUCTION: HR as assets- Definition of Human Resource Accounting – Introduction to Human Resource Accounting –Human Resource accounting concepts, methods and applications – Human Resources accounting vs. other accounting.

HUMAN RESOURCE AUDIT OBJECTIVES: Roles of Human Resource audit in business

environment – Definition; What is HR audit? The audit process; The critical areas; Preparation for an audit; Nature of Human Resource Audit; Examples of improved HR measures using the Audit Process – Concepts –Components –Need- benefits –Importance

HUMAN RESOURCE COSTS: Measuring human resource cost investment in employees- Replacement costs – Determination of Human Resource value – Monetary and non-monetary measurement methods – Return on Investment approach.

Personnel costs, Audit Techniques, HR Audit-Concept, Types, Process, Approaches, HRD Audit, Human Resource Accounting, HRD Score Card – Accounting and Financial Statements.

UNIT V(8 Sessions)

Methodology- Instruments –HRD scorecard – What Constitutes Balance Score Card? How is BSC Used? Effectiveness of as an instrument –The Frequency of HR Audit; The Audit Process; Issues in HR audit; Issues related to Research Techniques in HRA; Focus of HR Audit

HUMAN RESOURCE AUDIT REPORT: HRD audit report –Concept –Purpose –Role of HR managers and auditors – Process of human resource audit; Reengineer your HR and make it more strategic through HRD audit; Competency required for an effective HRD Auditor Report Design- Preparation of report –Use of Human Resource audit report for business improvement; Case studies

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Readings:

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
2. Jac Fitz-enz, et al, How to Measure Human Resource Management, McGraw Hill
3. M. Saeed, D.K. Kulshreshtha, Human Resource Accounting Anmol Publication
4. Prabakara Rao, Human Resource Accounting, Inter India Publications, New Delhi
5. Eric G. Flamholtz, ‘Human Resource Accounting –Advances in Concepts, Methods and Applications’, Third Edition.
6. Pramanik.A.K.(1993) M.C. Jain,” Human Resource Accounting” Pointer publishers, Jaipur.
7. Nigam, M.S.Nigam S (1993) Importance of Human Resource in Organisation, Pointer publishers, Jaipur.
8. Prakash J, Khanelwal M C, Jain SC (1993), Human Resource Accounting, Pointer publishers, Jaipur

MBA-GE-HR-09Labour Laws

Objective: *The knowledge and application of Labour Laws are very important for all the students, especially students taking Human Resource as a specialization. Keeping in mind the importance of Labour Laws, the following Acts are important for MBA (HR) students:*

Course Outline:

UNIT I: (8 Sessions)

Growth of Factory Legislation in India, Regulation of Factories under the Factories Act, 1948

UNIT II: (8 Sessions)

Responsibility for payment of wages and delay and deduction of wages under the Payment of Wages Act, 1936; Recovery of wages under the Payment of Wages Act, 1936.

UNIT-III: (8 Sessions)

Salient features of “The Employees Provident Fund Act, 1952” and “The Employee’s State Insurance Act, 1948”(8 Sessions)

UNIT-IV: (8 Sessions)

Salient features of “The Workmen’s compensation Act, 1923” and Contract Labour (Regulation and Abolition) Act, 1970 (8 Sessions)

UNIT-V: (8 Sessions)

Discipline and Grievances Procedure; the concepts and nature of discipline, Principles and Practices of Domestic Enquiry, Handling of grievances, Grievances procedure.

Pedagogy:

The teaching methodology is based on active class participation through lectures, case discussions and analysis. Each student is to come prepared for case on individual basis. Written analysis of the case may be required to be submitted in-group or on individual basis.

Suggested Reading:

1. S.C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
2. S.C. Srivastava: Labor Law in factories, Mines, Plantations, Transport, Shops and other industrial establishments, PHI, New Delhi.
3. RD Davar: Personnel Management and Industrial Relation, Vikas Publishing House, New Delhi.
4. Dr. P.C. Tripathi: Personnel Management, Sultan Chand & Son, Delhi.

1. Dale Yoder: Personnel Management & Industrial Relations, PHI, New Delhi.
2. S.N.Mishra: Labour and Industrial Laws, Central Law publications

MBA-GE- HR 10 Management of Internal Customers

UNIT I **(08 Sessions)**
 Employee Engagement: Creating an Engaging Culture (OCTAPACE); Engagement as a Motivational Construct; Engagement Drivers and Models; Engagement practices in select Indian Organization's; Quality of Work-life

UNIT II **(06 Sessions)**
 Inclusion and Diversity:
 Women at workplace; Values in Gender Diversity;
 Gender Sensitization against Sexual Harassment at Workplace

UNIT III **(10 Sessions)**
Stress Management: Nature of Stress — Constructs and Problems; Occupational Stressors; Role Stress; Sources of Managerial Stress; Stress and Thought Processes — Learning; Stress and Personality - Behavioural and Situational Modifiers; Stress and Motivation; Verbal and Non-verbal Indicators of Stress; Assessment of Stress; Stress and Management Change; Stress and Conflict; Leadership Styles in Stressful and Non-Stressful Situations; Decision Making under Stress; Burnout; Coping with Resources and Processes — Assertiveness Training; Stress and Social Support; Group Processes and Changing Values for Understanding and Coping with Stress; Role Conflict; Role Ambiguity; Role Over-load and Role Under-load; Work-life Balance

UNIT IV **(08 Sessions)**
Emotional Intelligence: Introduction; Emotions and the Tripartite Brain; Emotional Competencies; Executive EQ; Emotions and Enneagram; Rational Emotive Therapy; Emotional Transformation; Script Analysis using Enneagram; Measuring Emotional Intelligence; Emotions and Childhood; Role of Emotions; Emotions and Attitudes

UNIT V **(08 Sessions)**

Spirituality at Workplace: Bereavement programs; Wellness information displayed and distributed; Employee Assistance Programs; Programs that integrate work/family; Management systems that encourage personal and spiritual transformation; Servant leadership – the desire to serve others first in preference to self; Stewardship – leadership practices that support growth and well-being of others; Diversity programs that create inclusive cultures; Integration of core values and core business decisions and practices; Leadership practices that support the growth and development of all employees

MBA-GE- HR 11: International Human Resource Management

UNIT I(08 Sessions)

Concept of Culture- Culture Shock- Role Cultural Understanding–Cross Cultural Differences and Managerial Implications–Hofstede Study-Cultural environment–Ethics in International Environment

UNIT II(08 Sessions)

Growth, Evolution and Concept of International Human Resource Management–Conceptual Perspectives–Stages of Internationalization Global Business – International HRM: Meaning, Definition, Concept and Characteristics of International HRM- Variables that moderate differences between Domestic & International HRM- Approaches-Path to Global Status

UNIT III(08 Sessions)

International Recruitment, Selection and Compensation: Executive nationality staffing policies-Issues in staff selection-Expatriate Selection-Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program-Approaches to International Compensation

UNIT IV(08 Sessions)

Performance Management-Criterion used for performance appraisal of International employees-appraisal of HCNs – The International HRM perspectives in Training and Development – expatriate training developing – International staff and Multinational teams—Key Issues in International Labour Relations—Labour Union and International Labour Relations—Response of labour unions to Multinationals

UNIT V(08 Sessions)

Issues and Challenges in I.H.R.M:–Managing people in an international context-HR issues in Multinational Corporate Social responsibility-Multinational as a global citizen-International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm

Suggested Readings:

- I. Dowling, PJ and Welch, DE. International Human Resource Management, Cengage Learning, Thompson.
- II. Randal Schuler & Susan Jackson. Managing Human Resources in Cross-Border Alliances. Rutledge Taylor & Francis Publication.
- III. Pawan, Budhwar. Managing Resources in Asia-Pacific. Rutledge Taylor & Francis Publication.
- IV. Paul Sparrow., Chris Brewster and Hillary Harris. Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
- V. P.L ,Rao, International Human Resource management, Excel books

MBA-GE- HR 12-Human Capital Accounting**UNIT I(08 Sessions)**

Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting; Concept and Significance of Productivity; Productivity Measures, Labour Productivity and Productivity Movement; Sharing of Productivity Benefits

UNIT II(08 Sessions)

Concept and Problems of Wage Determination; Market Forces of demand and supply of Labour; Underlying Assumptions and Impact on Wage Determination; Wage Determination in Perfect Market and Administered Market; Nature and Extent of Labour Exploitation
Problems of wage Analysis; Pattern and Behaviour of wage Differentials; Principle of equal Pay

for Equal Work; A brief Overview of Incentive Wage Plans; Objectives of Wage Policy in Developing Economy; Impact of Industrial Policy on Wage Policy; Assumptions of wage Legislation in India; Economic Impact of Labour Legislation in India

UNIT III(08 Sessions)

Accounting Aspects of Human Capital – Cost Based Models; Basic concept of Human Resource Accounting; Monetary and Non-Monetary Models, Cost Based Models (Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, STANDARD COST METHOD, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects

UNIT IV(08 Sessions)

Accounting Aspects of Human Capital – Value Based Models; Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount; Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's, Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method, Ogan's Certainty Equivalent Net Benefits Method, Friedman and Lev's Human Resource Valuation Model, et. Al.

Recent developments in the field of Human Asset/Capital Accounting

UNIT V(08 Sessions)

WTO and Intellectual Capital: Emergence of WTO and patenting regime; Trade Related Intellectual Property Rights (TRIPS) and implications for India. Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level

Suggested Readings:

- I. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
- II. Malik, R. K., "Human Resource Accounting and Decision Behaviour", Anmol Publication, New Delhi, 1992.
- III. Patterson & Schol Economic Problems of Modern Life. Mc -Graw Hill Book Company.
- IV. Walter Hageabuch, Social Economics, Cambridge University Press.
- V. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
- VI. Neil W. Chamberlia, The Labour Sector, Mc -Graw Hill Book Company.
- VII. Richard Lester, Economics of Labour Mc Millera Company.
- VIII. Mark Holmstrom, Industry and Inequality - The social Anthropology of Indian Labour
- IX. Chakraborty, S.K., "Human Asset Accounting: The Indian Context in Topics in Accounting and Finance", Oxford University Press, 1976.
- X. Caplan, Edwin H. and Stephen Landekich, "Human Resource Accounting: Past, Present and Future", National Association of Accountants, New York.

MBA-GE- HR 13-HUMAN RESOURCE DEVELOPMENT

Course Objectives:

1. To understand the nature and importance of HRD and identify the various inputs that should go into it.
2. To facilitate an understanding of the concept, methods and strategies for HRD
3. To appreciate the linkages between its various sub-systems.

Learning Outcomes: Understand the importance of and strategies for Human Resource Development from an organization as well as employee point-of-view, including current practices.

Unit 1: Human Resource Development Concept – (08 Sessions)

Concepts, philosophy, goals of HRD, Evolution of HRD, HRD at micro and macro levels, Sub - systems of HRD, Role of HRD function, Challenges and prerequisites of HRD

Unit 2: Concept of Career – (08 Sessions)

Career Stages, career planning and development, Need - steps in career Planning, Methods of career planning and development, Career development Actions and programs ,Career problems and solutions, Guidelines for Career management

Unit 3: Concept of Management Development – (08 Sessions)

Need and importance of Management development - Management development process, Leader centered techniques of management development.

Unit 4: Strategic HRD: -(08 Sessions)

Business Strategy and HRD, Business Policy and HRD, Life Cycle of organizations and HRD, Organizational Performance and HRD

Unit 5: HRD & Diversity:-(08 Sessions)

Organizational Culture, Diversity Issues, Integration Strategies, Cross-Cultural Training

References:

1. De Simone, Randy L., (1998), *Human Resource Development*, Second Edition, The Dryden Press, Harcourt Brace College Publishers, Fort Worth.
2. Elliott, Carole, Turnbull Sharon, (ed.), (2005), *Critical Thinking in Human Resource Development*, Routledge, London.
3. Ghosh, Biswanath, (2000), *Human Resource Development and Management*, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Gilley, Jerry W., A. Steven Egglund, (1989), *Principles of Human Resource Development*, Addison-Wesley Publishing Company, Inc., Massachusetts.
5. Harrison, Rosemary, (1997), *Employee Development*, Universities Press (India) Limited, Hyderabad.
6. Harrison, Rosemary, Joseph Kessels, (2004), *Human Resource Development in a Knowledge Economy: An Organisational View*, Palgrave Macmillan, New York.
7. Jayagopal, R., (1990), *Human Resource Development: Conceptual Analysis and Strategies*, Sterling Publishers Private Limited, New Delhi.
8. Joy-Matthews, Jennifer, David Megginson and Mark Surtees, (2004), *Human Resource Development*, Kogan Page India Pvt. Ltd., New Delhi.
9. Dayal, Ishwar, (1993), *Designing HRD Systems*, Concept, New Delhi.
10. Dayal, Ishwar, (1996), *Successful Applications of HRD*, New Concepts, New Delhi.
11. Kohli, Uddesh and P. Dharni Sinha, (2000), *Human Resource Development: Global Changes and Strategies*
12. Maheshwari, B.L. & P. Dharni Sinha, (1991), *Management of Change through HRD*, Tata McGraw Hill, New Delhi.

ELECTIVES

FINANCIAL MANAGEMENT

MBA-GE- FM 06: Project Appraisal and Finance

Objective:

- *To create an understanding of the process, criteria and the appraisal methodology for projects.*
- *To prepare and understand the concepts of project feasibility reports.*
- *To have a clear understanding of project financing techniques.*

Unit I: Introduction to Projects (Sessions 8)

Concepts of Project and Project Management, Importance and characteristics of Project Types of project, Project family tree, Project Life Cycle & Its Phases

Unit II: Project Planning (Sessions 8)

Phases of Capital Budgeting, Facets of Project Analysis, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Preliminary Screening

Unit III: Project Analysis (Sessions 8)

Market and Demand Analysis

Technical Analysis

Financial Analysis

Unit IV: Project Appraisal (Sessions 8)

Appraisal measures, Meaning and use of appraisal measures, Ranking of Projects

NPV, Modified NPV, BCR, NBCR, IRR, Payback, Discounted Payback

Social-Cost benefit Analysis - UNIDO Approach

Unit V: Financing and Control (Sessions 8)

Project Management - Forms of Project Organisation, Project Planning, Project Control
Human Aspects of Project management

Project Financing In India - Means of Finance, Norms and Policies

Suggested Readings:

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
2. Ambrish Gupta: Project Appraisal and Finance

3. Chaudhary S: Project Management.
4. Harold Karzner: Project Management.
5. Joy P.K.: Total Project Management

MBA –GE-FM 07 Financial Derivatives

Unit 1

Sessions 08

Introduction :Meaning and purpose of Derivatives; Forward contracts, future contracts options, swap and other derivative; types of trades; trading mechanism of forward/future contract, specification of future contracts, operations of margins; settlement and regulation; Practical applications of derivative.

Unit 2

Sessions 08

Source of Financial Risk in IFM: Credit vs Market, default risk, foreign exchange risk, foreign rate risk, purchasing power risk etc; systematic and non-systematic risk; Uses of forward and future contract in International currency exchange market. Spot rates, forward rate.

Unit 3

Sessions 08

Future Contract: Hedging and speculators; Future contract; future market-clearance house, margins, trading, future positions and taxation; future price and spot price; forward price vs future prices; futures vs option price. Numerical problems related to future contract.

Unit 4

Sessions 08

Option Contract: Types of option; Working Mechanism of options contract, option trading; margins; valuation of option; Binomial option Pricing Model; Black-Scholer model for Call/Put option; valuation of option, Index option; Option Markets- exchange traded option, over the counter option, quotes, trading, margins, clearing, regulation and taxation; warrants and convertibles. Numerical portion related to options contract.

Unit: 5

Sessions 08

SWAP Contract: Working Mechanism of interest rate Swaps, Valuation of interest rate swaps; currency swaps and its valuation; credit risk and swaps, Numerical problems on swap contract.

Managing Market Risk: Hedging schemes-delta hedging, theta, gamma, relationship in delta, theta and gamma; Vega and Rho; portfolio insurance,

Derivative Market in India: Present position in India- regulation; working and trading activity

References

1. Chance, Don M: An Introduction to Derivative; Dryden Press, International Edition;
2. Chew, Liian; Managing Derivative Risk, John Wily, New Jersey;
3. Das, Satyajit: SWAP and Derivative FinancilProbus;
4. Hull, J., Option: Future and other Derivative, Prentice hall, New Delhi;
5. Kolb. Robert W.,: Understanding Future Markets, Prentice Hall Inc., New

MBA-GE-FM-09 Wealth Management

Objective: The objective of this paper is to acquaint the students with the principles and practices of wealth management. It will help them to understand the wealth management process its goals and procedures along with popular theories and practices in the area.

Course Content

Unit 1 - Introduction

8 sessions

The wealth management process - the client relationship - the client profile- wealth management investment policy -portfolio management, monitoring and market review - **professional requirements** - **client goals and constraints** - goal setting - risk objective - constraints- Evensky and Katz cash flow strategy.

Unit 2 - Risk, Data gathering & analysis

8 Sessions

Risk - Risk Tolerance - behavioural finance and related issues of behavioral psychology - heuristics and biases - mental math - framing - **Data gathering and analysis** - measuring risk tolerance - measuring capital needs - **client education** - mini educational program - the investment process - asset allocation - modern portfolio theory - investment risk - **mathematics of investing** - return measures - risk measures - covariance and correlation - higher moments- performance measures: returns relative to risk - fixed income risk measures -

Unit 3 - Theories of Investment Management

8 Sessions

Investment theory - early history - fundamentals : Graham & Dodd - Modern portfolio theory - capital market theory - other asset pricing models - random walk - efficient market hypothesis - asset allocation - time diversification - chaos theory - **Asset Allocation** - determinants of portfolio performance - value of asset allocation decisions - the importance of managing asset allocation - alternative to managed asset allocation policy - asset allocation implementation strategies -**Portfolio Optimization** - optimizer inputs - asset class constraints - sensitivity analysis - selecting an efficient portfolio - rebalancing - downside risk -

Unit 4 - Retirement planning, IPS & Portfolio Management

8

Sessions

Retirement planning - accumulation phase - distribution phase - **Investment policy statement** - sample IPS- **Portfolio Management** - short term asset allocation - direct versus indirect investments- strategy: active vs passive - equity analysis and strategies - fixed income analysis and strategies - alternative investments -

Unit 5 - Performance appraisal

8 Sessions

Performance appraisal and evaluation - measuring return - composite construction - after tax performance measurement- benchmarks - risk measures- performance appraisal measures- performance attribution- **selecting investment managers** - individual asset managers - pooled investment vehicles- mutual funds classifications- information sources- screens and the selection process- monitoring the manager : evensky and katz policy - **philosophy, process and people** - conclusion.

Suggested Readings

1. Evensky H, Horan SM, Robinson TR, Evensky H, Dawsonera. The new wealth management: the financial advisor's guide to managing and investing client assets CFA Institute investment series. Hoboken, N.J.: Wiley; 2011.
2. Wealth Management Unwrapped, Revised and Expanded: Unwrap What You Need to Know and Enjoy the Present, Charlotte B. Beyer, 2014
3. Private Wealth Management: The Complete Reference for the Personal Financial Planner, 2008
4. A Wealth of Common Sense: Why Simplicity Trumps Complexity in Any Investment Plan, Ben Carlson, 2015
5. Personal Wealth Management, Peter Tan, 2002
6. Wealth Management in the New Economy: Investor Strategies for Growing, Protecting and Transferring Wealth, 2009

MBA-GE-FM-11 Mergers & Acquisition

Unit I - Definition of Mergers- Differences between acquisitions and amalgamations - types of merger - motives behind mergers - rationale behind theories of mergers – synergy – meaning types - operating, financial and managerial synergy – creation of synergy - value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors - contributing to Mergers and Acquisitions.

Unit II - Corporate restructuring – Methods of restructuring - Sell off / spin off/ divestitures /equity carve out – Leveraged Buy Outs- Management Buy Outs- Employee stock ownership plans (ESOP)

Unit III - Dynamics of M&A process - Five-stage model – Due diligence - Process of Merger Integration – Organizational and human aspects – managerial challenges of M & A – Takeovers – types - hostile takeover approaches - anti takeover defenses - Financial defensive measures – Coercive offers and defense – anti-takeover amendments – Poison pills

Unit IV - Approaches to valuation -discounted cash flow valuation – relative valuation – valuation of operating and financial synergy - valuing corporate control – valuing of LBO - Methods of financing mergers - Cash offer, share exchange ratio – mergers as a capital budgeting decision

Unit V - Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 with regard to accounting for amalgamation – Legal and regulatory frame work of M & A under the provisions of companies act 1956 and Indian Income Tax act 1961 – guidelines given by SEBI with regard to takeover

REFERENCES

1. Kamal Ghosh Ray ,“Mergers and Acquisitions, Strategy, valuation and integration” Prentice Hall of India – 2011.
2. J.Fred Weston, KwangS.Chung, and Susan E.Hoag, “Mergers, Restructuring, and Corporate Control” - Prentice Hall of India, New Delhi – 2010.
3. Dt.Girish P Jakhotiya , “Strategic Financial Management “— Vikas Publishing House Pvt. Ltd. New Delhi, 2nd Edition – 2012.
4. I M Pandey, “Financial Management”— Vikas Publishing House Pvt. Ltd. New Delhi 10th

MBA-GE-FM-16 BANK TECHNOLOGY MANAGEMENT

***Objective:** Banking sector is going through a sea change with the advent of technology. This has created need for professionals who have domain knowledge of Banking as well as the IT systems and technology integration in day to day functioning of the Bank. This papers introduces the concepts and practices of Information systems, governance, assurance, security and control to the students.*

Course Content

Unit 1 - Introduction to Banking Technology and Design, Development and Implementation Of Information Systems

Banking Environment and Technology - Overview of Processing Infrastructure - Accounting Information System - Information Organization and Management - Risk associated with Technology Banking - Audit Function and Technology.- Hardware Architecture - Software Platforms: System Design , development and maintenance - Software Development Lifecycle (SDLC) - Networking - MIS and its Structure- MIS for Operating Management & Strategic Control-Decision Support System & GDSS- Information Resource Management & Call Centre - Front End Tool - Data Modeling Concepts -RDBMS - Database Concurrencies - Recovery & Security Concepts - Information Resource Management - Business Processes Re-engineering - Technology led Products and Delivery Channels - Centralized Banking Solutions / Core Banking - RTGS, SFMS - Information System Planning- Information System Analysis and Design - Information System selection and Procurement - Information System Implementation and Management

Unit 2- Digital Banking Products I

Introduction - Need for Digital Banking Products - Customer Education for Digital Banking Products - **CARDS:** Overview and brief history, Various types of cards, Product features - EMV technology: New Technologies – Tap and Go, NFC, etc, Back End operations, Recovery and Follow up - **ATMs** - Overview and Brief History - Product Features - Instant Money Transfer Systems - Various Value-Added Services (eg., bill payments, donations, etc) - Proprietary, Brown Label and White Label ATMs - ATM Network Planning – Onsite / Offsite - Security and Surveillance of ATM Sites - Risk Management and Frauds - Back End Operations and Technology - **MOBILE BANKING:** Overview and Brief History - Product Features and Diversity - IMPS - Risk Management and Frauds - Back End Operations and Technology - **INTERNET BANKING :** Overview and Brief History - Product Features - Corporate and Individual Internet Banking Integration with e-Commerce Merchant sites - Risk Management and Frauds - Back End Operations and Technology -

Unit 3 - Digital Banking Products II

POS TERMINALS- Overview and Brief History- Product Features - Approval processes for POS Terminals - Risk Management and Frauds - Back End Operations and Technology - **PAYMENT SYSTEMS:** Overview of global payment systems - Overview of domestic payment systems- RuPay and RuPay Secure- Immediate Payment Service (IMPS) - National Unified

USSD Platform (NUUP) - National Automated Clearing House (NACH) - Aadhaar Enabled Payment System (AEPS)- e-KYC - Cheque truncation System (CTS) - National Financial Switch (NFS) - RTGS - NEFT -Forex settlements-Securities Settlement - Plastic Wallet Technology- E-commerce - Public Key Infrastructure

Unit 4 - Security, Controls , Standards in Banking & Continuity of Business

Security: Overview of Security - Architecture - Policy - Procedure - Implementation - Monitoring- Controls: Physical Controls - IT Controls - Application Controls - Resources and Tools - Standards: ISO - CMM - CoBIT - RBI Guidelines- Difference between CoB , BCP and DRP - CoB Plan, policy and procedures - Risk management and impact analysis - Testing and implementation of CoB, BCP and DRP - Security in Electronic Banking - Computer System Security Concerns - Physical Security Environment- Hardware Security Environment- Logical Security Environment - Network Security Environment - Fault Tolerant Systems - Network Trouble Shooting - Overview of Computer Viruses - Detection and Prevention of Computer Viruses -Anti Virus Policies- Information System Security Policy - System Audit Frame Work - System Audit Administration and System Controls - Computer Crime - Computer Crime Management

Unit 5 - Legal Framework, Security Policies, Procedures , Controls & IS Review

IT Act - Intellectual Property Right - Copyright - Management Control Framework - Development and review of security policies and control standards - Compliance and Incident handling - Network security - Security implemented by operating system and databases, Hardware and Software - Network components- IS Audit - Technology Management Function - Data Management Function - Data Management Function - Application Management Function - Facilities Management Function - Audit Standards - Audit Organization and Management - Audit in Computerized Environment - Risk Based Audit - Substantive & compliance review - CAAT's

Suggested Readings

1. Indian Institute of Banking and Finance (2017), Information Systems for banks, Taxmann Publications
2. Indian Institute of Banking and Finance (2017), IT Security, Taxmann Publications
3. Indian Institute of Banking and Finance (2017), Information Technology , Data Communication & Electronic Banking , Macmillan India
4. Indian Institute of Banking and Finance (2017), Design, Development and Implementation of Information System , Macmillan India
5. Indian Institute of Banking and Finance (2017), Security in Electronic Banking , Macmillan India Ltd
6. Indian Institute of Banking and Finance (2017) , Digital Banking , Taxmann Publication Ltd

MBA-GE-FM-17 FINANCIAL ECONOMETRICS

Objective: *The objective of this paper is to introduce to the students the exciting area of financial econometrics. This course is particularly useful for students aspiring for higher studies and careers financial research. It covers topics like classical linear regression models, time series modelling, multivariate models & modelling long run relationships.*

Course Content

Unit 1 - Introduction & Classical Linear Regression Model (CLRM) - Simple Regression

8 Sessions

Introduction - What is econometrics? - Difference between financial econometrics and economic econometrics - Types of data - Returns in Financial Modelling - Steps in formulating Econometric model - What is a regression model? - Regression Vs Correlation - Simple regression - Assumptions underlying classical linear regression model - properties of the OLS estimator - Precision and standard errors - introduction to statistical inference - the t ratio

Unit 2 - CLRM - Multiple Regression, Assumptions & Diagnostic tests

8 Sessions

Generalizing the simple model to multiple regression - the constant term - How are the parameters calculated in the generalized case - Testing multiple hypothesis: The F test - Data mining and the true size of the test - goodness of fit statistics - hedonic pricing models - tests of non nested hypotheses - Statistical distributions for diagnostic tests - Assumptions - Multicollinearity - Adopting the wrong functional form - Omission of an important variable - Inclusion of an irrelevant variable - Parameter stability tests - Strategy for constructing econometric models and a discussion of model building philosophies

Unit 3- Univariate Time Series Modelling & Forecasting

8

Sessions

Introduction - Notations and concepts - Moving average processes - Autoregressive processes - partial autocorrelation function - ARMA processes - Building ARMA models - Exponential Smoothing - Forecasting in econometrics - Forecasting using ARMA models - Estimating exponential smoothing models

Unit 4 - Multivariate Models

8

Sessions

Motivations- Simultaneous equation bias - valid estimation of simultaneous equation models - exogeneity - triangular systems - estimation procedures for simultaneous equations systems - simultaneous equations modelling - Vector Autoregressive models - contemporaneous terms - block significance and causality tests - VARs with exogenous variables - Impulse responses and variance decompositions - VAR estimation

Unit 5 - Modelling long run relationships

8 Sessions

Stationarity and unit root testing - Testing for unit roots - Cointegration - Error correction models - Testing for cointegration in regression: a residual based approach - Methods of parameter estimation in cointegrated systems - Testing for and estimating cointegrating systems using the Johansen technique based on VARs - Testing for cointegration and modelling cointegrated systems

Suggested Readings

1. Gujarati, D. N., & Porter, D. C. (2009). Basic econometrics. Boston, Mass: McGraw-Hill.

2. Brooks, C. (2002). Introductory econometrics for finance. Cambridge: Cambridge University Press.
3. Wooldridge, J. M. (2006). Introductory econometrics: A modern approach. Mason, OH: Thomson/South-Western.

MBA-GE-FM-18 ISLAMIC BANKING AND FINANCE

Course Objectives

- To understand history, features and key prohibitions of the Islamic Banking and Finance Industry.
- define the scope and significance of Islamic Economics with special reference to the central problems of economic choice.
- To provide basic understanding of working of Islamic banks and financial institutions
- To introduce Islamic finance instruments used in shariah compliant transaction

UNIT I: Introduction of Islamic Economic System

8 Sessions

Principles of Islamic Economics □ Competition and cooperation, their relative scopes □ Risk sharing verses risk shifting □ Economic stability and the role of abolition of interest. Environmental protection, equitable distribution of income and wealth and peace, major policy considerations Universal need fulfillment, social solidarity and economic strength, major goals of public finance in Islam

UNIT II: Introduction of Islamic Banks

8 Sessions

Introduction to Islamic financial system: an overview; Shariah&Fiqh: Sources and Development, Important concepts and principles of Fiqh, Major norms in Islamic finance;Islamic Financial Contracts, Difference between Islamic vs Conventional Banking

UNIT III: Operations of Islamic Banks

Islamic Commercial Banking , Islamic appraisals of conventional banking ,Operating structure of Islamic banks , Models of Islamic banking; Sources and application of funds, Operational efficiency and Performance of Islamic Banks, Risk Management in Islamic Banks

Unit IV: Instruments and Markets

8 Sessions

Islamic Money Market Instruments, Islamic Capital Market, Stock market: shariah screening methods, purification and zakah, Islamic Project Finance, Islamic securities (Sukuk), Islamic Insurance (Takaful)

UNIT V: Globalization of Islamic Banking

8 Sessions

International Islamic Financial Institutions, Islamic Financial Centres, Islamic Banking in the West

Suggested Readings:

1. Iqbal, Munawar and Molyneux, Thirty Years of Islamic Banking: History, Prospects and Performance.
2. Ahmad, Habib (eds), Theoretical Foundation of Islamic Economics, Islamic Research and Training Institute, Islamic Development Bank, 2002.
3. Chapra, M .U, What is Islamic Economics, Jeddah, IRTI, IDB, 1996.
4. Khan, W. Masood, Towards an Interest Free Islamic Economic System, Leicester, UK: The Islamic Foundation, 1985.
5. Siddiqi, M.N, Some Aspects of Islamic Economy, Delhi, M. M. I. Publishers, 2002.

MBA-GE-FM-19 CREDIT MANAGEMENT

Objective: The objective of this course is to provide specialised knowledge in the area of credit management. It discusses all relevant principles and practices of credit management covering aspects like overview of credit function, analysis of financial statements, working capital management, other credits & monitoring, supervisions and management of impaired assets.

Course Content

Unit 1 : Introduction and overview of credit

8 Sessions

Principles of lending - credit policy - types of borrowers and types of credit facilities - credit delivery - credit appraisal -credit rating

Unit 2 : Term Loan Appraisal

8 Sessions

Analysis of financial statements - balance sheet -P&L Account- ratio analysis - ratio interpretation - funds flow statements - cash flow statement- aspects of project appraisal - term loan appraisal

Unit 3 : Working Capital Appraisal

8 Sessions

concept of working capital - working capital gap - operating cycle -Working capital assessment - non fund based limits - letters of credit - assessment of LC limit- buyer's credit- bank guarantees -co-acceptance facilities.

Unit 4 : Other Credits

8 Sessions

Export Finance - Pre-shipment finance - post shipment rupee export finance -ECGC whole turnover post shipment guarantee scheme -interest rate on rupee export credit - post shipment export finance in foreign currency - customer service and simplification of procedure - priority sector lending - Export credit - education - housing - social infra -renewable energy - others - retail loans

Unit 5 : Monitoring , supervision and management of impaired assets 8 Sessions

documentation - types of charges - follow-up, supervision and credit monitoring - management of impaired assets - fair practices code on lender's liability.

Suggested Readings:

1. Indian Institute of Banking and Finance (2018), Banker's Handbook on Credit Management, taxmann.
2. Dr. DD Mukherjee , Credit Appraisal, Risk Analysis and Decision Making, Snow White.
3. GS Popli& SK Puri (2013), Strategic Credit Management in Banks, PHI Learning
4. Charles L Gahala.(2003), Credit Management: Principles and practices, National Association of Credit Managers.
5. Dr. DD Mukherjee (2015), Hands on Credit- Doing it yourself, Snow White

MBA-GE-FM-20 TREASURY MANAGEMENT

Objective: The objective of this paper is to introduce the students to the concepts and practices of treasury management. Such a knowledge would enable the students to take up roles and responsibilities in treasuries of leading banks, companies and financial institutions.

Course Content

Unit 1: Financial markets, Money Markets and Capital Markets 8 Sessions

An overview of markets and functions - classification of financial markets - role of the emerging markets (BRICS) - roles and functions of participants in financial markets - money market introduction - need for the market - participants in money market - money market instruments - introduction to capital markets - equity shares - preference shares - ECB - framework for issuance of rupee denominated bonds overseas - borrowing & lending in foreign currency by an authorised dealer- GDR-ADR-IDR- when issued securities - credit linked notes.

Unit 2 - Foreign Exchange Markets & Debt Markets 8 Sessions

FX Market introduction - definitions & exchange rate quotations - factors influencing exchange rates - role of banks in Indian forex markets - Relationship with money market operations - International financial institutions - an overview - correspondent banking & NRI accounts - risks in foreign trade - role of Exim bank, RBI & FEDAI - FEDAI Guidelines and forex valuation - Debt Market introduction - Terminologies - types of bonds - GOI securities - SDLs - other approved securities - Non SLR securities - PSU Bonds- Corporate Debentures - Bonds and Debentures - Some other aspects - Bond Dynamics - Accounting - Valuation.

Unit 3 - Interest Rate Quotations & Derivatives 8 Sessions

Introduction - Fixed and floating rate of interest - simple and compound rate of interest - yield - premium & discount - front end and rear end - day count conventions - introduction to derivatives - futures - FRA - Swaps - options.

Unit 4 - Treasury Management , Liquidity Management & Risk Analysis & Control
8 Sessions

Introduction to Treasury Management - Sources of Profit for Treasury - Treasury operations - RBI Measures - Scope and Functions of treasury management - integrated treasury - liquidity management: objective, sources and deployment - CRR - SLR - CCIL - RTGS - Risk analysis and control - operational risk - financial risks - market risk - Risk Management : RBI guidelines/norms - Forex Risk - Operational Risk & concurrent audit.

Unit 5 - Front office / Mid Office / Back Office , Regulation, Supervision and Compliance & Role of IT
8 Sessions

Front office - dealing function- mid office - back office operations - operational clarity - documentation- monitoring - settlement - investment accounting & internal controls - RBI guidelines - Extracts from FIMMDA : Handbook of Market Practices - dealing procedures and principles - NDS - Other trading platforms - STP - Settlement - custody - Price calculations: T-Bills , Forex Treasury and Market practices.

Suggested readings

1. Indian Institute of Banking & Finance (2017), Treasury, Investment & Risk Management, Taxmann
2. Bragg SM (2010), Treasury Management: The practitioner's guide, John Wiley & Sons
3. Bagchi SK (2006), Treasury Risk Management, Jaico Publishing house
4. Hong Kong Institute of Bankers (2014), Treasury markets and operations, John Wiley and sons

MBA-GE-FM-21 BANK RISK MANAGEMENT

Objective: The objective of this course is to provide specialised knowledge of risk management principles, practices and regulation in Indian Commercial Banks. This course will equip students to become successful risk professionals in the banking system with an understanding of the overall risk management framework in banks, The ICAAP, Credit Risk , Market Risk , Operational Risk Interest Rate risk & Liquidity Risk

Unit 1 - Overview of Risk Management Function in Banks **8 Sessions**

Risk management Policy - Organization - Structure - ICAAP - Major Risk Types - Credit Risk -

Market Risk and Operational Risk - Liquidity Risk - Interest Rate Risk - Currency Risk - Legal Risk - Inter- linkage with treasury

Unit 2 - Evolution of Risk Management Regulation **8 Sessions**

Evolution of Risk Management regulation - Basel I vs. Basel II vs. Basel III Regulations.

Unit 3 - Credit Risk Management **8 Sessions**

Credit Risk management Framework - RBI guidelines - Credit Ratings and risk pricing - Methods for estimating capital requirements - standardized approach - advanced approach - Stress test and sensitivity analysis.

Unit3 - Market Risk Management **8 Sessions**

Market Risk management Framework - Liquidity Risk management - Interest rate Risk management - Foreign Exchange Risk management - Price Risk(Equity) - Commodity Risk management - Standardized duration method - VaR - ALM - ALCO.

Unit5 - Operational Risk Management **8 Sessions**

Operational Risk Management Framework - RBI Guidelines - Sound Principles of Operational Risk Management - Capital allocation for operational risk - methodology - computation of capital charge for operational risk

Suggested Readings:

1. Bessis, J. (2010). Risk management in banking. Chichester, United Kingdom: John Wiley.
2. Bandyopadhyay, A. (2016). Managing Portfolio Credit Risk in Banks. Cambridge: Cambridge University Press
3. Choudhry, M. (2018). An Introduction To Banking: Principles , Strategy and Risk Management. Wiley
4. Crouhy, M., Galai, D., & Mark, R. (2014). The essentials of risk management. New York: McGraw-Hill Education.
5. RBI Master Circulars/ Directions

MBA-GE-FM-22 RETAIL BANKING

Objective: The objective of this course is to provide specialised knowledge of retail banking products to students that will help them in shaping their careers in the area of retail banking. It includes topics like history and evolution, products both on the assets and liabilities side, other related issues, housing loans & card business.

Course Content

Unit 1: Introduction **8 Sessions**

Retail Banking: History and definition - role within bank operations - distinction between retail and wholesale banking - Evolution of retail banking - banker customer relationship - duties and rights of a banker - KYC -AML - CFT Guidelines of RBI

Unit 2: Retail liability products **8 Sessions**

Different types of customers and operational issues- current deposits - savings deposits - term deposits - non resident business

Unit 3 - Other issues relating to retail deposits **8 Sessions**

Nomination facility and settlement of claims in accounts of deceased persons - TDS - Deposit

Insurance in India - BCSBI & Customer grievances mechanism - Remittance facilities - para banking facilities - marketing strategies for retail deposits - CRM in retail banking - New payment banks and small finance banks - future of branch banking.

Unit 4 : Retail Asset products and other issues

8 Sessions

Retail products overview - Product development process - credit scoring - important retail asset products - Securitization - Reverse mortgage - recovery of retail loans.

Unit 5 : Housing Finance & Card Business

8 Sessions

Housing finance - introduction and overview - essentials of a home loan proposal - lender's appraisal procedure - other lending schemes - housing finance in metros - NHB -REIT - Introduction to Bank Cards - Card Operations - Credit process, review and monitoring -card production function - customer service - credit card frauds - global framework for smart card payments.

Suggested Readings

1. Indian Institute of Banking and Finance (2017), Retail Asset Products and Other related services, Macmillan education.
2. Indian Institute of Banking and Finance (2017), Retail Liability Products and Other related services, Macmillan education.
3. Keith Pond (2014), Retail Banking, Global Professional Publishing
4. Croxford H, Abramson F, Jablonowski A (2005), The Art of Better Retail Banking - Supportable predictions on the future of retail banking, Wiley.

MBA-GE-OM-08 Advanced Operations Research

[4 Credits]

Objectives

To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate. To introduce some widely advanced operations research models. Your understanding of these models should allow you to communicate with persons who run them and to evaluate the results they present to you. To provide advanced tools that you can use to solve such management problems yourself.

Course Contents

Unit I: Introduction of Operations Research, Review of Basic Operations Research techniques
(Session 05)

Unit II: Advanced Linear Programming Methods; Simplex Directions and Matrix method of solving Linear Programming Problems (LPP), Bounded Variables Techniques in Solving LPP, Revised Simplex Method, Interior Point Methods of solving LPP (Karmarkar's Method), Chance Constrained Linear Programming
(Session 08)

Unit III: Stochastic Processes; Introduction, Markov Processes, Martingales, Random Walk, Brownian Motion, Queueing Processes
(Session 07)

Unit IV: Non Linear Programming; Classical Optimization, Quadratic Programming, Non Linear Dynamic Programming
(Session 08)

Unit V: Game Theory; Game with Pure Strategies, Game with Mixed Strategies, Linear Programming Approach to Game Theory, Games with Complete Information, Games with Incomplete Information, Fuzzy Logic and Systems, Fuzzy Multi Criteria Decision Making, Multi-objective Fuzzy Linear Programming
(Session 12)

References/Suggested Readings:

1. Fredrick S. Hiller, Gerald J. Liberman, Introduction to Operations Research, McGraw-Hill, 9th Ed.
2. J.K. Sharma, Operations Research Theory & Application, Macmillan, 3rd Ed.
3. Investment under uncertainty, Avinash K. Dixit and Robert S Pindyck, Princeton university press 1993,ISBN 9781400830176
4. Kanti Swarup, Gupta, P.K. and Manmohan, Operations Research, Sultan Chand: New Delhi, 12th thoroughly revised Ed.

MBA-GE-OM-09 Service Operations Management

[4 Credits]

Objectives

The intent of the course is to provide students with the concepts and tools necessary to effectively manage a service operation. The focus of the course will be on learning the tools and techniques used for designing and managing the service operations.

Course Contents

Unit I: Introduction to Service Operations: Nature of Services, Strategy and Positioning
(Sessions 06)

Unit II: Designing Service Operations: Technology and its Impact on Services, Design and Development of Services and Service Delivery Systems, Work Measurement, Locating Facilities, Designing their Layout
(Sessions 08)

Unit III: Managing service operations: Capacity Planning and Waiting Line Management (Queuing), Managing Capacity and Demand, Improving Service Processes – Use of Tools for Process Improvement, WTA Project Presentations
(Sessions 08)

Unit IV: Service Inventory and Supply Chain Management: Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain
(Sessions 08)

Unit V: Quantitative Models In Managing Service Operations: Data Envelopment Analysis, Application of simulation in service operations management, Vehicle routing and scheduling
(Sessions 10)

References /Suggested Readings:

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007.

MBA-GE-OM-10 Supply Chain Analytics

Objectives

To treat the supply chain subject in-depth by emphasizing on the advanced quantitative models

and methods in logistics and supply chain management with its practical aspects and the latest developments in the field.

Course Contents

Unit I: Warehousing Decisions; Mathematical Programming Models, P-Median Methods, Guided LP Approach, Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods **(Sessions 07)**

Unit II: Inventory Management; Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT **(Sessions 06)**

Unit III: Transportation Network Models; Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering & Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach & Linking Algorithms **(Sessions 10)**

Unit IV: Analytic Hierarchy Process, Data Envelopment Analysis, Fuzzy Logic and Techniques-Application in SCM **(Sessions 09)**

Unit V: Risk Analysis in Supply Chain; Measuring transit risks, supply risks, delivering risks, Risk pooling strategies **(Sessions 08)**

References /Suggested Readings:

1. Hillier and Lieberman. (2015). Introduction to Operations Research, 10th Edition, McGraw Hill Education.
2. Operations Research: Applications and Algorithms, 4th Edition, Winston, Cengage Learning, 2003.
3. Chopra and Meindl. (2016). Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Pearson.
4. Simchi-Levi, Kaminsky and Simchi-Levi. (2007). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 3rd Edition, McGraw Hill Education.
5. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
6. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

MBA-GE-OM-11 Business Analytics

[4 Credits]

Objectives

Objective of the course is to introduce the students to basics of theory and application of econometric methods. Emphasis is on understanding and interpreting relations among economic variables which have a direct impact on the way business is conducted in the world market. The course would take hands-on approach to help students get comfortable with working with dataset. The course would address the problems typically encountered in conducting empirical econometric research, in evaluating results and testing hypotheses in making predictions.

Course Contents

Unit I: Introduction to Econometrics; Different data types – cross section, time series and panel data and problems associated with them, Linear Regression Model; Estimation using the method of Ordinary Least Squares (OLS), Properties of Estimators

(Session 07)

Unit II: The Multiple Linear Regression Model, Estimation using the method of OLS – CLRM assumptions and properties of Estimators, Goodness of Fit and General Criteria for Model Selection, Testing Hypothesis, Specification Errors, The assumption of Multicollinearity

(Session 08)

Unit III: Choosing Functional Forms and Testing for Model Specification, Functional Forms – like Exponential and Logarithmic Functions – Linear Log; Log- Linear; Double Log; Reciprocal Transformation; Polynomial Curve Fitting, Introduction to Dynamic Models – Lags in Behavior, Hypothesis Testing, Dummy Variable Regressors.

(Session 08)

Unit IV: Identifying and Correcting for Violations of the CLRM Assumptions, Specification Errors, Heteroskedasticity, Autocorrelation, Qualitative and Limited Dependent Variables (Logit Model – Probit Model – Tobit Model), Introduction to Simultaneous Equation Models

(Session 10)

Unit V: Time Series Analysis, Pattern Study, Auto-correlation Analysis, Forecasting Methods (ARMA and ARIMA models)

(Session 07)

References /Suggested Readings:

1. Johnston,J: Econometric Methods, McGraw-Hill Book Co., New York.
2. Maddala, G.S: Econometrics, McGraw-Hill Book Co., New York, 3rd Rd.
3. Gujarathi, D.N: Basic Econometrics, Fourth Edition, Tata McGraw-Hill, New Delhi.
4. Tintner,G: Econometrics, John Wiley & Sons, New York.
5. Wooldridge, Jeffery M: Econometrics, Cengage Learning India Pvt. Ltd, New Delhi.

MBA-GE-OM-12 Operations Strategy

Objectives

The key objective of this course is to appreciate the need and role of an operations strategy particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analyzed in different sub- functions of operations. The operations strategies especially in the light of globalization, environmental, ethical and social concerns as also the work force diversity issues are to be focused.

Course Contents

UNIT I: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkages Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities; Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy
(Session 08)

UNIT II: Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems - Eliminating waste. Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process.
(Session 08)

UNIT III: Change management and Sustainability Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing
(Session 08)

UNIT IV: Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)
(Session 08)

UNIT V: Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making. Introduction to Business Process Engineering and Benchmarking. Types of Benchmarking
(Session 08)

References /Suggested Readings:

1. Lawson, R. H. (2002). Strategic operations management. London: Routledge.
2. Slack, N., & Lewis, M. (2002). Operations strategy. New Delhi: Prentice Hall.
3. Chase, B. Richard., Jacobs, R. F., Aquilano J. Nicholas., and Agarwal, N. (2006) Operations Management for Competitive Advantage Tata McGraw Hill Latest Edition
4. Waters, D. D. (2006). Operations Strategy. USA: Thomson.

5. Finch, Byron. (2007). Operations now. (special ed.). New Delhi: McGraw Hill.
6. Samson, D and Singh, J. Prakash (2012). Operations Management – An Integrated Approach Cambridge Latest Edition

MBA-GE-OM-13 Production Planning and Control

[4 Credits]

Objectives

This course would help students develop an insight into the operational aspects Production and Operations Management, acquaint them with various concepts and decision making tools and also enable them to apply the same in real-life situation with a view to effectively utilizing the available capacity and improving the efficiency of the production system.

Course Contents

UNIT I: Introduction: Definition – objectives and functions of production planning and control – elements of production control – types of production – organization of production planning and control department – internal organization of department.

(Session 08)

UNIT II: Forecasting – importance of forecasting – types of forecasting, their uses – general principles of forecasting – forecasting techniques – qualitative methods and quantitative methods
(Session 06)

UNIT III: Inventory management – functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P-Systems and Q-Systems. Introduction to MRP I, MRP II, ERP, LOB (Line of Balance), JIT and KANBAN system.

(Session 09)

UNIT IV: Routing – definition – routing procedure – route sheets – bill of material – factors affecting routing procedure, schedule – definition – difference with loading.

(Session 06)

UNIT V: Scheduling policies – techniques, standard scheduling methods. Line balancing, aggregate planning, chase planning, expediting, controlling aspects. Despatching – activities of dispatcher – dispatching procedure – follow up – definition – reason for existence of functions – types of follow up, applications of computer in production planning and control. **(Session 11)**

References /Suggested Readings:

1. Chapman, S. N. (2008). The fundamentals of production planning and control. New Delhi: Pearson Education.
2. Chase, R. B., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. (2007). Operations management for competitive advantage (11th ed.). New Delhi: Tata McGraw Hill.
3. Evans, J. R., & Collier, D. A. (2007). Operations management: An integrated goods and services approach. New Delhi: Cengage Learning.
4. Heizer, J., & Render, B. (2007). Operations management (8th ed.). New Delhi: Pearson Education.
5. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2007). Operations management (8th ed.). New Delhi: Prentice Hall of India.
6. Martinich, J. S. (2008). Production and operations management. India: Wiley.
7. Wild, R. (2007). Essentials of production and operations management. Singapore: Cengage Learning.

MBA-OUE-18 CSR & Corporate Governance

Objective: *To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context*

Unit I

Introduction of Corporate Governance (08 sessions)

- Defining Corporate Governance. Issues, Need of Corporate Governance Code
- Mechanisms and Systems/Models of Corporate Governance
- Corporate Governance and Integrity, Ethical Behavior, Disclosure, Transparency and the Role and Responsibilities of the Board
- Corporate's Responsibility and Accountability to Its Board of Directors, Shareholders and other Stakeholders

Unit II

Corporate Governance in the Global Context(08 sessions)

- Corporate Governance System Worldwide
- World Bank on Corporate Governance, Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA)
- McKinsey Survey on CG
- Corporate Governance failures with examples(Enron, WorldCom, Satyam Computer, etc.)

Unit III

Corporate Governance in the Indian Context (08 sessions)

- Development and critical appraisal of corporate governance in India.
- Indian model of Corporate Governance, Indian Committees and guidelines (Companies Act 2013, SEBI Clause 49, etc.)
- Corporate Disclosure and Investor Protection in India

- Future of Indian CSR

Unit IV

Corporate Social Responsibility (08 sessions)

- Concept, scope and importance
- Sociology of economics : Business –Society interface
- Social Responsibility of Corporates, Corporate Social Reporting, Steps to attain CSR
- Global Practices: International Standards and Codes.
- Prestigious awards for CSR

Unit V

Strategic Corporate Social Responsibility (08 sessions)

- Merging CSR into Business Strategy, Advantages of Strategic SCR
- Corporate Social Marketing and Promotion
- CSR and Employee Engagement
- Best practices of CSR in India & Abroad

Suggested Readings:

- Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
- Business Ethics & Corporate Governance, by A.C. Fernando
- Corporate Social Responsibility *Doing the Most Good for Your Company and Your Cause* By PHILIP KOTLER and NANCY LEE
- Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar. Department of Commerce, University of Delhi 16
- Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Advanced Marketing Research and Data Analytics
Paper code: MBA-OUE- 23

Learning Outcomes:

- Understand the marketing concepts and strategy with the help of business data.
- Implementing statistical tools to analyze the collected data.
- Implementing marketing decisions with the help of data analytics.

Unit 1: Nature and scope of marketing research **5 Sessions**

- Marketing research process- problem formulation and research design, s
- Source of marketing information and data collection;
- Review of Literature; Plagiarism norms, Referencing (APA)
- Sampling procedures in marketing research;
- Administration of surveys

Unit 2: Data Collection & Processing **5 Sessions**

- Meaning, nature and types of data: sources of secondary and primary data;
- Tools of measurement and methods of analysis. Questionnaire Design and construction, Reliability and validity of measures.
- Types of measurement Scales: Nominal Scale, ordinal Scale, Interval Scale, and Ratio Scale
- Data Collection Methods – Observations, Surveys, Interview and other methods – mechanical devices, Projective techniques etc.
- Processing of Data – Editing, coding, Classification and tabulation of data

Unit 3: Data Analysis **18 Sessions**

Planning data analysis in SPSS; hypothesis testing and t- tests; simple tabulations and cross tabulations; application of Chi-square analysis, Using ANOVA for testing of hypotheses

- **Sales forecasts and budget decisions:**
Use of correlation to explain association for interval scaled or metric variables; use of regression analysis
- **Data reduction technique and questionnaire development decisions:**
Factor analysis as a technique for data reduction or for combining item variables; tests for sampling adequacy, differentiate between factors and original variables; concept of factor extraction and factor rotation; use of eigenvalues for determining number of factors; factor loadings to identify and interpret factors; worked examples of factor analysis using SPSS, for use by marketers.
- **Market Segmentation decisions**
Cluster analysis as a technique for combining similar objects, customers- segmentation applications of target customer; interpretation to name the clusters; worked examples in

SPSS to demonstrate usefulness in marketing.

Unit 4

3 Sessions

Qualitative Research

- Primary data: qualitative versus quantitative research; Rationale for using qualitative research;
- Qualitative Research approaches: Phenomenology, Grounded Theory, Symbolic Interactionists, Interpretivists, Ethnographic research
- Classification of qualitative research procedures, Focus group interviews, Depth interviews, Netnography;
- Content analysis; Projective techniques.

Unit 5

9

Sessions

- Data Analytics
- Big data Analysis
- Customer Relationship Management and marketing research
- Market Intelligence and data base research

References:

1. Malhotra, Naresh K. and Dash, Satyabhushan , “Marketing Research: An applied orientation”, 6e,2010, Pearson education.
2. Chawla, D. and Sondhi, N., “ Research Methodology: Concepts and Cases”, 2011, Vikas Publishing House
3. Nargundkar, Rajendra, “Marketing research: Text and Cases”, 3e, 2008, Tata McGraw Hill.
4. Tull, D.S. and Hawkins, D.I., “Marketing Research: Measurement and Methods”. 6e, 1993, Prentice Hall of India.
5. Aaker, D, Kumar, V, Day, George, “Marketing Research”. 8e. 2003, Wiley.
6. Smith, S, and Albuam, G., “Fundamentals of Marketing Research”. 1e, 2004, Sage publications.
7. Belk, Russell W., “Handbook of Qualitative research in Marketing”,2006, EdmindEigar Publishing Ltd, MA, USA

MBA – OUE-24 – LEGAL ASPECTS OF BUSINESS **COURSE OUTLINE**

Objectives: The purpose of this course is to give students an overview of legal matters that they will deal with in their personal and/or professional life. Topics such as the rights of minors, contracts, consumer laws, warranties, rental relationships, cyberlaw, negotiable instruments,

credit, debt, bankruptcy, will also be covered. Landmark cases that influence laws today will also be reviewed and discussed to enhance students' overall understanding of the material.

UNIT I: Sessions: 10

Indian Contract Act; 1872

Meaning and nature of contract, Essential elements of a valid contract- offer, acceptance, considerations, void contract, violable contract, capacity of parties, Minor's contract, Lunatic agreement, Persons disqualified from entering into contract, Effect of mistake, misrepresentation, fraud, coercion, undue influence on contract, Illegal and immoral agreements and their consequences. Agreements opposed to public policy, Agreement in restraint of trade, Wagering agreements, quasi- contract, contingent contract, Performance of contract, Remedies for breach of contract, Contract of indemnity and contract of Guarantee, Contract of bailment, Pledge and law of Agency.

UNIT II: Sessions: 6

Sales of Goods Act, 1930

Contract of sale of goods, distinction between sale and agreement to sale, sale and hire purchase agreement, Subject matter of contract of sale of goods, conditions and warranties, Doctrine of caveat emptor, Transfer of ownership, Transfer of Title by persons not the owner, Unpaid seller.

UNIT III: Sessions: 6

Negotiable instruments Act, 1881

Definition of negotiable Instruments, Characteristics of negotiable Instruments, Classification of negotiable Instruments, Kinds of negotiable Instruments, Rights of Holders against Banks, Crossing of Cheques, Modes of Crossing, Holder, Holder in due course, Negotiation, Distinction between Negotiability and Assign ability, Dishonor & discharge of instrument

UNIT IV: Sessions: 6

Indian Partnership Act, 1932

Nature of partnership, definition of partnership, Essential of partnership, Contents of partnership deed, classification of partnership, kinds of partners liabilities of minor, Rights of partners, Duties of partners, Relations of partner to third parties, Extent of partner's liability, Liability of outgoing partner, dissolution of partnership, Registration of partnership firm.

UNIT V: Sessions: 6

Companies Act, 1956

Company - meaning and characteristics, Distinction between private Company and public company, Company and Partnership, Company and Joint Family business. Procedure for incorporation of companies, Memorandum and Articles of Association, Prospectus, Share, Rights of Minority, Shareholders. Director- appointment powers and function. Winding up of a company.

Suggested Readings:

1. S.S.Gulshan: Mercantile Law: Excel Books.
2. Kapoor ND: Mercantile Law, Sultan Chand publications
3. Kapoor ND: Company Law, Sultan Chand publications
4. S.N.Maheshwari : Business Laws - Himalaya publications

5. Balachandran V: Business Law, Tata McGraw Hill
6. Tulsian: Mercantile Law, Tata McGraw Hill
7. Tulsian: Business Law, Tata Mc Graw Hill

COST SHEET OF MBA DISTANCE PROGRAMME

SEMESTER - WISE COST / BENEFIT STRUCTURE

Recurring Expenses (A)	
Number of Courses	8
Number of Counseling Sessions	10 to 12
Cost Per Counselling Session	Rs.1000.00/hour/Session
Cost Per Course – Counselling Charges	10,000 - 12,000
Total cost of Counseling Sessions for 8 courses	80,000 - 96,000
Administrative Expenditure per Semester	20,000/month
Total Administrative Expenditure / Semester	1,20,000
Total Recurring Expenses (A)	2,16,000
Fixed Cost (B) Study Material Development	
Course Development /Course	65,000
Course Development for 32 courses (Writing/editing/vetting Cost)	20,80,000
Total Courses writing for 3year	6,93,333
Total Cost for SLM per student (including course writing and printing)	4516

TOTAL COST MBA DISTANCE (PROGRAM)

All Sessions Counselling (A *4 Semester)	3,20,000 - 3,84,000
Office Expenditure	4,80,000
Total Recurring Expenses (A)	8,64,000
Total cost of counseling class per student	8,640

Cost of one semester Per Student	13,156
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PROPOSED FEE STRUCTURE

Expected Admissions per semester	100
Fees per semester / per student	20,000
Total Revenue in one Semester	20,00,000

MODE OF PROGRAM

Admission in a year	Two Batches
First Admission	Jan- June
Second Admission	July-Dec

Total Admission in a Year	200
Total Revenue	40,00,000

FEEDBACK OF THE ODL LEARNERS TO MONITOR QUALITY OF STUDENT SUPPORT SERVICES PROVIDED TO THE LEARNERS

We are obtaining a feedback from you for improving quality of the academic programmes we offer and also to improve the quality of student support services provided to you at Jamia Hamdard. We request you to please provide the following information related to your studies at Jamia Hamdard in the ODL Programme. The feedback given by you would help us in improving quality of academic programmes on offer and the student support services.

The filled – in feedback form may be submitted to the undersigned by post / in – person at the School of Open and Distance Learning, First Floor, Hamdard Convention Centre, Jamia Hamdard, New Delhi – 110 062. Scanned copy of the filled – in feedback form can also be sent to me at sodl@jamiyahamdard.ac.in.

ACADEMIC SESSION: _____

S No	Feedback Questions	Answers & Remarks
1	Your Name	
2	Your Programme	
3	Your Enrollment Number	

4	Year of Study: Mention – I, II, III, IV, V, VI Semester / 1 st , 2 nd , 3 rd Year	
5	Your Mobile Number:	
6	Your Email ID	
7	Are you in service / employed? Mention – Yes / No	
8	Have you received your Identity Card in time? Mention - Yes / No	
8	Have you received your study material? Mention - Yes / No	
10	Have you received your study material in time? Mention - Yes / No	
11	Have you gone through your study material thoroughly? Mention - Yes / No:	
12	How do you rate quality of the study material? Mention - Excellent / Good / Poor:	
13	Did you attend the Induction Meeting? Mention – yes / No	
14	Have you attended the counselling session? Mention - Yes / No:	
15	If yes, how many counselling sessions you have attended? Mention the number:	
16	Are the counselling sessions conducted as per the schedule? Mention - Yes / No	
17	How do you rate quality of the counselling sessions conducted? Mention - Excellent / Good / Poor:	
18	Have you attended the practical sessions?	

	Mention - Yes / No, if applicable:	
19	How many practical sessions you have attended? Mention number, if applicable:	
20	Are the practical sessions conducted as per the schedule? Mention - Yes / No	
21	How do you rate quality of the practical sessions conducted? Mention - Excellent / Good / Poor	
22	How do you rate ambiance and physical upkeep of the class rooms / laboratories where your counselling / practical sessions were held? Mention - Excellent / Good / Poor	
23	Have you submitted Assignments / Projects? Mention - Yes / No	
24	Are you satisfied with the evaluation of your Assignments / Projects? Mention - Yes / No	
25	Are you receiving feedback from your academic counsellors on your assignment responses? Mention – Yes / No	
26	Have you availed Library Services of Jamia Hamdard? Mention - Yes / No	
27	If No, then why? (You may add additional sheet, if required)	
28	If Yes, how do you rate the quality of library services at Jamia Hamdard? Mention - Excellent / Good / Poor	
29	Have you appeared in the examinations conducted by SODL, Jamia Hamdard? Mention - Yes / No	
30	If Yes, mention the quality of conduct of the examinations. Mention - Excellent / Good / Poor	
31	Are you satisfied with evaluation of your examination papers?	

	Mention - Yes / No	
32	If No, mention reason thereof! Attach additional sheet if required.	
33	Are you getting result in time? Mention - Yes / No	
34	Are you receiving your mark sheets in time? Mention - Yes / No	
35	Are your grievances redressed satisfactorily at SODL? Mention Yes / No	
36	Are your emails responded at SODL in a reasonable time? Mention - Yes / No	
37	How do you rate the quality of responses given to your emails / grievances at SODL? Mention - Excellent / Good / Poor	
38	Have you visited SODL for queries / redress of your grievances? Mention - Yes / No	
39	Are you satisfied with the responses given to you at SODL? Mention - Yes / No	
40	How do you rate the quality of responses given to you at SODL? Mention - Excellent / Good / Poor	
41	How frequently do you visit website of Jamia Hamdard www.jamiahamdard.edu to check for updated information about your studies? Mention – Regularly / Frequently / Never	
42	How do you rate the information given on the website about your studies at Jamia Hamdard? Mention - Excellent / Good / Poor	
43	How frequently do you receive emails alerts from SODL / Programme Coordinators about your studies at Jamia Hamdard? Mention – Regularly / Frequently / Never	
44	How do you rate behavior of teachers of Jamia Hamdard? Mention – Excellent / Good / Poor	

45	How do you rate behavior of staff of Jamia Hamdard? Mention – Excellent / Good / Poor	
46	Are you satisfied studying at Jamia Hamdard? Mention – Yes / No	
47	Will you recommend your friends and relatives to get enrolled for ODL Programmes of Jamia Hamdard? Mention – Yes / No	
48	Would you like to continue your studies at Jamia Hamdard? Mention Yes / No	
49	In which Programme / Course you would like to get enrolled?	
50	Mention the market need – based Programmes / Courses Jamia Hamdard should offer through distance mode	1.
		2.
		3.
		4.
		5.

GENERAL REMARKS AND SUGGESTIONS FOR IMPROVEMENT: (Attach additional sheet, if required)

Date: _____

SIGNATURE OF THE LEARNER

**FEEDBACK OF ACADEMIC COUNSELLORS
FOR IMPROVING QUALITY OF THE ODL PROGRAMMES AND THE
STUDENT SUPPORT SERVICES**

We are obtaining feedback from you to improving the quality of ODL Programmes on offer and also to improve the quality of support services provided to the learners. May I requesting you to

kindly provide the following information as your feedback on the academic programme you are associated with at the School of Open and Distance learning, Jamia Hamdard. This feedback would help us for improving quality of the academic programmes and quality of the academic support services provided to learners of your programme.

The filled – in feedback form may please be submitted to the undersigned at the School of Open and Distance Learning, First Floor, Hamdard Convention Centre, Jamia Hamdard, New Delhi – 110 062. Scanned copy of the feedback form can also be sent to me at sodl@jamiahamdard.ac.in.

ACADEMIC SESSION:

S No	Feedback Questions	Answers
1	Your Name	
2	Your Programme	
	Courses approved for conducting the academic counselling	1.
		2.
		3.
		4.
		5.
3	Have you received a set of study material? Mention – Yes / No	
4	How many sessions you have conducted in the current academic session. Mention the number	
5	Have you conducted the counselling sessions as per the schedule notified on the website / Notice Board? Mention – Yes / No	
6	How do you rate quality of the study material? Mention – Excellent / Good / Poor	
7	Do you feel syllabus / study material of your Programme needs revision / updating? Mention – Yes / No	
8	Would you like to be a course writer for updating the study material? Mention – Yes / No	
9	Mention the courses / subjects of your choice for wring the study material.	1.

		2.
		3.
		4.
		5.
10	Are learners of your course attending the counselling sessions regularly? Mention – Yes / No	
11	How many learners attend your counselling sessions? Mention an average number.	
12	Do they come prepared for attending the counselling sessions? Mention – Yes / No	
13	Do the learners seek clarifications and participate in discussions during the counselling sessions? Mention – Yes / No	
14	How do you rate participation of the learners during the counselling sessions? Mention – Excellent / Good / Poor	
15	Do the learners approach you on non – counselling days for clarification of their doubts / queries? Mention - Yes / No	
16	Do you evaluate assignments / projects of the learners? Mention – Yes / No	
17	How do you rate quality of the assignments / projects submitted by the learners? Mention – Excellent / Good / Poor	
18	Do you evaluate examination answer books of the learners? Mention – Yes / No	
19	How do you rate quality of response of the learners in their examination papers? Mention – Excellent / Good / Poor	
20	Are you satisfied with the amount of remuneration being paid for conducting the counselling sessions? Mention - Yes / No	
21	Mention the expected amount of remuneration for conducting the counselling sessions	
22	Please suggest new market need – based programmes to offer through distance mode.	1..
		2

		3.
		4.
		5.

23. GENERAL REMARKS AND SUGGESTIONS FOR IMPROVEMENT (Attach additional sheet if required)

Date: _____

SIGNATURE OF THE ACADEMIC COUNSELLOR