



# **GUJARAT UNIVERSITY**

**B. K. SCHOOL OF BUSINESS MANAGEMENT**

**MBA CURRICULUM**

**EFFECTIVE FROM ACADEMIC YEAR 2009-10 ONWARDS**

**(ACADEMIC/39/2010 DATED:-13/04/2010)**

**GUJARAT UNIVERSITY  
B. K. SCHOOL OF BUSINESS MANAGEMENT**

**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME**

**CHOICE BASED CREDIT SYSTEM  
(Effective from academic year 2009-10)**

**COURSE CURRICULUM WITH RULES AND  
REGULATIONS FOR TWO-YEAR FULL-TIME AND  
THREE-YEAR EVENING PROGRAMMES**

**1. Introduction**

The curriculum of MBA is multi-disciplinary and inter-disciplinary in nature. The courses taught in MBA are drawn from Commerce, Science, Humanities, Social Sciences, etc., streams. The courses also lay importance to both hard and soft skills.

**2. Learning Outcomes**

After going through the Programme, the students should be able to:

Use relevant conceptual frame works and best management practices,  
Scan socio-economic-technical-legal environment at national and global levels affecting organizations,  
Make effective decisions,  
Demonstrate effective leadership, team working and entrepreneurial skills,  
Act as a socially responsible management professional, and  
Learn how to learn

**3. Eligibility, Qualification and Conditions for admission:**

Basically any graduate with 50% marks (SC/ST-45%) and admission through common entrance test.

As per the norms prescribed from time to time by the Government of Gujarat and the Gujarat Common Entrance (GCET) for MBA and other regulators such as AICTE, HRD ministry etc.

**4. Programme structure**

- a) Duration of the programme** : Two years for full time and three years for evening programmes
- b) No. of semesters** : Two semester each in the 1<sup>st</sup> and 2<sup>nd</sup> year for the fulltime MBA program, and two semesters each for three years in the part time MBA program.
- c) Duration of one semester** : 15 weeks of direct teaching and 2-3 weeks for examination and related activities (beginning from July/August to December and January to April/May in each academic year)
- d) Credit requirements** : A total of 96 credit hours (one credit hour is equal to 15 hours of class room teaching)
- e) Summer project duration** : Eight to 10 weeks after the 2<sup>nd</sup> semester for full time programme. (No summer project for evening programme)
- f) Validity of registration** : The students who have registered for the MBA programme should complete the same successfully within five years for full time and six years for evening programmes. Those who could not complete the programme within this period should seek the University's approval for continuation through the School, which may be granted at the discretion of the university.
- g) Students who drop out** : Those students who drop out of the programme in an academic year after having paid the fee will be allowed to rejoin the programme in the subsequent year, subject to the discretion of the School.
- h) Attendance** : For completing the programme, Attendance in 75% of the total sessions is necessary. However it is

desirable to maintain a reasonable level of attendance in every course. The Director of the School may condone the shortage of attendance up to 25%, on a case-to-case basis, if the absence is due to compelling circumstances. Beyond that it will be the decision of the faculty and University.

- i) **Annual calendar** : The annual calendar will be declared by the University in the beginning of the year, indicating the start and end of semesters, internal and external examination time slots, etc.

## 5. Course structure

- i. About eight courses will be offered in each semester for full time programme and about five courses for the evening programme.
- ii. Courses are categorised as core, functional, elective and foundation courses.
- iii. Core courses are the foundation courses of management education. They are compulsory for all students. Some of these courses provide perspective on management, while others focus on functional knowledge. Some courses, on the other hand, are related to self-development and skill building. Most core courses are offered in the first year, while a few are offered in the second year. The names of courses are given in Annexure C.
- iv. Elective courses are optional courses which are offered in the 2<sup>nd</sup> year/3<sup>rd</sup> year under specialisation. The list of elective courses is given in Annexure D.
- v. All the courses will be covered in four semesters for full time and six semesters for evening.
- vi. Most of the courses are of three credit hours. However, there are some courses with two credit hours.
- vii. The comprehensive project study (in the 2<sup>nd</sup> year for full time and 3<sup>rd</sup> year for evening programmes) carries four credit hours.
- viii. The summer project is not assigned any credit. However, satisfactory completion of the same is a must for awarding the degree.

- ix. The distribution of credits for both the programmes is given in Annexure A and the layout of courses is given in Annexure B.
- x. The School offers three specialisations in the programme: Finance, Marketing and Human Resource Management. However minor specialization (in operations) may be provided by the school in case adequate faculty and other infrastructure facilities are available.
- xi. A Student may opt for:
  - a. Specialization in one area as major, OR
  - b. Specialization in one area as major and another area as minor (dual specialization), OR
  - c. No specialization in any area.
- xii. Specialisation in one area as major: The student is required to take 27 credit hours of elective courses from the area of specialization to be eligible for major specialization. The students opting for option a stated in xi above will have to take nine courses from Finance or Marketing or Human Resource Management, from the courses listed in Annexure D. However, courses listed in this Annexure D will be offered at the discretion of the School, subject to availability of faculty and other infrastructure. Students opting for such specialisation will be awarded MBA with Marketing/Finance /HR.
- xiii. The School allows a student to opt for "dual specialization - a major and a minor. The minor area of specialization is the one in which the students take elective courses of at least 12 credit hours, over and above the 18 credit hours courses of the major area. The students can opt for one specialisation as Major (six courses) and another specialisation as Minor (three courses). The students opting for this alternative will be awarded MBA with major Marketing/Finance/HR and minor Finance/HR/Marketing/Production (based on the feasibility).
- xiv. While calculating credit hours of major and minor specialization, the courses should be mutually exclusive for meeting the credit requirements.
- xv. The School allows only one minor area of specialization.
- xvi. No Specialization: A student may opt for any specialization. In this case, he/she will be required to take a minimum of three elective courses from each specialisation and other general elective courses offered, if any. Each elective course will have nine credits. The students opting for this will be awarded MBA with General Management.
- xvii. After completion of MBA of Gujarat University with a specialisation, a student can specialise in another area. For example, a student who has completed MBA with Marketing can opt for specialisation in Finance or HR. Those who are interested in doing this additional specialisation should

approach the School in the month of July. Admission will be granted based on the marks/grade of the applicant in MBA examination. Such students will have to complete 27 credit hours in nine courses within a period of one year. The classes for such students will be held along with those of the evening programme students. They will be awarded Diploma in the subject of specialisation.

**6. Eligibility for the Award of Degree:**

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed course of study for a period of two and three academic years respectively for full time and evening programmes and passed the examinations of all the semesters earning a minimum of 96 credits and fulfilled such other conditions as may be prescribed by the University therefore.

**7. Condition for Offering Elective subjects:**

An elective course will be offered to a student, only if there is a minimum enrolment of ten students. The School will have the discretion to conduct the classes for elective subjects by combining the classes of the MBA Evening Programme students and in such cases the classes will be conducted either in the morning (8.00 am to 10 am) or in the evening (7.00 pm to 9.00 pm). In a particular year, specialization in a given area will be offered only if there are minimum ten students who wish to specialize in that area.

**For evening Programme** only option of major will be provided. There will be no major-minor combination as it is not possible to arrange classes for the all the courses in the evening slots of six days for possible combination. However any one option in minor may be provided if all the students are interested in taking that subject as a minor specialization.

**8. Comprehensive Project Report and Viva Voce:**

Each student will be required to prepare a project report based on the of research/studies carried out by him/her in a business/industrial or any other organization. The report should present a problem that is faced or may be faced by the organisation and its possible solutions or suggestions/recommendations for overcoming the problem from the management perspective. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry. The report should include field studies, surveys, interpretations, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. This project will commence from semester III for full time students and semester V for evening programme students. This course has credit hours of four.

## 9. Pedagogy

The courses are delivered through a mix of modern teaching techniques such as Case Study Method, Lecture Method, Seminars, Field Visits, Group Projects, Role-Playing, Experiential Learning and Simulated Exercises to give the students an opportunity to learn by doing. The actual mix varies with the nature of a course. For effective learning, this requires students to play an active role in the class sessions. The students will be required to do a fair amount of practical work by the way of project work, field investigation and case analysis besides library reading and contact hours. Students participation in the programme inside and outside of class will be evaluated on a continuous basis.

## 10. Evaluation, standard of passing and award of degree

### i. Objective of Evaluation

The objective of evaluation is not only to measure the performance of students, but also to motivate them for better performance. Students are evaluated on the basis of class tests, quizzes, class participation, home assignments, project reports, presentations, mid-semester end-semester examinations, etc.

### ii. Method of Evaluation

The method of evaluation as well as weight-ages assigned to different types of tests is determined by the faculty within the framework of the University's policy. The evaluation scheme of all the courses will be internal as well as external. The major part of the internal evaluation will be continuous in nature.

(a) For all the courses the following will be the framework for evaluation:

Internal / Mid-semester	: 20% (to be conducted internally by the examination faculty)
University / End-semester	: 50% (to be conducted by the Gujarat examination University)
Continuous Evaluation	: 30% (to be conducted internally by the faculty) The Components of continues evaluation are Quizzes, Assignments, Projects, Class participation and Presentation. Weight-ages on different components will be decided by the faculty concerned. However, a minimum of three components are a must.

**iii. Evaluation Pattern:**

- a) There are two semesters in each year with duration of 15 weeks of teaching. There will be two exams in each semester: (i) Mid-semester exam after 7-8 weeks (ii) End-semester exam after 15-16 weeks. In the beginning of the semester each faculty will circulate to the students (i) session wise schedule of the complete course (ii) evaluation components such as quiz, mid-sem, etc., with weight-age keeping in view the guidelines given below. Each instructor will submit the component-wise grade to the Director. The final evaluation of each student will be given in terms of grades and equivalent grade points by the University.
- b) The promotion of students will be from 1<sup>st</sup> year to 2<sup>nd</sup> year and not on a semester to semester basis. However, the examination will be held on a semester basis.



**iv. Details of each exam:**

<b>INTERNAL / MID-SEM EXAM</b>	<b>CONTINUOUS EVALUATION</b>	<b>UNIVERSITY / END-SEM EXAM</b>
<p>a. Duration of the exam. : 2 hours</p> <p>b. Total marks evaluated: Out of 50</p> <p>c. Marks carried forward to final result : 20%</p> <p>d. Grade will be assigned to mid-sem exam in each course. The instructor may opt for indirect method using the guidelines in item 19 or they may use any other range of marks to give grades. The faculty has the option of choosing relative grading for Int. / mid-sem exam. The faculty are required to give the mid-sem performance in terms of grade.</p> <p>e. In case of seminar courses of the first year instead of Int./ mid-sem exam of 20% weight-age, the faculty members can choose to evaluate one or two research paper/s of the student based on the topic carrying a weight-age of 20% or 10% or any other project if the faculty desires</p> <p>f. The pattern of Int. /mid-sem examination will be decided by the concerned faculty.</p>	<p>a. Continuous Evaluation is done on class-room participation, presentation/s, quizzes, project, assignment/s, term paper, attendance, etc.</p> <p>b. Out of the above, at least three components will be compulsory.</p> <p>c. Total continuous evaluation carried forward to final result : 30%</p> <p>d. The faculty members can choose direct grading method in each components of the continuous evaluation. However they are required to provide the weight-ages for different components.</p> <p>e. The faculty will submit the continuous evaluation grades within one week of completion of the semester.</p> <p>f. In case of any complaint or grievance by any student regarding internal evaluation, the Director of the School will resolve the matter by reference to external expert/s.</p>	<p>a. Duration of the exam : 3 hrs</p> <p>b. Total marks evaluated : out of 100</p> <p>c. Marks carried forward to final result: 50%</p> <p>d. The marks obtained will be converted into grade (by indirect method) as per the guideline given in item 19.</p> <p>e. The pattern of university examination will be as mentioned below.</p> <p>f. In the second year in elective courses there are seminar and special studies courses. For these courses there will be 50% internal evaluation based on the assignment, project, presentation and field work. The university examination (50%) will be in the form of presentation and viva-voce similar to that of project study evaluation stated 5 below. There will be one or two external examiner/s for presentation and viva-voce.</p>

**v. Project study evaluation:**

Project study evaluation will be equally divided between internal and external evaluation. There will be a *viva voce* for project study for all the students. For the *viva voce*, will be conducted by a committee of two external examiners appointed by the University. The weight-age will be 50%. One of the members of the committee will be the project guide. Against the remaining 50%, the grade will be given by the project guide based on the continuous performance of the student in the project work. The Project work can be undertaken either individually or in groups of two students. More than two are not permitted. The external assessment in each course/paper will be conducted by the University. The written examinations will be to evaluate the student's understanding of the concepts and principles introduced in the course, and their ability to present their knowledge and ideas on paper. The project study submissions are given in the school calendar. Not meeting the deadline will result in loss of internal marks.

**vi. Process of university examination:**

- (a) There will be a committee of three or four members for setting up the question paper for written examination of each course/paper set up by the university. **There will be two sets of question papers will be prepared for every course/paper, out of which one set will be chosen by the Vice-Chancellor.**
- (b) The university will declare the dates and time-table for the external written examinations in advance for each semester. The examinations will be conducted at the end of each semester for all the courses.
- (c) The students will be required to fill up the forms for University examination and pay the prescribed fee for every semester and for repeat attempt.

**11. Pattern of the written examination (University)**

- (i) There will be five questions in each paper, each question carrying 20 marks. The structure of the question paper will be as follows:
- (ii) Question 1 will be compulsory. This question will test the basic concepts of the entire course through a series of sub-questions.
- (iii) Questions 2 and 3: Each question will have an internal option. These questions will cover theoretical aspects with or without applications.
- (iv) Question 4: This question will have an internal option where both the options will be for testing the theory as well as the application of concepts and principles, either through short sub-questions or through a

case/ case-let or a situation. The length of the case/ case-let should not be too long.

- (v) Question 5 will be compulsory. This question will be for testing the understanding of application either through short sub-questions or through a case/case-let or a situation. The length of the case/case-let should not be too long.

These five questions together will cover the entire syllabus of the course.

## 12. Evaluation of the answer papers (University)

The answer papers will be evaluated under the Central Assessment System, by dummy numbers. The evaluation will be done question-wise, i.e., the answer to each question will be evaluated by a different examiner, in each course, and there will be at least three examiners for each course preferably. After evaluation, the answer sheets will be moderated. There will be no reassessment of answer papers. Rechecking of marks/grades will be as per university rules.

## 13. Calculation of grade point

Calculation grade point earned in a course:

- i. A letter grade (as explained below) will be given for every component of evaluation of the course. The grade point for the course will be based on the weighted average of the grades obtained and their respective weight-ages.
- ii. At the end of each semester, the performance of students will be evaluated in terms of letter grades which have the following equivalent grade points:

A+	4.3
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
I	Incomplete

+ & - : These symbols indicate the variations above and below the above description.

- iii. Every faculty in every course will submit the letter grade, weight-ages and the equivalent grade point earned.
- iv. In order to compute course grade the following method will be used:

Component of Evaluation	Grade	Grade Point earned
Internal / Mid Sem : 20%	B	3
Continuous Evaluation: 30%	A-	3.7
University Exam :50%	A+	4.3

In the above case final grade of the course will be  $(20\% \text{ of } 3) + (30\% \text{ of } 3.7) + (50\% \times 4.3) = 3.86$ , therefore the grade will be A, and Grade Point will be 3.86. (See item 19 for guidance). The above grade point earned along with its credit will be carried forward for accumulation.

**v. Calculation of semester grade point average (SGPA) for the semester.**

SGPA is the value obtained by dividing the sum of credit points (grade point earned multiplied by credit of the course) obtained by a student in the various courses taken in a semester by the total number of credits taken by him/her in that semester. The grade point will be rounded off to the nearest two decimal places. The SGPA determines the overall performance of a student at the end of a semester. In other words, in order to give the SGPA, the respective course grade will be multiplied by the respective credit of the course and divided by the sum of credits, i.e., weighted average is taken into account. Example:

Courses	Credit	Grade Point	Credit * Grade Point
Course 1	3	3.86	11.58
Course 2	3	2	6
Course 3	2	4	8
Course 4	3	3.7	11.1
<b>Total</b>	<b>11</b>		<b>36.68</b>

For the semester GPA will be  $36.68 / 11 = 3.33$ .

**vi. Calculation of Cumulative Grade Point Average (CGPA) for the entire course.**

CGPA is the value obtained by dividing the sum of credit points (grade point earned multiplied by credit of the course) obtained by a student in the various courses taken in the entire programme by the total number of credits and will be rounded off to the nearest two decimal places. At the end of the fourth semester the total grade points earned will be divided by the total credit, i.e., 96.

$$CGPA = \frac{\sum xiwi}{\sum wi}$$

**14. Absenting from examination:**

- a) It will be compulsory for every student to appear in the university exam for all the courses in every semester. In case a student fails to attempt any one or more university examination, he/she will be given “I” in that component of the course, which may be converted into “F” for calculation of grade point of that subject/course.
- b) If a student fails to appear in the mid-semester examination he/she may be given one more chance by the concerned faculty/Director by a make-up examination. However, in the make-up examination the maximum grade awarded will be “C”. This clause is put to discourage the students from absenting from the mid-semester examination.
- c) If a student has not been able to complete any course (internal or continuous component), he/she will be given “I” grade, implying incomplete. The “I” grade will have to be removed by completing the course requirements within a specified time period allotted by the faculty concerned. If this is not done, the student will be treated as failed in that component of the course and will be given an “F” in that component.
- d)

**15. Rules for Pass and Promotion:**

**a) Passing a Semester**

To pass any semester of the year the student should fill the following condition:

- i. Should obtain Grade Point Average of 2.
- ii. Should not obtain more than one ‘F’ in a year including external and internal grades taken together.
- iii. Should not obtain ‘D’ in more than four courses, provided he/she does not get ‘F’ in any course in the year including external and internal grades taken together. (“+” and “–“of “D” will be treated as “D”).
- iv. Should not obtain ‘D’ in more than two courses if he/she obtains ‘F’ in one course in the year including external and internal grades taken together. (“+” and “–“of “D” will be treated as “D”).

If a student fails in a semester he/she will have to re-appear for all those courses of that semester where the grades are less than C.

**b) Year-wise Promotion**

The promotion will be year-wise and not on semester-wise. To qualify for promotion to the second or third year, the student's grade point average in the

preceding year must not be less than 2.0 in internal (mid-sem and continuous) and external (university examinations) taken together.

In addition, the student should fulfil the following conditions:

- Should not obtain more than one 'F' in a year including external and internal grades taken together.
- Should not obtain 'D' in more than four courses, provided he/she does not get 'F' in any course in the year including external and internal grades taken together. ("+" and "-" of "D" will be treated as "D").
- Should not obtain 'D' in more than two courses if he/she obtains 'F' in one course in the year including external and internal grades taken together. ("+" and "-" of "D" will be treated as "D").
- Should have earned a "Pass" in all the semesters of that year.

#### **16. Rules for Promotion / Conditional Promotion:**

1. Minimum G.P.A. required : 2.00
2. Should not obtain more than one 'F' in any course.
3. Should not obtain more than four 'D' without 'F'
4. Should not obtain more than two 'D' with one 'F'
5. Should have obtained pass in all the semesters of that year.

Any student who does not fulfil the passing criteria stated above, the student will be required to get readmitted (by paying the applicable fees) to the programme for the same year and repeat those courses where the grade is less than 'C'. Such students will have the option to repeat any other or all courses of that year, but the better of the two grades will be considered for calculation of GPA and other passing norms.

In case a student gets a "Pass" result in one semester and a "Fail" result in another semester, but in both the semesters put together the student satisfies conditions 1 to 4 above, the student will be given conditional promotion to the next year. In such a case the student will be required to fulfil the passing criteria in the semester for which the result was "Fail", in the subsequent year by rewriting the internal/external examinations.

In case a student fails to attempt any one or more university examination, he/she will be given "I" in that component of the course, which will be treated as "F" for calculation of grade point of that subject/course. Therefore, such a student will have to repeat the year or will be given conditional promotion to the subsequent year, if he/she is not eligible to be promoted as explained in para 16 above.

### 17. Award of Degree:

After the successful completion of the two/three years of the Programme, a student is awarded the degree of Master of Business Administration (MBA).

For the final year (2<sup>nd</sup> year in the case of full time and 3<sup>rd</sup> year in the case of evening programme) the following rules are laid down for successful completion of the programme:

- A student is required to earn a minimum grade point average of 2.0 taking into account all the courses offered during the second year/third year including external and internal grades taken together.
- He must not have earned more than one 'F' in the second/third year including external and internal grades taken together.
- During the second/third year, he/she should not have obtained more than three D's without 'F' in any course or 2 D's with 'F' in one course including external and internal taken together.
- There should be no 'I' in any of the courses.
- Should have "pass" result in all the semester.

### 18. Rules for Completion of Programme:

1. Minimum G.P.A. required: 2.00
2. Should not have obtained more than one 'F' in any course
3. Should not have obtained more than three D's without 'F'
4. Should not have obtained more than two D's with 'F'
5. Should have "pass" result in all the semesters.

If the above criteria are not satisfied, such students will have to continue in the same year by paying fees. They will be required to appear for all those courses where the grade is less than 'C'. The student has an option to repeat all the courses and also give the examinations afresh. Better of the two grades will be considered in such cases for final calculation of grade and award of degree. In case a student fails in any one semester of the year, he/she will be required to earn "Pass" in the subsequent examination to be eligible for award of MBA degree. (*Approved on Academic Council Meeting of 18<sup>th</sup> August 2012*)

**19. Guidelines regarding equivalence between grade and mark**

GRADE	MARKS	Grade Point	GPA Range
A+	75 or above	4.3	≥ 4.16
A	70 to less than 75	4.0	3.86 – 4.15
A-	65 to less than 70	3.7	3.51 – 3.85
B+	60 to less than 65	3.3	3.16 – 3.50
B	55 to less than 60	3.0	2.86 – 3.15
B-	50 to less than 55	2.7	2.51 – 2.85
C+	48 to less than 50	2.3	2.16 – 2.50
C	45 to less than 48	2.0	1.86 – 2.15
C-	40 to less than 45	1.7	1.51 – 1.85
D+	35 to less than 40	1.3	1.16 – 1.50
D	30 to less than 35	1.0	0.86 – 1.15
D-	20 to less than 30	0.7	0.5 – .85
F	Less than 20	0.0	Less than 0.5
I	Incomplete	Incomplete	

**Equivalence between Grade and Class**

Second Class	→	B-, B
First Class	→	B+, A-
First Class with distinction	→	A, A+
Second Class (>=50%)	→	(B- If GPA is in the range of 2.51-2.85)
Higher Second Class (>=55%)	→	(B If GPA is in the range of 2.86-3.15)
First Class (>=60%)	→	(A- If GPA is in the range of 3.51-3.85), (B+ If GPA is in the range of 3.16-3.50)
First Class with Distinction (>=70%)	→	(A+ If GPA >=4.16), (A If GPA is in the range of 3.86-4.15)

**GPA=Grade Point Average**

**20. Meaning of the grades:**

A	:	Excellent
B	:	Good
C	:	Fair
D	:	Poor
F	:	Fail
I	:	Incomplete
+ and -	:	These symbols indicate the variation above and below the above description.

**21.** For the additional specialization, the student should maintain a CGPA of minimum two and should not have obtained more than two F's.



**Gujarat University**  
**B. K. School Of Business Management**  
**Choice Based Credit System Distribution of Credit**  
**Annexure-A**  
**MBA Programme**

1. No specialization: 1 credit= 15 hours

**Year 1**-Semesters 1 & 2-No of courses compulsory=16

Credits=14x3credits+2x2 credits=46 credits

Hours=46x15=690 hrs

**Year 2**-Semesters 3 & 4-No of courses of 3 specializations=09

Credits=9x3 credits=27 credits

Hours=9x3x15=405

No of Compulsory courses=07

Credits=5x 3 credits+2x 2 credits=19 credits

Hours=19x15=285

Grand Project of 4 credits (through semesters 3 & 4) =4x15 hours=60 hrs

Total Credits=96

Total hours=96x15=1440 hours

2. **Full specialization: 1 credit= 15 hours**

**Year 1**-Semesters 1 & 2-No of courses compulsory=16

Credits=14x3 credits+2x2 credits=46 credits

Hours=46x15=690 hrs

**Year 2**-Semesters 3 & 4-No of courses of specialization=09

Credits=9x3=27 credits

Hours=9x3x15=405

No of Compulsory courses=07

Credits=5x 3 credits+2x2 credits=19 credits

Hours=19x15=285

Grand Project of 4 credits (through semesters 3 & 4)=4x15 hours=60 hrs

Total Credits=96

Total hours=96x15=1440 hours

3. **Major-Minor specialization: 1 credit= 15 hours**

**Year 1**-Semesters 1 & 2-No of courses compulsory=16

Credits=14x3 credits+2x2 credits=46 credits

Hours=46x15=690 hrs

**Year 2**-Semesters 3 & 4-No of courses of specialization=09 (6 major+3 minor)

Credits=9x3=27 credits

Hours=9x3x15=405

No of Compulsory courses=07

Credits=5x3 credits+2x2 credits=19 credits

Hours=19x15=285

Grand Project of 4 credits (through semesters 3 & 4) =4x15 hours=60 hrs

Total Credits=96 Total hours=96x15=1440 hours

**Lay out of Courses MBA Full Time  
Annexure B**

Sem I	Code	Hrs/week	Credits	Sem II	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	3	3
	Com 3	3	3		Com 3	3	3
	Com 4	3	3		Com 4	3	3
	Com 5	3	3		Com 5	3	3
	Com 6	3	3		Com 6	3	3
	Com 7	3	3		Com 7	3	3
	Com 8	2	2		Com 8	2	2

**No Specialization**

Sem III	Code	Hrs/week	Credits	Sem IV	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	2	2
	Com 3	3	3		Com 3	3	3
	Elec 1	3	3		Com 4	2	2
	Elec 2	3	3		Elec 1	3	3
	Elec 3	3	3		Elec 2	3	3
	Elec 4	3	3		Elec 3	3	3
	Elec 5	3	3		Elec 4	3	3

GP of 4 credits=60 hours through Second Year i.e., Sem III &amp; Sem IV

**Full Specialization in One of the Specialization options)**

Sem III	Code	Hrs/week	Credits	Sem IV	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	2	2
	Com 3	3	3		Com 3	3	3
	Elec 1	3	3		Com 4	2	2
	Elec 2	3	3		Elec 1	3	3
	Elec 3	3	3		Elec 2	3	3
	Elec 4	3	3		Elec 3	3	3
	Elec 5	3	3		Elec 4	3	3

GP of 4 credits=60 hours through Second Year i.e., Sem III &amp; Sem IV

**Major Minor Specialization(One in Major and one in Minor)**

Sem III	Code	Hrs/week	Credits	Sem IV	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	2	2
	Com 3	3	3		Com 3	3	3
	Elec 1(major)	3	3		Com 4	2	2
	Elec 2(major)	3	3		Elec 1(major)	3	3
	Elec 3(major)	3	3		Elec 2(major)	3	3
	Elec 4(minor)	3	3		Elec 3(major)	3	3
	Elec 5(minor)	3	3		Elec 4(minor)	3	3

GP of 4 credits=60 hours through Second Year i.e., Sem III &amp; Sem IV

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Sem I	Code	Hrs/week	Credits	Sem II	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	3	3
	Com 3	3	3		Com 3	3	3
	Com 4	3	3		Com 4	3	3
	Com 5	3	3		Com 5	3	3
Sem III	Code	Hrs/week	Credits	Sem IV	Code	Hrs/week	Credits
	Com 1	3	3		Com 1	3	3
	Com 2	3	3		Com 2	3	3
	Com 3	3	3		Com 3	3	3
	Com 4	3	3		Com 4	3	3
	Com 5	3	3		Com 5	2	2
Sem V	Code	Hrs/week	Credits	Sem VI	Code	Hrs/week	Credits
	Com 1	2	2		Com 1	2	2
	Com 2	2	2		Elec 1	3	3
	Elec 1	3	3		Elec 2	3	3
	Elec 2	3	3		Elec 3	3	3
	Elec 3	3	3		Elec 4	3	3
	Elec 4	3	3		Elec 5	3	3

GP of 4 credits=60 hours through Second Year i.e., Sem V & Sem VI

**Gujarat University**  
**B. K. School Of Business Management**  
**List of Courses for Fulltime MBA Semester wise**  
**Annexure C**

Sr. No.	Course Code	Semester-I (Core, Foundation & Compulsory Courses)	Credit
1	C101	Economics for Managers (EFM)	3
2	C102	Financial Accounting (FA)	3
3	C103	Information Systems for Management (ISM)	3
4	C104	Managerial Communication (MC)	3
5	C105	Organizational Behaviour (OB)	3
6	C106	Organizational Structure & Dynamics (OSD)	3
7	C107	Quantitative Analysis (QA)	3
8	C108	Seminar Course on Ethics, Ethos and Values	2
Total		7 Courses of 45 hrs and one course of 30 hrs.	23

Sr. No.	Course Code	Semester-II (core, functional & compulsory courses)	Credit
1	C201	Cost & Management Accounting (CMA)	3
2	C202	Environment for Business (EB)	3
3	C203	Fundamental of Financial Management (FFM)	3
4	C204	Human Resources Management (HRM)	3
5	C205	Management Science (MS)	3
6	C206	Marketing Management (MM)	3
7	C207	Production and Operations Management (POM)	3
8	C208	Business Research Methodology (BRM)	2
Total		7 Courses each 45 hrs. and 1 course of 30 hrs.	23

Sr. No.	Course Code	Semester-III (Compulsory )	Credit
1	C301	Corporate Strategic Management (CSM)	3
2	C302	Management Control Systems (MCS)	3
3	C303	Business Laws (BL)	3
4	CP	Project Study	2

Sr. No.	Course Code	Semester-IV (Compulsory )	Credit
1	C401	New Enterprise and Innovation Management (NE&IM)	3
2	C402	OD & Leadership (OD&L)	2
3	C403	International Business (Int. M)	3
4	C404	Environment Management (EM)	2
5	CP	Project Study	2

Sr. No.	Course Code	Semester-III / IV (Marketing Elective)	Credit
1	M01	Consumer Behaviour (CB)	3
2	M02	Marketing Research (MR)	3
3	M03	Integrated Marketing Communications (IMC)	3
4	M04	Sales and Distribution Management (SDM)	3
5	M05	International Marketing (IM)	3
6	M06	Product and Brand Management (PBM)	3
7	M07	Services and Relationship Marketing (SRM)	3
8	M08	Special Studies / Developments in Marketing (Project)	3
9	M09	Seminar on Contemporary Issues in Marketing*	3
10	M10	E-Commerce (E. Com)	3
11	M11	Internet Marketing *(Int. M)	3
12	M12	Industrial Marketing* (Ind. M)	3
13	M13	Direct and Rural Marketing* (D&RM)	3
14	M14	Retail Marketing* (RM)	3
* will be offered only if faculty members and other infrastructure and minimum enrolment requirement is met			

Sr. No.	Course Code	Semester- III & IV (Finance Elective)	Credit
1	F01	Corporate Taxation & Financial Planning (CT&FP)	3
2	F02	Management of Financial Services (MFS)	3
3	F03	Security Analysis and Portfolio Management (SAPM)	3
4	F04	Corporate Finance and Restructuring (CFR)	3
5	F05	International Finance Management (IFM)	3
6	F06	Derivative and Risk Management (D & RM)	3
7	F07	Banking and Insurance (B&I)	3
8	F08	Special Studies / Developments in Finance (Project)	3
9	F09	Seminar on Contemporary Issues in Finance (SCIF)	3
10	F10	Corporate Governance and Financial Reporting*	3
11	F11	Infrastructure & Project Financing (IPF)*	3
12	F12	Mutual Fund and Commodity Market (MF & CM)	3
13	F13	Financial Engineering and Investment Management (FE &IM)*	3
14	F14	Strategic Cost Management (SCM)*	3
* will be offered only if faculty members and other infrastructure and minimum enrolment requirement is met			

Sr. No.	Course Code	Semester- III & IV (HR Elective)	Credit
1	H01	HR Policy Formulation (HRPF)	3
2	H02	Compensation Management (CM)	3
3	H03	Management of Industrial Relations (MIR)	3
4	H04	Human Resource Development (HRD)	3
5	H05	Strategic Human Resource Mgmt (SHRM)	
6	H06	International Human Resource Mgmt. (IHRM)	3
7	H07	Conflict Management (CM)	
8	H08	Special Studies / Developments in HR (Project	3
9	H09	Contemporary Issues in HR	
10	H10	Performance Management(PM)*	3
11	H11	Design for Innovation* (DI)	3
12	H12	Counselling and Mentoring Skills for Management (CSM)*	
13	H13	Recruitment and Selection*	3
14	H14	Managing Knowledge Workers *	3
* will be offered only if faculty members and other infrastructure and minimum enrolment requirement is met			

Sr. No.	Course Code	Semester-III & IV (Production & Operations)*	Credit
1	P01	Logistic and Supply Chain Management (L&SCM)	3
2	P02	Total Quality Management (TQM)	3
3	P03	Contemporary Issues in Production and Service Operations	3

**OR**

3	P03	Special Studies / Developments in Production & Operations (Project)	3
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* will be offered only if faculty members and other infrastructure and minimum enrolment requirement is met			
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B. K. School of Business Management  
Gujarat University

MBA-II / Sem-III / Full time MBA

Courses offered for Pure and Dual specializations

**a) Area of specialization: Finance**

No.	Pure	No.	Major	No.	Minor
1.	Derivatives & Risk Management (DRM)	1.	Derivatives & Risk Management (DRM)	1.	Derivatives & Risk Management (DRM)
2.	Management of Financial Services (MFS)	2.	Management of Financial Services (MFS)	2.	Management of Financial Services (MFS)
3.	Corporate Taxation & Financial Planning (CTFP)	3.	Corporate Taxation & Financial Planning (CTFP)		
4.	International Financial Management (IFM)				
5.	Special Study – Developments in Finance (SSF)				

**b) Area of specialization: Marketing**

No.	Pure	No.	Major	No.	Minor
1.	Integrated Marketing Communications (IMC)	1.	Integrated Marketing Communications (IMC)	1.	Integrated Marketing Communications (IMC)
2.	Marketing Research (MR)	2.	Marketing Research (MR)	2.	Marketing Research (MR)
3.	Consumer Behaviour (CB)	3.	Consumer Behaviour (CB)		
4.	Sales & Distribution Management (SDM)				
5.	Special Study – Developments in Marketing (SSM)				

**c) Area of specialization: Human Resource**

<b>No.</b>	<b>Pure</b>	<b>No.</b>	<b>Major</b>	<b>No.</b>	<b>Minor</b>
1.	Human Resource Development (HRD)	1.	Human Resource Development (HRD)	1.	Human Resource Development (HRD)
2.	Management of Industrial Relations (MIR)	2.	Management of Industrial Relations (MIR)	2.	Management of Industrial Relations (MIR)
3.	Strategic Human Resource Mgmt (SHRM)	3.	Strategic Human Resource Mgmt (SHRM)		
4.	Recruitment & Selection (R&S)				
5.	Special Study – Developments in HR (SSHR)				

**d) Area of specialization: Operations**

<b>No.</b>	<b>Minor</b>
1.	Logistics & Supply Chain Management (L&SCM)
2.	Total Quality Management (TQM)



**B. K. School of Business Management**  
**Gujarat University**  
**MBA-II / Sem-IV / Full time MBA**  
**Courses offered for Pure and Dual specializations**

**a) Area of specialization: Finance**

No.	Pure	No.	Major	No.	Minor
1.	Security Analysis & Portfolio Management (SAPM)	1.	Security Analysis & Portfolio Management (SAPM)	1.	Security Analysis & Portfolio Management (SAPM)
2.	Corporate Finance & Restructuring (CF&R)	2.	Corporate Finance & Restructuring (CF&R)		
3.	Banking & Insurance (B&I)	3.	Banking & Insurance (B&I)		
4.	Contemporary Issues in Finance (CIR)				

**b) Area of specialization: Marketing**

No.	Pure	No.	Major	No.	Minor
1.	Services Marketing (SM)	1.	Services Marketing	1.	Services Marketing
2.	Product & Brand Management (PBM)	2.	Product & Brand Management (PBM)		
3.	International Marketing (Int. M)	3.	International Marketing (Int. M)		
4.	Contemporary Issues in Marketing (CIM)				

**c) Area of specialization: Human Resource**

No.	Pure	No.	Major	No.	Minor
1.	Performance Management (PM)	1.	Performance Management (PM)	1.	Performance Management (PM)
2.	HR Policy Formulation (HRPF)	2.	HR Policy Formulation (HRPF)		
3.	Compensation Management (CM)	3.	Compensation Management (CM)		
4.	Contemporary Issues in HR (CIHR)				

**d) Area of specialization: Operations**

No.	Minor
1.	Contemporary Issues in Production and Operations (CIPO)

**Gujarat University**  
**B. K. School Of Business Management**  
**List of Courses for Evening MBA Semester wise**  
**Annexure D**

<b>Sr. No.</b>	<b>Course Code</b>	<b>Semester-I (Core, Foundation &amp; Compulsory Courses)</b>	<b>Credit</b>
1	CE101	Economics for Managers (EFM)	3
2	CE102	Financial Accounting (FA)	3
3	CE103	Information Systems for Management (ISM)	3
4	CE104	Organizational Behaviour (OB)	3
5	CE105	Organizational Structure & Dynamics (OSD)	3
		<b>Total</b>	<b>15</b>

<b>Sr. No.</b>	<b>Course Code</b>	<b>Semester-II (Core, Foundation &amp; Compulsory Courses)</b>	<b>Credit</b>
1	CE201	Managerial Communication (MC)	3
2	CE202	Quantitative Analysis (QA)	3
3	CE203	Environment for Business (EB)	3
4	CE204	Marketing Management (MM)	3
5	CE205	Cost & Management Accounting (CMA)	3
		<b>Total</b>	<b>15</b>

<b>Sr. No.</b>	<b>Course Code</b>	<b>Semester-III (Core, Functional &amp; Compulsory Courses)</b>	<b>Credit</b>
1	CE301	Seminar Course on Ethics, Ethos and Values	2
2	CE302	Fundamentals of Financial Management (FFM)	3
3	CE303	Human Resources Management (HRM)	3
4	CE304	Management Science (MS)	3
5	CE305	Production and Operations Management (POM)	3
		<b>Total</b>	<b>14</b>

<b>Sr. No.</b>	<b>Course Code</b>	<b>Semester-IV (Core, Functional &amp; Compulsory Courses)</b>	<b>Credit</b>
1	CE401	Business Research Methodology (BRM)	2
2	CE402	Management Control Systems (MCS)	3
3	CE403	Business Laws (BL)	3
4	CE404	New Enterprise and Innovation Management (NE&IM)	3
5	CE405	Corporate Strategic Management (CSM)	3
6	CE406	Environment Management	2
		<b>Total</b>	<b>17</b>

Sr. No.	Course Code	Semester-V (Core, Compulsory Courses)	Credit
1	CE501	International Business (IB)	3
2	CPE502	Project Study	2
		<b>Total</b>	<b>5</b>

Sr. No.	Course Code	Semester-V(Marketing Elective)	Credit
1	ME501	Consumer Behaviour (CB)	3
2	ME502	Marketing Research (MR)	3
3	ME503	Integrated Marketing Communications (IMC)	3
4	ME504	Sales and Distribution Management (SDM)	3
5	ME505	Special Studies / Developments in Marketing (Project)	3
		<b>Total</b>	<b>15</b>

Sr. No.	Course Code	Semester-V (Finance Elective)	Credit
1	FE501	Corporate Taxation & Financial Planning (CT&FP)	3
2	FE502	Management of Financial Services (MFS)	3
3	FE503	International Finance Management (IFM)	3
4	FE504	Derivative and Risk Management (D & RM)	3
5	FE505	Special Studies / Developments in Finance (Project)	3
		<b>Total</b>	<b>15</b>

Sr. No.	Course Code	Semester-V(HRM Elective)	Credit
1	HE501	Human Resource Development (HRD)	3
2	HE502	Strategic Human Resource Mgmt (SHRM)	3
3	HE503	Recruitment and Selection (RS)	3
4	HE504	Special Studies / Developments in HR (Project)	3
5	HE505	Management of Industrial Relations (MIR)	3
		<b>Total</b>	<b>15</b>

Sr. No.	Course Code	Semester-V (Production & Operations)*	Credit
1	PE501	Logistic and Supply Chain Management (L & SCM)	3
2	PE502	Total Quality Management (TQM)	3
		<b>Total</b>	<b>6</b>

\* Provided as the only option for minor specialisation and would be offered if minimum requirement of students is met.

Sr. No.	Course Code	Semester- VI (Core, Compulsory Courses)	Credit
1	CE601	OD & Leadership	2
2	CPE601	Project Study	2
		<b>Total</b>	<b>4</b>

Sr. No.	Course Code	Semester- VI (Marketing Elective)	Credit
1	ME601	International Marketing (IM)	3
2	ME602	Product and Brand Management (PBM)	3
3	ME603	Services and Relationship Marketing (SRM)	3
4	ME604	Seminar on Contemporary Issues in Marketing	3
		<b>Total</b>	<b>12</b>

Sr. No.	Course Code	Semester- VI (Finance Elective)	Credit
1	FE601	Security Analysis and Portfolio Management (SAPM)	3
2	FE602	Corporate Finance and Restructuring (CFR)	3
3	FE603	Banking and Insurance (B&I)	3
4	FE604	Strategic Cost Management (SCM)	3
		<b>Total</b>	<b>12</b>

Sr. No.	Course Code	Semester- VI (HRM Elective)	Credit
1	HE601	Compensation Management (CM)	3
2	HE602	Contemporary Issues in HR	3
3	HE603	Performance Management (PM)	3
4	HE604	HR Policy Formulation (HRPF)	3
		<b>Total</b>	<b>12</b>

Sr. No.	Course Code	Semester- VI (Production & Operations)*	Credit
1	PE601	Contemporary Issues in Production and Service Operations	3
		<b>Total</b>	<b>3</b>

\* Provided as the only option for minor specialisation and would be offered if minimum requirement of students is met.

**Additional Offered Course\***

Will be offered only if faculty members and other infrastructure and minimum enrolment requirements are met

Sr. No.	Course Code	Semester- V & VI	Credit
1	FE_01	Corporate Governance and Financial Reporting*	3
2	FE_02	Infrastructure & Project Financing (IPF)*	3
3	FE_03	Mutual Fund and Commodity Market (MF & CM)	3
4	FE_04	Financial Engineering and Investment Management (FE &IM)*	3
5	FE_05	Strategic Cost Management (SCM)*	3

Sr. No.	Course Code	Semester- V & VI	Credit
1	ME_01	Contemporary Issues in Marketing* (CIM)	3
2	ME_02	E-Commerce (E. Com)	3
3	ME_03	Internet Marketing * (Int. M)	3
4	ME_04	Industrial Marketing* (Ind. M)	3
5	ME_05	Direct and Rural Marketing* (D&RM)	3
6	ME_06	Retail Marketing* (RM)	3

Sr. No.	Course Code	Semester- V & VI	Credit
1	HE_01	Performance Management(PM)*	3
2	HE_02	Design for Innovation* (DI)	3
3	HE_03	Counselling and Mentoring Skills for Management (CSM)*	3
4	HE_04	International Human Resource Mgmt. (IHRM)	3
5	HE_05	Managing Knowledge Workers * (MKW)	3

**Details of the Courses Offered**  
**Annexure E**  
**Course Code: C101**  
**Economics for Managers (EFM)**

**1. Course Objective**

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

**2. Course Duration**

The course will have 45 sessions of 60 minutes duration.

**3. Course Content**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<p><b>Ten principles of economics</b>                      How people make decisions; How people interact; How the economy works as a whole.</p> <p><b>Thinking like an economist</b>                      The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro economics; Positive versus normative economics; Why economists disagree”</p> <p><b>The market forces of supply and demand</b>                      Markets and competition; Individual demand; Demand schedule and demand curve; Market demand versus individual demand; Shifts in the demand curve; Supply schedule, Supply and demand– equilibrium, analyzing changes in equilibrium.</p> <p><b>Elasticity and its application</b>                      The elasticity of demand; The elasticity of supply, application of elasticity.  <b>Case:</b> Pricing, admission to a museum.</p> <p><b>Consumers, producers and the efficiency of markets</b>                      Consumer surplus; Producer surplus; Market efficiency– the benevolent social planner; evaluating the market equilibrium; Market efficiency and market failure</p> <p><b>The costs of production</b></p>	<b>09</b>	<b>20</b>

Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale.

<b>II</b>	<p><b>Firms in competitive markets</b></p> <p>What is a competitive market; Profit maximization and the competitive firm's supply curve; The supply curve in a competitive market?</p> <p><b>Case:</b> Near empty restaurants and off-season miniature golf.</p> <p><b>Monopoly</b></p> <p>Why monopolies arise; How monopolies make production and pricing decisions; The welfare cost of monopoly – deadweight loss, social cost; Public policy towards monopolies; Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts).</p> <p><b>Case:</b> The De Beers Diamond Monopoly.</p> <p><b>Oligopoly</b></p> <p>Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome; Game theory and the economics of cooperation – prisoners' dilemma, oligopolies as a prisoners' dilemma, other examples of prisoners' dilemma (arms race, advertising, common resources), the prisoners' dilemma and the welfare of society, why people sometimes cooperate.</p> <p><b>Case:</b> OPEC and the World Oil Prices</p>	<b>09</b>	<b>20</b>
<b>III</b>	<p><b>Oligopoly</b> – contd. Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying.</p> <p><b>Case:</b> An Illegal Phone Call</p> <p><b>Monopolistic competition</b></p> <p>Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society; Advertising – the debate over advertising,</p>	<b>09</b>	<b>20</b>

advertising as a signal of quality, brand names.

**Case:** Advertising and the price of eyeglasses.

**The theory of consumer choice**

The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves; Optimization – the consumer’s optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers

**Measuring a nation’s income**

The economy’s income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing.

**Case:** International difficulties in GDP and Quality of life.

**Measuring the cost of living**

The consumer price index; Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers.

**IV**

**Production and growth**

**09**

**20**

Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth.

**Saving, investment and the financial system**

Financial institutions in the US economy; Saving and investment in the National Income Accounts; The market for Loanable funds, Supply and Demand for Loanable Funds.

**The monetary system, Money growth and inflation**

The meaning of money; Functions and Kinds of Money, The classical theory of inflation; The Cost of inflation.

**Open-economy macroeconomics – Basic concepts**

The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows; The prices for international transactions (real and nominal exchange rates); A first theory of exchange-rate determination (purchasing power parity)

**V**

**Aggregate demand and aggregate supply**

**09**

**20**

Three key facts about economic fluctuations; Explaining short-run economic fluctuations; The aggregate demand



curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply).

**The influence of monetary and fiscal policy on aggregate demand**

How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest-rate targets in Fed policy; How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes; Using policy to stabilize the economy – the cases for and against active stabilization policy.

**The short-run trade-off between inflation and unemployment**

The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve; Shifts in the Phillips Curve – the role of expectations; Shifts in the Phillips Curve – the role of supply shocks; The cost of reducing inflation – the sacrifice ratio, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era.

**Five debates about macroeconomic policy (pros and cons)**

Should monetary and fiscal policymakers try to stabilize the economy; Should monetary policy be made by rule rather than by discretion; Should the Central Bank aim for zero inflation; Should fiscal policymakers reduce the government debt; Should the tax laws be reformed to encourage saving.

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Book:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	N Gregory Mankiw;	Principles of Economics	Thomson South-Western	2 <sup>nd</sup> edition, 2002 Indian reprint
T2	Pindyck & Rubinfeld	Microeconomics	Pearson	5 <sup>th</sup> edition
T3	8/e Christopher R. Thomas, S. Charles Maurice	Managerial Economics – Concepts and Applications	Tata McGraw Hill	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	DSalvatore	Managerial Economics in a Global Economy	Thomson South Western	Latest Edition
R2	Ravindra H. Dholakia and Ajay N. Oza	Microeconomics for Management Students	Oxford University Press	Latest Edition
R3	G. S. Gupta	Managerial Economics	Tata Mc Graw Hill	Latest Edition
R4	C. Rangaragan and B. H. Dholakia	Principles of Macroeconomics,	The McGraw-Hill companies	Latest Edition
R5	G. S. Gupta, 3/e	Macroeconomics – Theory and Applications	Tata McGraw Hill	Latest Edition
R6	Samuelson and Nordhaus	Economics	Tata McGraw Hill	Latest Edition

R7	Atmanand	Managerial Economics	Excel Books	Latest Edition
R8	I C Dhingra (SCS)	Essentials of Managerial Economics	Educational	Latest Edition
R9	D Salvatore	Microeconomics: Theory and Applications	Oxford University Press	4 <sup>th</sup> Edition (Indian Edition)
R10	Lipsey and Chrystal	Economics	Oxford University Press	11 <sup>th</sup> Edition (Indian Edition)
R11	D. Salvatore	Managerial Economics- Principles and Worldwide Applications	Oxford University Press	6 <sup>th</sup> Edition (Indian Edition)
R12	H.L Ahuja	Managerial economics	S Chand	3 <sup>rd</sup> edition
R13	Hirschey,	Economics for Managers	Ceenge Learning	Latest Edition
R14	Satya P. Das	Microeconomics for Business	Sage Text Books	Latest Edition
R15	Geetika, Piyali Ghosh, Purba Roy Choudhary	Managerial Economics	Tata Mcgrawhill	Latest Edition
R16	Mankiw,	Econimcs – Principles and Application	Ceenge Learning	Latest Edition
R17	D. N. Dwivedi	Managerial Economics	Vikas	7 <sup>th</sup> Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:**

Economist, Economical and Political Weekly, Economic Times, Business Standard, etc.

**Course Code: C102**  
**Financial Accounting (FA)**

**1. Course Objective:**

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	-Fundamentals of Accounting -Accounting as an Information System -Balance Sheet and Profit & Loss Account and Related concepts -Accounting Mechanics: Basic Records	9	20
II	-Accounting Mechanics: Preparation of Financial Statements -Revenue Recognition and Measurement <b>AS-9:</b> Revenue Recognition, Matching of Revenue and Expenses: Inventory Pricing and Valuation, <b>AS-2:</b> Valuation of Inventories	9	20
III	-Fixed Assets and Depreciation <b>AS-10:</b> Accounting for Fixed Assets, <b>AS-6:</b> Depreciation Accounting, <b>AS-16:</b> Borrowing Costs -Intangible Assets <b>AS-26:</b> Intangible Assets <b>AS-14:</b> Accounting for Amalgamation	9	20
IV	-Analysis of Financial Ratios -Analysis of Cash Flow Statements; <b>AS-3:</b> Cash Flow Statement -Foreign Currency Accounting <b>AS-11:</b> Effects of Changes in Foreign Exchange Rates (Revised 2003) <b>AS-13:</b> Accounting for Investments <b>AS-22:</b> Accounting for Taxes on Income	9	20
V	-Regulatory Framework of Financial Reporting in India Other Accounting Standards: <b>AS-1:</b> Disclosure of Accounting Policies, <b>AS-17:</b> Segment Reporting, <b>AS-20:</b>	9	20

Earnings Per Share, **AS-25**: Interim Financial Reporting  
 - Contemporary Issues:  
 Consolidation of Accounts-  
**AS-21**: Consolidated Financial Statements, **AS-23**:  
 Accounting for Investment in Associates in Consolidated  
 Financial Statements  
 Trends in Corporate Reporting-  
 Economic Value Added Value Added Statement  
 Corporate Governance Reporting

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	S. K. Bhattacharya , John Dearden	Accounting for Management, Text and Cases	Vikas Publishing House	Third revised Edition 2008
T2	D. S. Rawat	Students' Guide to Accounting Standards	Taxman Allied Services	Latest edition
T3	Ambrish Gupta	Financial Accounting for Management –: An Analytical Perspective	Pearson Education	3 <sup>rd</sup> Edition 2009
T4	Ashok Bannerjee	Financial Accounting – A Managerial Emphasis	Excel Books	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Paresh Shah	Basic Accounting for Management	<i>Oxford Higher Education</i>	Latest Edition
R2	S N Maheshwari, S K Maheshwari	A Text Book of Accounting for Management	Vikas Publishing, New Delhi	Latest Edition
R3	N Ramchandran , Ram Kumar Kakani	Financial Accounting for Management	Tata Mc Graw Hill	2 <sup>nd</sup> Edition
R4	Robert N Anthony, David F Hawkins, Kenneth A Merchant	Accounting: Text and Case	The McGraw-Hill companies	12 <sup>th</sup> Edition 2007
R5	Harrison and Horngren	Financial Accounting	Pearson Education	6 <sup>th</sup> Edition 2008
R6	P C Tulsian	Financial Accounting	Pearson Education 2009	Latest Edition
R7	Pru Marriot, J R Edwards and H J Mellett	Introduction to Accounting	Sage South Asia Edition	3 <sup>rd</sup> Edition, 2007
R8	Stice and Stice	Financial Accounting- Reporting and Analysis	Cengage Learning	7 <sup>th</sup> Edition 2006
R9	Carl S. Warren, James M. Reeve, Jonathan E. Duchac	Financial Accounting: Concepts, Methods, and Applications	Cengage Learning, 2009	Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

**The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.**

The Chartered Accountant, The Management Accountant, The Chartered Secretary Journal of Finance, Business India / Business Today / Business World, “Vikalpa” –

**Course Code: C103**  
**Information Systems for Management (ISM)**

**1. Course Objective:**

The objective of the course is to

- Understand the role of the information systems (IS) function in an organization,
- Develop an insight as to how information systems influence business strategy and
- Develop the ability to contribute meaningfully towards information system selection.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of 9 sessions of 60 minutes each and carries a Weight-age of 20 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Fundamentals of Information Systems in Business Role of information Systems in Business and the Strategic importance of IS Types of Information Systems-it's utility in the organization. <b>Computer</b> <b>Hardware:</b> Various hardware like CPU, Memory and its uses, input and out put devices, secondary storage devices, and various peripherals and add ons in computer. <b>Software:</b> Types and utilities. Major software issues	9	20
II	Internet, Intranet, Extranet, VPN and the wireless web. Integrating Wireless Web into Business Strategy <b>Network Applications:</b> Foundations of modern Networks- LAN, WAN, MAN, Links Between Networks, devices and Media to link the Networks. <b>Wireless Networks:</b> Introduction, Bandwidth, GSM and CDMA technologies, concept of WAP, GPRS, WIFI, Bluetooth. Brief introduction to m-commerce and value added services on cellular networks	9	20

<b>III</b>	<b>Decision Support Systems</b> Business and Decision support, decision supports Trends, the components of DSS, Benefits, Geographic Information and Data Visualization Systems, Overview of GDSS  <b>Knowledge Management</b> Information systems and Knowledge Work Systems, Artificial Intelligence and its influence. Expert Systems and Organizational Intelligence, .Neural Networks, Fuzzy Logic, Genetic Algorithms, Intelligent Agents.	<b>9</b>	<b>20</b>
<b>IV</b>	<b>System Development Strategies</b> Systems as planned organizational Change, Business Process Reengineering Techniques, System Analysis and Design, System Building Approaches and Application development for an organization.  <b>Security Management of IT</b> Tools of Security Management, Internet worked security defenses like Encryption, Firewalls. Other Security Measures like Security Codes, Biometric Security, Fault Tolerant Systems and Disaster recovery	<b>9</b>	<b>20</b>
<b>V</b>	<b>E-commerce Application and Issues</b> e-commerce application trends, e-commerce transaction models like B to C , B to B and C to C, success factors, clicks and Bricks in e-commerce, collaborative commerce, Globalization of E-business.  <b>Enterprise e-Business Systems</b> CRM, SCM, ERP- its phases, benefits and challenges and trends, Causes of failure. Latest trends in enterprise e-business systems.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc



**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Textbooks:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	James O'Brien	Management Information System	Tata McGraw Hill	Latest Edition
T2	Turban	IT for Management	Wiley	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Jawadekar, W. S	Management Information Systems	Tata McGraw Hill	Latest Edition
R2	Laudon and Laudon	Management Information System	Pearson Education	Latest edition
R3	McLeod, Raymond and Schell, George P	Management Information Systems	Pearson Education	10 <sup>th</sup> edition
R4	Miller	MIS cases: Decision making with Application software	Pearson Education	Latest edition
R5	A. K. Gupta	Management Information Systems	S. Chand	2008
R6	Sanjiva S. Dubey	IT Strategy and Management	PHI	2009
R7	S. A. Kelker	Management Information Systems A Concise Study	PHI	2009
R8	Jaiswal, M.P & Mittal	Management Information Systems	Oxford	2009
R9	P. Mohan	Management Information Systems	Himalaya	2009

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

**Course Code: C104**  
**Managérial Communication (MC)**

**1. Course Objectives:**

Communication is a very essential skill for the managers to be successful in their professional career. The objective is to acquaint the students with the basic concepts and techniques of communication that are useful in developing skills of communicating effectively.

**2. Course Duration:**

The course duration is of 9 sessions of 60minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Concepts of Communications: Definition, Forms of Communication, Objectives of Communication, Characteristics of Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers,	<b>9</b>	<b>20</b>
<b>II</b>	Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play	<b>9</b>	<b>20</b>
<b>III</b>	Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD	<b>9</b>	<b>20</b>
<b>IV</b>	Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews	<b>9</b>	<b>20</b>
<b>V</b>	Forms of Communication in Written mode: Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing	<b>9</b>	<b>20</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Murphy	Effective Business Communication	Tata McGraw-Hill Publishing	7 <sup>th</sup> edition
T2	Koneru	Professional Communication	Tata McGraw-Hill Publishing	1 <sup>st</sup> edition
T3	Monipally	M. M., Business Communication Strategies	Tata McGraw-Hill Publishing	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Bentley, T. J., Report Writing in Business	The Chartered Institute of Management Accountants	Viva books Pvt. Ltd., New Delhi,	2001
R2	Boone, Kurtz, & Block	Contemporary Business Communication	Wiley Publication	Latest Edition
R3	McLeod, Raymond and Schell, George P	Management Information Systems	Prentice Hall, New Jersey, US.	Latest Edition
R4	Devlin, Frank J, Richard D. Irwin	Business Communication	Illinois	1968

R5	Kaul, Asha	Effective Business communication	Prentice Hall of India, New Delhi,	2000
R6	Lesikar Raymond V. & M. E. Flatley	Basic business Communication	10 ed., Tata McGraw-Hill,	2005
R7	Ludlow, Ron & F. Pantan	The Essence of Effective Communication	Prentice Hall of India, New Delhi,	1998
R8	Monippally, M. M	The Craft of Business Letter Writing	Tata McGraw Hill, New Delhi,	1997
R9	Ray, Reuben,	Communication Today	Himalaya Publishing House, Mumbai,	1997
R10	Thill, John & C. V. Bovee	Excellence in Business Communication	McGraw Hill Inc.,	3rd Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Harvard Business Review, Business India / Business Today / Business World, University News, Journal of Business Communication, Business Communications Quarterly, PR Communication Age, etc.

**Course Code: C105**  
**Organizational Behavior (OB)**

**1. Objective:**

To sensitize students with the Human side of the organization, present Organizational Behavior as one of the approaches towards Organizational Effectiveness. Additionally, enhance awareness of the students to dynamics of Individual, Group and Organizations. Prepare students to enhance their personal effectiveness and improve their contribution to group and organizational processes.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Understanding the Meaning and Context of OB Introduction to OB –What are Organizations, what is OB –Importance, relevance –Disciplines contributing to its knowledge –Evolution of thought in OB –Model of OB  National Culture -Concept of National Culture - Frameworks and dimensions of National Culture - Indian cultural context for OB, Dominant values, ethos and unique features of Indian culture -Impact of culture at work -challenges posed by cultural differences -How organizations can deal with these challenges	9	20
II	Understanding Individual Behavior Perception -Meaning, sub-processes of perception -Understand how perception influences behavior, social perception -Perceptual errors and their outcome -Process of attribution and attributional errors -How can judgmental and attributional errors be detected and reduced  Attitudes -Meaning of work related attitudes - meaning of Job Satisfaction, Commitment and Organizational Citizenship Behavior, Employee Engagement and Involvement : important attitudes at work -the influence of work related attitudes on Organizational outcomes -what measures can organizations adopt in order to shape favourable attitudes at work -Meaning and importance of values -Types of Values -Impact of values on Attitudes and Personality	9	20

<b>III</b>	<p>Personality: -what is Personality -range of approaches and theories used for understanding Personality -understand how Personality contributes to differences in individual behavior - Understand how personality can be measured - important concepts related to Personality - Understand Indian context shaping individual personality</p> <p>Understanding Personal Effectiveness Through Transactional Analysis -Introduction to Transactional Analysis (TA) Theory Understanding Basic concepts of TA: Strokes, Transactions, EgoStates, Games, Drama Triangle Scripts - Analyzing Transactions -Understanding egostates from Transactions and identifying effective transactions -Understanding Life Positions and how to stay OK with self and others</p> <p><u>Motivation:</u>                      Meaning and importance of motivation, content and process theories of motivation, linkages between motivation and other OB processes such as leadership, culture development, and more. Motivational challenges especially in the Indian context</p>	<b>9</b>	<b>20</b>
<b>IV</b>	<p>Understanding Group Behavior</p> <p>Introduction to Groups and Teams -Meaning of Groups and Group Formation -Types of groups and teams, how groups are formed -Key difference between the concepts of groups and teams - Synergy and Dysfunctions of Group working - Factors affecting group performance -How Groups and Teams can be made more effective -Making Groups more Effective -Working Effectively in Teams</p> <p>Johari Window as a Framework for Effective Communication -Understand Communication as a Human Process in the Organizations -Understand the Johari framework for communication and sharing feedback and information</p> <p>Conflict, Stress, Negotiation -meaning, levels and sources of Conflict -ways and styles to deal with conflict -cultural differences in tolerance for conflict -meaning and consequences of Stress -different types of stressors -elements that moderate stress - various strategies to cope with stress at work -the</p>	<b>9</b>	<b>20</b>

nature and approaches to negotiation

Decision-making -Meaning and Process of Decision making -Rational and Behavioural decision-making -styles of decision-making -factors affecting how decisions are made within organizations

**V** Understanding Organizations Shaping Behavior Power, politics: Confirm the content learned in OSD under the same topic and combine the structure and process view of power

Organizational Culture -Meaning and Significance of Organizational Culture -How to Recognize Culture in an Organization -What are Strong, Weak and Dominant Cultures -Concept of Organizational Climate -How Effective Cultures and Climate can be created Especially in The Context of Organizations in India

9

20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

(a) Lectures and case discussion covering a cross section of decision situations.

(b) Discussions on issues and techniques

(c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Stephan Robbins, Timothy Judge and Seema Snaghi	Organizational Behavior	Pearson	2008
T2	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
R2	K. Aswathappa	Organizational Behaviour	Himalaya	Latest Edition
R3	Niraj Kumar	Organizational Behaviour	Himalaya	Latest Edition
R4	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
R5	Debra L. Nelson & James C. Quick	Organizational Behaviour	Ceenage Learning	5th Edition
R6	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw-Hill	Latest Edition
R7	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw-Hill	Latest Edition
R8	S. S. Khanka,	Organizational Behaviour	Vikas Publishing	Latest Edition
R9	Kavita Singh	Organizational Behaviour– Text and Car	Pearson Edition	Latest Edition
R10	Udai Pareek	Understanding Organizational Behavior	Oxford	2nd Ed
R11	Mcshane and Radha Sharma	Organizational Behavior	McGraw-Hill	Latest Edition
R12	Stephan Robbins	Organizational Behavior	Pearson Education	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Journal Of Organizational Behavior, Harward Business Review



**Course Code: C106**  
**Organizational Structure and Dynamics (OSD)**

**1. Objectives:**

This course is designed to allow the students to familiarize with basic management and organization theories.

It also aims at helping students see the application of these theories to contemporary situations.

By the end of the course, students would have a good understanding of:

- 1) How to manage organization's functions and other activities in the dynamic world.
- 2) How and why organizations are structured differently and their implications.
- 3) How managers can adapt to environmental changes.
- 4) Various managerial skills

**2. Course Duration:** The course will have sessions which are divided into five modules. Each module consists of 9 sessions of 60 minutes each and carries a weight-age of 20marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Introduction to management and evolution of Management thought, Managing and Managers Evolution of Management Theory , Organizations & Environment, Decision Making Process	9	20
II	Planning & Strategic Management, Strategy Implementation, Social Responsibility & Ethics Globalization & Management, Inventing & Reinventing Organizations	9	20
III	Organizational Effectiveness, Dimensions of Organization Structure, Strategy, Organization Size, Technology, Power - Control	9	20
IV	Organizational Design Options, Environment managing, Organizational Evolution	9	20
V	Effective Control, Operations Management Information System	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- a) Lectures and presentation
- b) Case discussion covering a cross section of decision situations.
- c) Discussions on issues and case studies
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Textbooks:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	James Stoner, Edward Freeman, Deniel Gilbert Jr.,	'Management'	- Prentice Hall of India,	Latest Edition
T2	Stephen P. Robbins and Mary Mathew	'Organization Theory – Structure, Design and Applications'	Prentice Hall of India	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Koontz and Weihrich	'Essentials of Management',	Tata McGraw Hill	2004, 6 <sup>th</sup> Edition
R2	Richard L. Daft	'Organization Theory & Design'	Thompson South-Western	, 8 <sup>th</sup> Ed., , 2004

**8. List of Journals / Periodicals / Magazines/ Newspapers etc.**

Indian Management, Harvard Business Review, Journal of Business Strategy, Vikalpa

**Course Code: C107**  
**Quantitative Analysis (QA)**

**1. Objective:**

- To impart the basic art and science of gathering, analysing and using data to identify and resolve managerial and decision making problems.
- To develop skills in structuring and analysing business, Problems using quantitative analysis.
- To develop aptitude and statistical thinking approach to business problems.
- To understand the effective use of computer software for resolution of statistical problems.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of 9 sessions of 60 minutes each and carries a Weight-age of 20marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistics on the computer.	9	20
	Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples Random variable and probability distribution, Discrete and Continuous distribution, Expected value and variance of a distribution. Software exposure to the above concepts – (by use of EXCEL or any other available software)		
II	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book Sampling and Sampling distribution Statistical Inference: Estimation for Single Populations	9	20
III	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book		

	Design of Experiments and Analysis of Variance ( Only one way) , Cases form the text book	<b>9</b>	<b>20</b>
<b>IV</b>	Goodness-Of-Fit-Test, Cases form the text book Test of Independence, Cases form the text book Simple regression Analysis , Cases form the text book Multiple Regression Analysis, Cases form the text book, Use of Software in Multiple Regression, Building Multiple Regression Models, Different types of models, Multi-co linearity	<b>9</b>	<b>20</b>
<b>V</b>	Time-Series Forecasting and Index Numbers Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book. Review, Feedback and Integrated Examples and Cases	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and case studies
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Textbooks:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Ken Black	Business Statistics for Contemporary Decision Making	Wiley Student Edition	Fourth or later edition
T2	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson Education)	6th Edition or later edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest Edition
R2	Amir D Aczel and Jayavel Sounderpandian	Complete Business Statistics	TMH	Latest Edition
R3	J. K. Sharma	Business Statistics	Addison Wesley,-2000.	2nd Edition or later edition
R4	Levine, Stephen, Krehbiel and Berenson	Statistics for Managers, Pearson Quantitative Techniques for Decision	Tata Mc Graw Hill	Fourth or Later edition
R5	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas Publishing.	Sixth Edition, 2004
R6	Naval Bajpai	Business Statistics	Pearson	Latest Edition
R7	Anderson, Sweeney, Wiliamy	Quantitative Methods for Business	Ceenge Learning	Latest Edition
R8	C. R. Kothari,	Quantitative Technique	Vikas	Latest Edition
R9	M. S. Excel, D. P. Apte,	Statistical Tools for Managers	Excel Books	Latest Edition
R10	Qazi Zameeruds, Vijay K. Khara, S. K. Bhamri	Business Mathematics	Vikas	Latest Edition
R11	Gopal K. Kanji, Sage,	100 Statistical Tests	SAGE	Latest Edition
R12	R. S. Bhardwaj	Business Statistics	Excel Books	Latest Edition
R13	Levine, Krehbiel, Bernson, Viswanathan	Business Statistics; A First Cause	Pearson Education	Latest Edition
R14	Anderson, Sweeney, Williams	Statistics for Business and Economics	Ceenage Learning	Latest Edition
R15	D. P. Apte	Statistics for Managers	Excel Books	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ News papers etc.**

Economics Times, Statistical surveys, NSS Reports etc.

**Course code: C108**  
**Seminar Course on Ethics, Ethos and Values (SC-EE & V)**

**1. Course Objective**

The objective of the course is to impart the moral dilemmas the professionals are faced with, value-based ethics and sensitivity towards safety and risk, collegiality and loyalty, Environmental ethics etc. This course is going to be hands-on, assignment-based course for which some groundwork related to the National Culture and ethical dealing in business will be discuss.

**2. Course Duration:**

The course duration is of 30 sessions of 60 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Review of Indian Ethos in Management	<b>6</b>	<b>20</b>
<b>II</b>	Ethics and Organisations. Employee Duties and Rights. Discriminatory and Prejudicial Employee Practices.	<b>6</b>	<b>20</b>
<b>III</b>	Downsizing the Workforce. Handling Ethical Dilemmas at Work. Marketing Strategy and Ethics.	<b>6</b>	<b>20</b>
<b>IV</b>	Ethical Practices in Market Place. Ethics and Finance. Business and the Environment.	<b>6</b>	<b>20</b>
<b>V</b>	Corporate Responsibility, Social Audit and Ethical Investing. Computers and Ethics. Case Studies	<b>6</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and case studies
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	S. K. Chakraborty	The Management and Ethics Omnibus	Oxford	Latest Edition
T2	Ferrell	Business Ethics: Ethical Decision Making and Cases	Wiley India	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Velasquez	Business Ethics: Concepts and Cases	PHI	Latest Edition
R2	Peterson & Ferrell	Business Ethics: New Challenges for Business Schools and Corporate Leaders	PHI	Latest Edition
R3	Barbara MacKinnon	Ethics: Theory and Contemporary Issues		Latest Edition
R4	Peter Singer	Ethics	Oxford	Latest Edition
R5	Ronald Howard Clinton D. Korver	Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life (Hardcover)	Harvard Review Press	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Harvard Business Reviews

**Course Code: C201**  
**Cost and Management Accounting (CMA)**

**1. Objectives:**

The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting; activity costing; marginal costing; standard costing, etc.

**2. Course Duration**

The course will have 45 sessions of 60minutes duration.

**3. Course Contents**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules/ Sub modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<b>Cost Management and Cost Estimation</b> Cost and Management Accounting Overview Various Cost Concepts. Cost Estimation approaches, tools and techniques	<b>9</b>	<b>20</b>
<b>II</b>	<b>Cost allocation and Job/ batch Costing</b> Cost Allocation, Activity Based and Target Costing Job and Batch Costing Introduction to the concept of operating costs	<b>9</b>	<b>20</b>
<b>III</b>	<b>Costing Methods</b> Operating Costing. Process Costing and Joint and By product Costing.	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Management Applications</b> Marginal (Variable) Costing and Absorption Costing Decision Involving Alternative Choices and Pricing Decisions Make-or-Buy	<b>9</b>	<b>20</b>
<b>V</b>	<b>Planning, Control and Decision Making</b> Budgeting and Budgetary Control System Standard Costing and Variance Analysis Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards	<b>9</b>	<b>20</b>



**4. Teaching Pedagogy:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The Participants will be evaluated on a continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Charles T. Hongren, S. M. Datar, and others	Cost Accounting	(Pearson) (13 <sup>th</sup> Edition) (CT)	6th Edition or later edition
T2	S. K. Bhattacharya and John Dearden Sounderpandian	Costing for Management	Vikas	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Hilton, Maher, and Selto	Cost Management: Strategies for Business Decisions	TMH	Latest Edition
R2	Khan and Jain	Management Accounting”,	TMH	Latest Edition
R3	Ravi Kishore	Cost and Management Accounting	Taxmann	4 <sup>th</sup> or Later edition
R4	Hansen & Mowen	Cost and Management Accounting and Control	Thomson Publishers.	Latest Edition
R5	Pandikumar	Management Accounting	Excel Books	Latest Edition
R6	Robert Hilton, G Ramesh, M. Jayadev	Managerial Accountancy	Tata Mcgraw hill	Latest Edition
R7	Managerial Accountancy,	Bamber, Braun, Harrison	Pearson Education	Latest Edition
R8	M. N. Arora	Cost and Management Accounting; Theory and Problem	Excel Books	Latest Edition
R9	M. A. Sahaf	Management Accounting	Vikas	Latest Edition
R10	J. Madegowda	Management Accounting	Himalya	Latest Edition
R11	Paresh Shah	Management Accounting	Oxford University Press	PS

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Indian Journal of Accounting; Cost and Accounts Journal

**Course Code: C202**  
**Environment for Business (EB)**

**1. Course Objectives:**

The objective of the course is to bring about understanding of Social, Economic, Technological, International, Political-Legal and Natural Environment influencing business and industry and to acquaint the students with emerging trends in business environment.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/ Sub modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Economic Environment</b> Concepts and significance of economic environment – at national and international level, Economic System: Laissez faire, capitalism, socialism and mixed economy, National Income, Monetary and Fiscal Policy (finance commission), Industrial Policy, Latest five year plan, State Industrial Policy, Union Budget	<b>9</b>	<b>20</b>
<b>II</b>	<b>Social Environment</b> Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change, Social Responsibility of Business and Trusteeship management, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance	<b>9</b>	<b>20</b>
<b>III</b>	<b>Technological Environment</b> Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards	<b>9</b>	<b>20</b>
<b>IV</b>	<b>International Business Environment</b> International Business: An Overview, types of International Business, Balance of Payments and	<b>9</b>	<b>20</b>

	Macroeconomic Management, Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, WTO, Regional Blocks, EPZs, EOUs, TPs and SEZs		
<b>V</b>	<b>Natural Environment</b> Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussion and Presentations
- (3) Field Visits and Assignments

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Paul, Justine	Business Environment: Text & Cases	Tata McGraw-Hill	2 <sup>nd</sup> edition or later edition
T2	Cherunilam, Francis	Business Environment: Text & Cases	Himalaya	Latest edition.

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Cherunilam Francis	International Business Environment	Himalaya Publishing House, Mumbai,	2006
R2	Mithani D.M.	International Economics	Tata McGraw Hill.	2005 or Latest edition.
R3	Shaikh Saleem	Business Environment	Pearson	Latest edition
R4	Vivek Mital	Business Environment	Excel Books	Latest Edition
R5	David Kreps	Microeconomics for managers	Norton, W. W. & Company, Inc.	2007
R6	Bedi Suresh	Business Environment	Excel Books	2005
R7	Rabindra N. Bhattacharya (ed)	Environmental Economics	Oxford	2008
R8	Ian Worthington, Chris Britton	The business environment	Financial Times Prentice Hall	2006 or Latest Edition
R9	Vivek Mital	Business Environment	Excel Books	Latest Edition
R10	Shaikh Saleem	Business Environment	Pearson	Latest edition

8. List of Journals/Periodicals/ Magazines/ Newspapers: Economic & Political Weekly, Intellectual Property Rights, Corporate Governance, Business India / Business World , Banking & Finance, Industrial Economist, Fortune, Global Business Review, Economic Survey, GOI, India Development Report (Latest Edition), World Development Report, RBI Annual Report, etc.

**Course Code: C203**  
**Fundamental of Financial Management (FFM)**

**1. Course Objective:**

The objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that the students possess a sound base in accounting principles and practices including financial analysis. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return. The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books. Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.

**2. Course Duration:**

The course will have 45 sessions of 60 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<b>Understanding the Meaning of Financial Management, Financial System, and Basics of Valuation</b> Introduction to Financial Management; Introduction to the Financial System; The concept of Time value of money Valuation of Bonds and Shares	<b>9</b>	<b>20</b>
<b>II</b>	<b>Financing Decision and Sources of long term funds</b> Risk and Return Cost of Capital Sources of Long term funds Raising Long term funds	<b>9</b>	<b>20</b>
<b>III</b>	<b>Capital Structure &amp; Capital Budgeting</b> Capital Structure (Theories) Capital Structure Planning Techniques of Capital Budgeting Estimation of Project Cash Flows	<b>9</b>	<b>20</b>

<b>IV</b>	<b>Working Capital Management</b> Introduction to Working Capital Management Cash Management Sources of short term funds Credit Management Inventory Management	<b>9</b>	<b>20</b>
<b>V</b>	<b>Dividend Decision and Contemporary Issues</b> Dividend Policy Dividend Decision Value based Management Introduction to International Finance	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussions on issues & techniques and selected cases covering major financial management decisions.
- (b) Solving of Selected Numericals
- (c) Projects/Assignments/Quizzes

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Prasanna Chandra	Financial Management – Theory and Practice	Tata McGraw-Hill Publishing Company, New Delhi	Latest edition.
T2	I. M. Pandey	Financial Management	Vikas Publication	9 <sup>th</sup> Edition or later edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Srivastava & Misra	Financial Management	Oxford University Press	(2008)
R2	Briham & Houston	Fundamentals of Financial Management	South-Western, Thomson Business Information India (P) Ltd.,	(2006) 10 <sup>th</sup> Edition
R3	Brealey & Myers	Principles of Corporate Finance	Tata McGraw-Hill Publishing Company	(2005) 7 <sup>th</sup> Edition
R4	Reddy, Sudarsana	Financial Management – Principles and Practice	Himalaya Publishing	(2008) 1 <sup>st</sup> Edition
R5	Vishwanath, S. R. (2007)	Corporate Finance - Theory and Practice	Response Books, New Delhi	2 <sup>nd</sup> Edition
R6	McMenamin, Jim	Financial Management – An Introduction	Oxford University Press,	(2000) 1 <sup>st</sup> Edition
R7	Sinha, P.K	Financial Management	Excel Books	1 <sup>st</sup> Edition
R8	Bhat, S.	Financial Management	Excel Books	(2007) 2 <sup>nd</sup> Edition
R9	Peter DeMarzo, Jonathan Berk	Financial Management	Pearson Education	Latest Edition
R10	Vyuptakesh Sharan	Foundations of Financial Management	Pearson Education	Latest Edition
R11	G. Sudarsana Reddy	Financial Management	Himalaya Publishing	Latest Edition
R12	Lawrence J. Gitman	Principles of Managerial Finance	Pearson Education	Latest Edition
R13	Khan & Jain	Financial Management	Tata McGraw-Hill	Latest edition
R14	James Van Horne & John M. Vachowicz, Jr.	Fundamentals of Financial Management	Pearson Education	11th or later edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, CFA Reader etc.



**Course Code: C204**  
**Human Resources Management (HRM)**

**1. Course Objective:**

This is the first introductory course of the functions of HRM To acquaint students with different subsystems of Human Resource Management and their importance.

The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of 45 sessions of 60 minutes each and carries a Weight-age of 20 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Strategic role of HRM and subsystems:</b> Introduction to Human Resource Management The Strategic Role of Human Resources Management. Job Analysis. HR Planning and Recruiting Employees Testing and Selection	<b>9</b>	<b>20</b>
<b>II</b>	<b>HR subsystems – II</b> Interviewing Candidates Training and Developing Employees Performance Management and Appraisal Managing Career and Fair Treatment	<b>9</b>	<b>20</b>
<b>III</b>	<b>HR subsystems – III</b> Establishing Strategic Pay Plans Pay for Performance and Financial incentives Managing Global Human resources Managing Strategic Organizational Renewal	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Industrial Relations</b> Industrial Relations – Definitions and Main Aspects Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes	<b>9</b>	<b>20</b>
<b>V</b>	<b>Labour Legislations</b> Factories Act, International Labor Organization Labor Management Cooperation/Workers' Participation in Management, Payment of Wage Legislation Minimum Wage Legislation, Equal Remuneration Legislation	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Textbooks:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Gargy Dessler and Biju Varkkery–	Human Resources Management	Prentice Hall India / Pearson Education – 2003 Indian Reprint	Eleventh Edition ( or later )
T2	Sinha, Sinha and Shekhar	Industrial Relations, Trade Unions and Labor Legi- slations	Pearson Education, New Delhi	First Indian Print 2004 ( or later)

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Gomez-Mejia, Balkin and Cardy	Managing Human Resources	Pearson Education	Third Edition
R2	S. C. Srivastava	Industrial Relations & Labor Laws	Vikas Publishing House Pvt Ltd	Fourth Revised Edition
R3	P. Jyothi and D. N. Venkatesh	Human Resource Management	Oxford University Press	Latest Edition
R4	C.B.Mamoria & S.V.Gankar	A Text book of Human Resource Management	Himalaya Publishing House Pvt. Ltd	Latest Edition
R5	M. Lall	Human Resource Management	Excel Books	Latest Edition
R6	David Lepak, Many Gowar	Human Resource Management	Pearson	Latest Edition
R7	Fisher, Schoenfeldt, Shaw	Managing Human Resource	Cengage Learning	Latest Edition
R8	Snell, bohlander	Human Resource Management	Cengage Learning	Latest Edition
R9	V. S. P. Rao	Human Resource Management– Text and Cases	Excel Books	Latest Edition
R10	P. Subba Rao	Essential of Human Resource Management and Industrial Relatives; Text, Case and Gamer	Himalaya	Latest Edition
R11	A. M. Sheikh,	Human Resource Development and Management	S. Chand	Latest Edition
R12	R. S. Davar	Personnel Management and Industrial Relations	Vikas	Latest Edition
R13	John M. Ivancevich	Human Resource Management	Tata McGraw Hill	Ninth Edition
R14	Chandra, Prasanna (2008)	Human Resource Management	Pearson	Second Edition, 2006.

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

**Course Code: C205**  
**Management Science (MS)**

**1. Course Objective:**

- To help students develop skills in structuring and analyzing various Operations Research (OR) problems for managerial decision making by using basic OR tools and techniques.
- To learn to implement various management science software packages.

**2. Course Duration:**

The course is divided into five modules; each module has 9 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks (Uni. Exam)
I	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc. Formulation of LP problems	9	20
II	Duality and its implications, Introduction to sensitivity analysis, Integer and Goal programming problems (only formulation and solution of two variable case) Case studies of LP, IP, and GP.	9	20
III	Transportation Models, Formulation, Solution procedure, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and its solution, Travelling Salesman Problem. Transshipment problem and other applications of transportation problem.	9	20
IV	Network techniques, Minimum Spanning Tree, Shortest Route and Maximal Flow Techniques, Formulation, Solutions and their applications.	9	20
V	Introduction to simulation, Queuing Problems (only basic model), Marko-vian Analysis and its applications, Game theory and its applications.	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of business research.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Textbooks:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Fredrick S Hiller, Mark S Hiller	Introduction to Management Science – a modelling and Case studies approach with spreadsheets	Tata McGraw Hill	Latest Edition
T2	Anderson	Introduction to Management Science	Thompson Learning	Latest Edition

**6. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Bernard W. Taylor	Introduction to Management Science	Prentice Hall	9 <sup>th</sup> Edition
R2	Stephen G. Powell and Kenneth R. Baker	Management Science: The Art of Modeling with Spreadsheets	Excel	Latest Edition
R3	N. D. Vora	Quantitative Methods	TMH	Latest Edition

R4	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, and Jeffrey D. Camm	An Introduction to Management Science (with Bind-In Printed Access Card)	Thompson	Latest Edition
R5	John A. Lawrence and Barry A. Pasternack	Applied Management Science: Modeling, Spreadsheet Analysis, and Communication for Decision Making	Wiley	Latest Edition
R6	J. K. Sharma	Quantitative Techniques for Managerial Decisions	MacMillan	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Operation research, Operations Research Quarterly, Vikalpa, Decision, etc.

**Course Code: C206**  
**Marketing Management (MM)**

**1. Course Objective:**

The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

**2. Course Duration:**

The course will have 45 sessions of 60 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Understanding Marketing Management, Marketing Environment &amp; Marketing information systems</b> 1. Marketing concepts & practices 2. Developing marketing strategies & plans 3. Scanning the marketing environment 4. Marketing Information system including Marketing Research & demand forecasting and estimation	9	20
II	<b>Analyzing Buying Behaviour and Strategic Marketing</b> 1. Analyzing Consumer markets and Consumer Buying Behaviour. 2. Analyzing Business Markets and Business Buying Behaviour. 3. Market Segmentation & targeting 4. Differentiation & positioning strategies 5. Product life-cycle marketing strategies 6. Dealing with market competition	9	20

<b>III</b>	<b>Product Strategies, Designing Services, Branding and Pricing</b> 1. Setting Product strategy 2. Creating brands and brand equity 3. Developing Pricing strategies and programs 4. Designing and managing Services	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Designing Integrated Marketing Channels and Integrated Marketing Communications</b> 1. Designing and Managing Integrated Marketing Channels 2. Managing Retailing, Wholesaling and Logistics 3. Designing and Managing IMC 4. Managing Mass Communications 5. Managing Personal Communications	<b>9</b>	<b>20</b>
<b>V</b>	<b>Creating Long-term Growth and Contemporary Marketing Practices</b> 1. Introducing New Market Offerings 2. Tapping Global markets 3. Managing a Holistic Marketing Organization 4. Marketing Ethics 5. New Technology and Marketing	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussions covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)



**6. Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Kotler, Keller, Koshy and Jha	The base book for the course is “Marketing Management, A South Asian Perspective”	Pearson Education	Latest edition
T2	Ramaswami & Namakumari	Marketing Management: Indian context	Macmillan (India) Limited, New Delhi.	First Indian Print 2004 ( or later)
T3	Baines, Fill & Page	Marketing	Oxford University Press	First Indian edition 2009

**7. Reference Books: (Latest available editions should only be considered)**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Stanton, Etzel, Walker	Fundamental of marketing	McGraw Hill Inc. N. York	Latest Edition
R2	Tapan Panda	Marketing Management	Excel Books	Latest Edition
R3	Arun Kumar, N. Meenakshi	Marketing Management,	Vikas Publishing House N. Delhi	Latest Edition
R4	Rajan Saxena	Marketing Strategies	Tata-McGraw Hill Publishing Company, New Delhi.	Latest Edition
R5	Panwar J. S.,	Marketing in the new Era	SAGE	Latest Edition
R7	Mazumdar Ramanuj	Marketing Strategies,	Allied Publishers Ltd. New Delhi.	Latest Edition
R12	Joel R. Evans, Barry Berman	Marketing Management	Ceangage Learning	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:**

Journal of Marketing (American Marketing Association), Indian Journal of Marketing Marketing Master Mind, Brand Equity in the Economic Times, Business Standard etc.

**Course Code: C207**  
**Production & Operations Management (POM)**

**1. Course Objective**

The objective of the course is to:

- a) Understand the role of the operations management (OM) function in the functioning of an organization and
- b) Offer a broad survey of the concepts and tools used in operations management.

**2. Course Duration:**

The course is divided into five modules. Each module consists of 45 sessions of 60 minutes each and carries a Weight-age of 20 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems, the systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services. Facility location and layout.	9	20
II	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.	9	20
III	Understand various methods of operations scheduling and the management large projects. Operations scheduling, project management.	9	20
IV	Understand the issues associated with the management of queues and the management of supply chains. The management of queues, applications in manufacturing and services, supply chain management.	9	20
V	Understand the concepts of quality management and the usage of statistical tools for quality management. Develop an understanding of Japanese manufacturing management philosophies. Quality management, statistical quality control, JIT production systems.	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	William J Stevnsons	Operations Management	Tata Mc graw Hill	9 th edition
T2	Heizer, Jay and Render, Barry, Jagadish Rajshekar	Operations Management	Pearson Education	9th edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Buffa, Elwood S. and Sarin, Rakesh K	Modern Production and Operations Management,	John Wiley and Sons(Wiley India)	8 <sup>th</sup> edition
R2	Kachru Upendra	Production and Operations Management	Excel Books.	1st Edition
R3	Shah, Janat,	Supply Chain Management: Text and Cases	Pearson Education.	Latest Edition
R4	K. Aswathappa and K. Shridhara Bhat	Production and Operations Management	Himalaya Publications	2009 or later.
R5	S. A. Chunawala, Dr. Patel	Production and Operation Management	Himalaya Publications	Latest Edition
R6	Evans / Collier	Operation Management	Cenagage Learning	Latest Edition
R7	Robert Klassen, Larry J. Menor	Cases in Operations Management	SAGE	Latest Edition
R8	Frank Rowbothan	Operations Management in Context	Butter Worth Heinemann	Latest Edition
R9	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	Tata McGraw-Hill	11th edition
R10	Russell, Roberta S. and Taylor, Bernard W	Operations Management Along the Supply Chain,	John Wiley and Sons (Wiley India)	6th Edition
R11	Kanishka Bedi	Production and Operation Management	Oxford University Press	2nd Edition (or later)

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Productivity Journal, Indian Management, Business India, Supply Chaine, etc.

**Course Code: C208**  
**Business Research Methodology (BRM)**

**1. Course Objective:**

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

**2. Course Duration:**

The course is divided into 5 modules; each module has 6 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks (Uni. Exam)
I	<p><b>Introduction to Business Research and Research Design</b> Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research. Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs. Sources of secondary data. Feedback and review / case analysis.</p>	6	20
II.	<p><b>Measurement and Scaling, Data Source and Data Collection</b> Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales. Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis.</p>	6	20
III.	<p><b>Data Presentation and Analysis</b> Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two</p>	6	20

tailed tests of significance. Parametric and nonparametric tests for univariate and bivariate data. Tests of association; simple linear regression and other nonparametric tests. Research report writing.

Feedback and review/ Case analysis.

**IV Advanced Research Methodology** **6** **20**

Factor Analysis, Computer Aided Research,

**V. Report Writing And Presentation** **6** **20**

Writing and Formatting of Reports

Additional Statistics in Research

Statistical Tests in Management Research

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of business research.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Donald R. Cooper and Pamela S. Schindler	Business Research Methods (IX edition)	Tata McGraw Hill Publishing Company Ltd., New Delhi	IX edition
T2	Zikmund Willium	Business Research Methods,	Thompson Learning	(2003) 8 <sup>th</sup> edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	D. K. Bhattacharyya	Research Methodology	Excel Books	2 <sup>nd</sup> Edition or later
R2	Bryman Alan	Business Research Methods	Oxford University Press	(2006) 8 <sup>th</sup> edition
R3	Panneerselvam R,	Research Methods for Business	John Wiley & Sons	(2004) 4 <sup>th</sup> edition
R4	K. Aswathappa and K. Shridhara Bhat	Research Methodology	Prentice Hall of India	Latest Edition
R5	Alan Bryman, Emma Bell	Business Research Methods	Oxford Press	2 <sup>nd</sup> Edition,

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc. :**

Vikalpa, Decision etc.

**Course Code: C301**  
**Corporate Strategic Management (CSM)**

**1. Course Objective:**

To help students develop skills in structuring and analyzing various aspects of Corporate Strategy and Strategic Management .It will enable them in managerial decision making by conceptual as well as application orientation. Development of Corporate Strategy in the conducts of the external environment, resources and stake holders expectations. (Both the Strategy formulation and implementation)

To learn to implement various strategies at corporate and business levels.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

<b>Module No.</b>	<b>Module / Sub-module</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Introduction: understanding strategy development. Analysis of the environmental forces with cases from Indian and International contexts	<b>9</b>	<b>20</b>
<b>II</b>	Analysis of resources. Stake holder expectations and purposes. The various conflicts between major and minor stakeholders	<b>9</b>	<b>20</b>
<b>III</b>	Corporate level strategy. The levels at which corporate operate defining their strategies Business level strategy. The levels of operation in different business structures and the resultant conflicts and their resolutions	<b>9</b>	<b>20</b>
<b>IV</b>	Directions and Methods of strategy development. Suitability and applicability of various methods depending upon different situations and circumstances Organizing for success.	<b>9</b>	<b>20</b>
<b>V</b>	Enabling success. Indicators of success, redefining success from time to time. Managing Strategic change. Change interventions subject to situations and times across the spectrum of corporate and business profiles.	<b>9</b>	<b>20</b>



**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Gerry Johnson & Kevan Scholes	Exploring Corporate Strategy,	Prentice Hall	Latest edition
T2	Thomson & Strickland	Strategic Management	Tata McGraw – Hill	Latest edition
T3	Hitt ,Ireland & Hoskisson	Strategic Management; Competitiveness & Globalization; <i>Concepts &amp; Cases</i>	Thomson (South Western)	Latest edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Michael Porter	Competitive advantage: Creating and Sustaining Superior Performance	Free Press	Latest edition
R2	Fred R. David	Strategic Management Concepts & Cases	Pearson	Latest edition

R3	Robert A. Pitts, David Lei.	Strategic Management Building and Sustaining Competitive Advantage	Thomson South – Western	Latest edition
R4	D. J. Collis and C. A. Montgomery	Corporate Strategy: A Resource-Based Approach	McGraw-Hill	Latest edition
R5	Pankaj Ghemawat	Strategy and the Business Landscape	Prentice Hall	Latest edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Journal of Strategic Management, Business World, Business India, The Times of India, The Economic Times

**Course Code: C302**  
**Management Control Systems (MCS)**

**1. Course Objective:**

To inculcate the awareness about control systems in the business management environment

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	Chapter 1, and chapter 3 and chapter 4 Boundaries of management control, formal and informal ,control system, functions of the controller, responsibility centre, revenue centre expense centre administration and R& D centres and marketing centres	9	20
II	Chapter 5, Business unit as profit centre, other profit centre and measuring profitability chapter 6, Transfer pricing methods and their objectives, ,Pricing Corporate services administration of transfer prices	9	20
III	Chapter 7 EVA v/s ROI Chapter 9, Budget preparation nature and budget preparation process Chapter 10, Variance analysis and limitation of variance analysis	9	20
IV	Chapter 11 ,Performance measurement and interactive control chapter 12 ,organisational incentives , incentive compensation plans. Incentives for corporate Officers and Business units managers and chapter 14 , Professional , Financial Services organisation , Health care Organisation Non-profit organisations	9	20
V	Chapter 15 Multinational Organizations, Transfer Pricing Exchange rates and Chapter 16 nature of project , Project planning execution and evaluation	9	20

Chapter No 2, 8 and 13 from the text book is not included in the course out line as some duplication with corporate strategy / OSD course is found in the content part

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Robert N. Anthony Vijay Govindrajan	Management Control Systems	Tata M/c graw hill	TMH Publishing company Special Indian 12 edition
T2	Robert N. Anthony and Pro Deardon	Management Control System text and case		Third edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Pro.Mahesh S. Halale	Management control systems	Everest Publishing House	First edition 2006
R2	N Ghosh	Management Control systems	Prentice hall of India Pvt Ltd New Delhi	Second Printing 2006
R3	Subhash Sharma	Management Control systems- text and cases	Tata McGraw Hill	1988

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

(1) Business standard ( 2) Economic Times ( 3) other Business magazines

List of cases which may be discussed in the class

Case wallace box or stuart box given in the earlier 10 edition

Case 1.1 NUCORE corporation (A) and (B)

Case 2.1 , 2.2 , 2.3, encyclopaedia Britannica

Case 3.3 Rendell Company

Cases 6.3 General Appliance Corporation

Case Warren Corporation on Transfer pricing

Case 14.5 Chemical bank page 654

Case 6.3 General appliances Corporation page 256

Case 6.1 Transfer pricing problems page 248

Case 7..2 Investment centre problems page 291

Any another contemporary transfer pricing related issues court case from the contemporary legal / economic environment e.g. Supreme court case of RIL v/s RNRL etc.

**Course Code: C303  
Business Laws (BL)**

**1. Course Objectives:**

The objectives of the course are:

1. To sensitize the students as also help them appreciate the overall legal framework within which business activities are carried out.
2. To create awareness in respect of rules and regulations affecting various managerial functions.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course contents:**

The course will contain following modules:

<b>Module No.</b>	<b>Modules / Sub-Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<p><b>Indian Contract Act, 1872</b> General Principles of Contract Act- Sections 1 TO 75 of the act - Introduction, Essentials of a valid contract, performance and discharge of a contract, remedies on breach of a contract, Quasi contracts, contingent contracts, etc</p> <p><b>Specific Contracts</b> Sections 124 TO 238(Bare act) e.g. Indemnity, guarantee, bailment, pledge, agency, etc. Rights &amp; Duties of the respective parties, applications in the business world.</p>	<b>9</b>	<b>20</b>
<b>II</b>	<p><b>Companies act, 1956</b> Introduction, Formation of a company(M/A &amp; A/A),Prospectus, Meetings, Appointment and removal of directors, etc.</p> <p><b>Negotiable Instruments Act, 1881</b> Instruments, Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonour of Cheques due to insufficiency of funds, etc</p>	<b>9</b>	<b>20</b>
<b>III</b>	<p><b>Sales of Goods Act, 1930.</b> Contract of sale and its features, conditions &amp; warranties, Rights of an unpaid seller, etc.</p> <p><b>Consumer Protection Act, 1986</b> Introduction, Consumer &amp; consumer disputes, Consumer protection councils, various consumer disputes redressal agencies</p>	<b>9</b>	<b>20</b>

<b>IV</b>	<b>Information Technology act,2000</b> Introduction, Digital Signature, Electronic Governance, cyber crimes and remedies. Electronic records, Controlling and certifying authority, cyber regulation appellate tribunals.	<b>9</b>	<b>20</b>
<b>V</b>	<b>Intellectual Property Rights(IPRs)</b> Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc. Important provisions with respect to registration, renewal, revocation, remedies in case of infringement, etc.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Any of the following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Prof Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill	4 <sup>th</sup> Edition
T2	N. D. Kapoor	Mercantile Law	Sultan Chand	Latest Edition
T3	S S Gulshan	Business Law	Excel Books	3 <sup>rd</sup> Edition
T4	Ravindra Kumar	Legal Aspects of Business	CENGAGE Learning	2009 Edition
T5	Prof.(Cmde) P K Goel	5 Business Law for Managers	Biztantra publication	2010 Edition

T6	K. R. Bulchandani	Business Laws for management	Himalaya Publishing House, Bombay	5th Edition
T7	Bare Acts where ever required			

### 7. Reference Books:

Separate commentaries are available on different laws and Institutes and Faculties are requested to have them in library. e.g.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	L Bently & B Sherman	Intellectual Property Law	Oxford	3 <sup>rd</sup> Edition 2009
R2	S S Gulshan	Company law	Excel Books	2 <sup>nd</sup> Edition
R3	Pollock & Mulla	Indian Contract act-Vol I & II		Latest Edition
R4	Ramaswamy,	Contracts and their management	B S	Latest Edition
R5	Justice Eradi, Balakrishna	Consumer protection jurisprudence		5 <sup>th</sup> Edition
R6	Vinod V Sople	Managing Intellectual Property-The Strategic Perspective	PHI Publication	2006 Edition

And many more. This is just illustrative

### 8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:

Journal of Business Laws/ Legal Aspects of Business. It is requested that students are enabled to understand and appreciate the applications of various business laws in various managerial functions. This may be ensured by asking them to study and prepare assignments on different business laws as applicable to their functions.

**NB:** Please note that while the break up of the syllabus is given in modular structure for sake of easy handling of the course, the faculty/paper-setter is free to decide on the setting of question paper based on relative importance of the module/topic. It is expected that a balanced view is taken while setting the paper.



**Course Code: CP  
Project Study**

**OBJECTIVES**

The objective of this course is to prepare the students to conduct a study of an Industry/organization utilizing the tools and techniques learned in the two years of the programme.

The focus of the study could be an in depth analysis of an industry and within the industry study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented. The comprehensive project study could also be carried out as a comparative analysis of the same industry in different countries, if feasible.

The project should have substantial and primary data. The student is expected to conduct a detailed survey of literature/analysis of secondary and primary data. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study recommendations and it is also expected that the study would lead to recommendation and implementable plans of action.

**Types of Projects:**

1. Comprehensive case study of Industry.
2. Organizational study aimed at inter-organizational comparison / validation of theory /survey of management practices.
3. Field study (empirical study) with respect to any research issue.  
(Feasibility studies as comprehensive project are not acceptable)

**Expected format for preparation of the proposal**

Introduction and Statement of Problem

Short Literature Survey

Research Design & Hypothesis, if any

Research Methodology

Data Sources

Time Budget

Tentative Chapter Plan

Expected Contribution of the study

Beneficiaries

A short write up on the researcher

Bibliography/Appendices, if any

### **Report Framework**

Initial pages  
Executive summary  
Introduction/statement of problem  
Detailed survey of literature  
Methodology / Focus / Scope / Limitations  
Text of the study including analysis  
Conclusions and Recommendations including plan of action  
Bibliography  
Appendices

### **Format of Presentation**

1. The student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices.
2. Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.
3. Acknowledgement of all sources of information through footnoting and bibliography is an essential requirement of the study.

**Course Code: C401**  
**New Enterprise and Innovation Management (NE & IM)**

**1. Objectives:**

The objectives of the course are:

1. Help students assess their entrepreneurial potential and develop the confidence to venture into challenging career of entrepreneurship.
2. To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization.
3. Prepare a bankable business plan which can be considered prerequisite for starting and obtaining finance particularly from venture finance, public issue etc.
4. Understand aspects of starting a new venture.
5. To help them understand and appreciate challenges of starting and managing new ventures
6. Frame and develop start up strategies Understand issues and problem pertaining to growth stage including delegation, formalization of system and HR issues.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course contents:**

Module No.	Topics/ Sub topics	Sessions	Marks (Uni. Exam)
<b>I</b>	<p><b>Entrepreneurship:</b> Entrepreneurship and enterprise: concept, Role in economic development. Entrepreneurial competencies: awareness, assessment &amp; development. Simulation Exercise on goal setting in entrepreneurship. Entrepreneurial and intrapreneurial mind. International entrepreneurship opportunities</p>	<b>9</b>	<b>20</b>
<b>II</b>	<p><b>Business Plan:</b> Emerging business opportunities: Sources and assessment. Business plan: concept, methods, analysis and interpretation. Source of external finance, short term as well as long term. Informal risk capital and venture capital. Financial statements, BEP, Ratios and project appraisal criteria's, Feasibility studies – Financial, Technical, Environmental, Marketing.</p>	<b>9</b>	<b>20</b>

<b>III</b>	<b>Start Up:</b> Institutional support to start up and incentives for SSI. statutory obligation in starting a unit ( general like Income tax, VAT, CST or GST, service tax, excise and customers, labour laws, etc ). Start up Strategy. Dealing with outside agencies like consultant, contractors etc. Key marketing issue of new venture. Starting a Franchising business. Starting an e-commerce venture. Buying a running business.	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Managing Growing Venture</b> Growth, objective and strategy. Managing growth. Accessing resource from external sources for financing growth including public issue. Merger, amalgamation, joint venture, collaboration and selling business.	<b>9</b>	<b>20</b>
<b>V</b>	<b>Innovation Management</b> Innovation management an introduction. Organizational setup that facilitate innovations. Management of research and development. Strategic alliances and networks. Developing effective implementation mechanisms. Presentation of innovations assignment.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Robert D. Hisrich, Michael P Peters and Dean A Shepherd	Entrepreneurship	TMH	6 <sup>th</sup> Edition or Latest Edition
T2	P. C. Jain	Hand book for New entrepreneurs	Oxford	Latest Edition
T3	Paul Trot	Innovation Management and New product development	Pearson	4 <sup>th</sup> edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	S. Nagendra and V. S. Manjunath	Entrepreneurship and Management	Pearson Education	2008
R2	P. Narayana Reddy	Entrepreneurship Text and Cases	Cengage	2010
R3	T. W. Zimmerer and N.M. Scarborough	Essentials of Entrepreneurship and Small Business Management	Prentice Hall	2002
R4	W. A. Sahlman, H.H. Stevenson, M. J. Roberts and Amar Bhide	Entrepreneurial Venture	Harvard Business School Press	1999
R5	B.M. Patel	Project Management Strategic Financial Planning Evaluation and Control	VIKAS	2000
R6	Jack M. Kaplan	Patterns of Entrepreneurship	Wiley	Latest Edition
R7	Bruce R. Barringer and R. Duane Ireland	Entrepreneurship successfully launching New ventures	Pearson Education	2006
R8	Joe Tidd, John Bessant, and Keith Pavitt	Managing Innovation	Wiley	Latest Edition
R9	Peter F. Drucker Affiliated	Innovation and entrepreneurship	East –West News papers	Latest Edition

R10	Timmons, Spinelli	New Venture Creation Entrepreneurship for 21 <sup>st</sup> Century	TATA McGraw Hill	7 <sup>th</sup> Edition
R11	Nandan	Fundamental of Entrepreneurship	PHI	Latest Edition
R12	R. Gopal, Pradip Manjrekar	Entrepreneurship and Innovation Management	Excel	Latest Edition
R13	Poonam Charantimath	Entrepreneurship Development	Pearson	Latest Edition
R14	Bholanath Dutta	Entrepreneurship Management	Excel	Latest Edition

**8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, journals like The journal of Entrepreneurship, Entrepreneurship and regional development, Journal of Business venturing, Small enterprise development, Entrepreneurship Theory and Practice.

**Course Code: 402**  
**Organization Design & Leadership**

**1. Course Objective:**

To sensitize the students about the significance of organization design and its linkages with other elements such as strategy. Develop basic concepts in organization design, its elements and alternatives. The course also focuses on leadership theories

**2. Course Duration:**

The course will have 45 sessions of 60 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks (Uni. Exam)
I	Foundations of Leadership Thought Contemporary Leadership Theories	9	20
II	Introduction to Organization Development OD as Planned Change Understanding Resistance to Change Person-Focused Interventions	9	20
III	Role-Focused Interventions Process Consultation Survey Feedback	9	20
IV	Action Research Myths of OD that block best work	9	20
V	Student Presentations on Field Projects	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- A. Concept Discussion
- B. Case Discussion
- C. Projects/ Assignments/ Quizzes/ Class Participation

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Robbins Ramnarayan & Rao	Organization Behavior Organization Design	Pearson Sage	Latest Edition
T2	Richard Daft.	Organization Theory and Design	South-Western College	Latest Edition
T3	Tushman and Anderson	Managing Strategic Innovation and Change	Oxford	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	David Jobber, Geoffrey Lancaster	Selling & Sales Management	Pearson Education	Latest Edition
R2	Tanner, Honeycutt, Erffmeyer	Sales Management	Pearson Education	Latest Edition
R3	Mark W. Johnston, Greg W. Marshall	Sales Force Management	The McGraw- Hill Companies	Latest Edition
R4	William L. Cron, Thomas E. DeCarlo	Sales Management	Wiley – Indian Edition	Latest Edition
R5	Dr. S. L. Gupta	Sales & Distribution Management	Excel Books	Latest Edition
R6	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford University Press	Latest Edition
R7	Jackson, D.W. (Jr.); Cunningham,	Selling The Personal Force in Marketing	John Willey & Sons	Latest Edition
R8	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	The McGraw- Hill Companies	Latest Edition
R9	John L. Gattorna	Handbook of Logistics & Distribution Management	Jaico	Latest Edition



**8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Marketing, Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.

**Note:**

**Pedagogy and Evaluation**

The Course would be conducted through Student Presentations followed by discussion facilitated by the faculty. Case Studies and exercises will be used. The internal marks can be earned through the following components:

20% Internal Exam (Theory as well as Case Study)

15% Class Presentation

15% Short Amateur Film by Students (Camera or the artistic quality not graded) on need/opportunity for change followed by presentation on planned intervention.

The film cannot be longer than 5 minutes, the plan must be written out fully and highlighted using no more than 5 minutes and 5 minutes will be set aside for Q-A. Thus the final presentations will be granting 15 minutes to each team of NO MORE THAN THREE STUDENTS IN EACH.

**Course Code: C403**  
**International Business (IB)**

**1. Course Objective:** The course intends to give the finer aspects of international business to the students of MBA Programme. It is aimed to make students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing management as well as Human Resources Management in an international perspective is essential to International Business.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks (Uni. Exam)
I	Globalization and International Business. The Cultural Environments facing business. The Political and Legal Environments facing Business	9	20
II	The Economic Environments facing business. Globalization and Society.	9	20
III	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National Cooperation and Agreements. Global Foreign- Exchange Markets. The Determination of Exchange Rates	9	20
IV	The Strategy of International Business. Country Evaluation and Selection. Export and Import Strategies. Direct Investment and Collaborative Strategies. The Organization of International Business	9	20
V	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Daniels, Radebaugh, Sullivan and Salwan	International Business- Elements and Operations	Pearson Education	12 <sup>th</sup> Edition 2010
T2	Onkovist and Shaw	International Marketing: Analysis and Strategy	Pearson Education	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Johny Johnson	Global Marketing; Foreign Local Marketing and Global Marketing	Tata Mc-Graw Hill	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc:** Journal of International Business, Harvard Business Review, The Economic Times, Times, Business World etc

**Course Code: C404**  
**Environment Management (EM)**

**1. Course Objective:**

- To understand the importance of Environment in business as well as in life.
- Identifying renewable energy resources and how to make right use of it.
- Knowing about the creation of alliances and partnerships that include people participation in savings of earth.
- Understanding the role of technology in under the current scenario of collaborations and clusters.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	The multidisciplinary nature of environmental studies Definition, scope and importance <b>Natural Resources:</b> Renewable and Non-renewable resources, Forest resources, Water resources, Mineral resources, Food resources, Energy resources, Land resources. Role of an individual in conservation of natural resources. Equitable use of resources for sustainable lifestyles.	9	20
II	<b>Ecosystems:</b> Concept, Structure and function, Types, Forest ecosystem, Grassland ecosystem. Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries) <b>Biodiversity</b> and its conservation at global, national and local levels, Threats to biodiversity, Conservation of biodiversity	9	20
III	<b>Environmental Pollution:</b> Definition, Causes, effects and control measures of Air pollution, Water pollution, Soil pollution Marine pollution, Noise pollution, Thermal pollution, Nuclear pollution Role of an individual in prevention of pollution <b>Solid Waste Management:</b> Causes, effects and control measures of urban and industrial wastes, <b>Disaster Management:</b> floods, earthquake, cyclone and landslides	9	20

<b>IV</b>	<b>Social Issues and the Environment</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"><li>• From unsustainable to sustainable development</li><li>• Urban problems and related to energy</li><li>• Water conservation, rain water harvesting, watershed management</li><li>• Resettlement and rehabilitation of people; its problems and concerns. Case studies.</li><li>• Environmental ethics: Issues and possible solutions</li><li>• Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust.</li><li>• Wasteland reclamation</li><li>• Consumerism and waste products</li><li>• Environmental Protection Act</li><li>• Air (Prevention and Control of Pollution) Act</li><li>• Water (Prevention and control of Pollution) Act</li><li>• Wildlife Protection Act</li><li>• Forest Conservation Act</li><li>• Issues involved in enforcement of environmental legislation</li><li>• Public awareness</li></ul> And Case studies.		
<b>V</b>	<b>Human Population and the Environment</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"><li>• Population growth, variation among nations</li><li>• Population explosion – Family Welfare Programmes</li><li>• Environment and human health</li><li>• Human Rights</li><li>• Value Education</li><li>• HIV / AIDS</li><li>• Women and Child Welfare</li><li>• Role of Information Technology in Environment and Human Health</li><li>• Case Studies</li></ul>		

#### **4. Teaching Methods:**

The Core Module Syllabus for Environmental Studies includes class room teaching and field work.

(a) Discussion on concepts and issues on Environment.

(b) **Field Work:** Field experience is one of the most effective learning tools for environmental concerns. This moves out of the scope of the text book mode of

teaching into the realm of real learning in the field, where the teacher merely acts as a catalyst to interpret what the student observes or discovers in his/her own environment. Field studies are as essential as class work and form an irreplaceable synergistic tool in the entire learning process.

(c) Case discussion covering a cross section of effective application of efforts made for savings of natural environment.

(d) Projects/ Assignments/ Quizzes/ Class participation etc

### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

### 6. Basic Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Erech Bharucha	Environmental Studies	Universities Press	Latest Edition
T2	Anindita Basak	Environmental Studies	Pearson Education	Latest Edition

### 7. Reference Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Manoj Tiwari, Kapil Khulbe, Archana Tiwari	Environmental Studies	IK International Pvt. Ltd.	Latest Edition
R2	Deeksha Dave, S S Katewa, Deeksha Dave, S S Katewa	Textbook of Environmental Studies	Cengage Learning India	Latest Edition

### 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Nature, Journal of Environmental Management, Environment Times, Environmental Health Journal etc.

**Course Code: F01**  
**Corporate Taxation & Financial Planning (CT&FP)**

**1. Course Objective:**

The main objective of this course is to acquaint the students with corporate taxation concepts and various tax & financial planning devices leading to better grasp of the issues regarding corporate decision making. Providing necessary inputs to the students for handling real life business problems efficiently using appropriate concepts of taxation laws. To acquaint them with the salient features of taxation laws but emphasis is laid on sound concepts and their managerial implications focusing on financial planning.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Income Tax – Introduction &amp; Salary Income</b> Basic concepts and History Residential status & incidence of tax Charging section Incomes exempt from tax Income under the head “salary”	9	20
II	<b>Business - Profession Income</b> Income under the head “ Profits and gains of business or profession” section 28 to 32 Income under the head “ Profits and gains of business or profession” section 33 to 44	9	20
III	<b>Capital Gain &amp; Other Provisions</b> Income under the head “ Capital gains” Clubbing of Income Set off and carry forward of losses Deductions from gross total income and computation of tax liability of companies Tax deduction/ collection at source Double Taxation Avoidance Agreement Concept	9	20
IV	<b>Taxation &amp; Financial Planning – I</b> Tax planning basic concepts Tax planning with respect to Setting up a new business Tax planning with respect to location and nature of business	9	20

<b>V</b>	<b>Taxation &amp; Financial Planning – II</b> Tax Planning with amalgamation Tax Planning with forms of business organization Tax planning with respect to Financial management Tax Planning with managerial decisions, Tax Planning with employee remuneration	<b>9</b>	<b>20</b>
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**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	V. K. Singhania	Students Guide to Income Tax	Taxmann Publication	Latest Edition
T2	V. K. Singhania	Tax Planning & Management	Taxmann Publication	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Dr. B. B. Lal	Direct Tax	Konark	Latest Edition
R2	Girish Ahuja & Ravi Gupta	Corporate Tax Planning & Management	Bharat Law House	Latest Edition
R3	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practice	Bharat Law House	Latest Edition
R4	E. A. Srinivas	Corporate Tax Planning	Mc Graw Hill	Latest Edition



R5	H. P. Ranina	Corporate Taxation	Orient Law House	Latest Edition
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**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard  
The Economic Times  
Financial Express  
Chartered Financial Analyst  
CFA Reader  
Business Today  
Business India  
Business World  
Budget Bulletin

**Course Code: F02**  
**Management of Financial Services (MFS)**

**1. Course Objective:**

- To enable the students to understand the working of Indian Financial System as a whole.
- To provide an insight into the quality and range of the package of the financial services largely provided by the Banking & Non-Banking financial companies.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Financial Markets &amp; its instruments:</b> Money Market, Capital Market, Primary Market, Secondary Market, Debt Market-Regulatory body & its role, Reforms & its impact	9	20
II	<b>Financial Institutions &amp; their services – I</b> NBFCs-Prudential Norms; Hire Purchase Finance; Leasing- Types	9	20
III	<b>Financial Institutions &amp; their services – II</b> Housing Finance- Regulatory body & its role, Prudential Norms; Venture Capital Financing; Mutual Funds	9	20
IV	<b>Financial Institutions &amp; their services – III</b> Depository & Custodians; Credit Rating; Factoring & Forfeiting, Stock Broking	9	20
V	<b>Financial Institutions &amp; their services – IV</b> Banking- Contemporary issues, Prudential Norms, Regulatory body & its role ; Insurance- Regulatory body & its role, Prudential Norms	9	20

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	M Y Khan	Financial Services	Tata McGraw hill	4th/ Latest Edition
T2	Bharti V Pathak	Indian Financial System	Pearson Education	2nd/Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	M Y Khan	Indian Financial System	Tata McGraw hill	Latest Edition
R2	H. R. Machiraju	Indian Financial System	Vikas Publishing House	Latest Edition
R3	Meir Khon	Financial Institutions and Markets	Tata McGraw hill	Latest Edition
R4	Dr. S. Guruswamy	Financial Services and System	Vijay Nicole	Latest Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

Business Standard  
The Economic Times  
Financial Express  
Chartered Financial Analyst  
Business Today  
Business India

Business World  
Finance India  
Banking Finance  
Chartered Secretary  
The Economic Challenger  
Insurance Chronicle

**Course Code: F03**  
**Security Analysis & Portfolio Management (SAPM)**

**1. Course Objective:**

To acquaint students with notions of investments and Securities market structure as well as to lead them into discussion of modern investments and portfolio theories. Also to equip them with ability to carry out security valuations and creation & monitoring of investment portfolios.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Security Market – An Overview</b> Investment Environment, Securities Markets & Market Indicators, Economic & Industry Analysis	9	20
II	<b>Company Analysis</b> Financial Statement Analysis Equity Valuation Basics of Technical Analysis	9	20
III	<b>Bond Management</b> Interest Rate Theory Bond Prices and Yields Term Structure of Interest Rates Bond Portfolio Management	9	20
IV	<b>Portfolio Management – I</b> Risk and Risk Aversion Portfolio Management Process Capital Allocation Decision Optimal Risky Portfolios	9	20
V	<b>Portfolio Management – II</b> Capital Asset Pricing Model Arbitrage Pricing Theory Portfolio Performance Evaluation Market Efficiency	9	20

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Prasanna Chandra	Investment Analysis & Portfolio Management	Tata McGraw hill	Latest Edition
T2	V. K. Bhalla	Investment Management	Sultan Chand	Latest Edition
T3	M. Ranganathan & R. Madhumati	Investment Analysis & Portfolio Management	Pearson Education	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Bodie, Kane & Marcus	Investments	Tata McGraw-hill	Latest Edition
R2	S Kevin	Security analysis and Portfolio mgt	Prantice hall of India	1st Edition
R3	Ritu Ahuja	Security analysis and Portfolio mgt	Tata McGraw-hill	Latest Edition
R4	Fischer Donald, Jordan Ronald	Security analysis and Portfolio mgt	Prantice hall of india	6th Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals, websites & software's in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World
10. Finance India
11. Portfolio Organizer
12. Capital Market
13. Dalal Street Journal
14. Capitaline / Prowess Softwares
15. NSE & BSE Websites

**Course Code: F04**  
**Corporate Finance & Restructuring (CFR)**

**1. Course Objective:**

To develop the perspective of financial policy as a subset of corporate strategy & to have insight on financial decisions and familiarize students with various techniques of corporate restructuring, and valuation methods & their application used by corporate in real life. To develop an understanding of M&A as significant economic activity taking place in today's economy.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Fundamental Conceptualization of strategic Finance Management (BM)</b> Basic concept of finance, Risk & return, Advance application of Capital Budgeting, Investment appraisal decision	9	20
II	<b>Corporate Financing &amp; Dividend Policy decision (BM)</b> Impact of different patterns of capital structure , Evaluation of alternatives of long term finance and working capital financing, different issues in dividend policy decision, Effect of leverage analysis on dividend policy decision	9	20
III	<b>Corporate Restructuring (PG)</b> Fundamental concept of corporate restructuring, different means, motives & applications of corporate restructuring, Mergers & acquisitions concept, process.	9	20
IV	<b>Accounting, Taxation &amp; legal aspects of M&amp;A (PG)</b> Accounting standard - 14, Company Law & Competition act for M&A, SEBI's rules & regulations for M&A	9	20
V	<b>Valuation (WMH)</b> Fundamental of valuation, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation	9	20

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Brealey & Myers <b>(BM)</b>	Principle of corporate Finance	Tata McGraw hill	Latest Edition
T2	Prasad Godbole <b>(PG)</b>	Mergers, Acquisitions and Corporate Restructuring	Vikas Publication	Latest Edition
T3	James J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin <b>(WMH)</b>	Takeovers, Restructuring, and Corporate Governance	Pearson Education	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Stephen A Ross, Westerfield & Jordan	Corporate finance	TMH	8th edition
R2	Vanhorne James C	Financial management and policy	Pearson	12th edition
R3	Recharad Brealey, Stewart Myers , Allen & Mohany	Principles of corporate Finance	TMH	Latest



**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World
10. Finance India
11. M&A – ICFAI University Press publication

**Course Code: F05**  
**International Financial Management (IFM)**

**1. Course Objective:**

To acquaint students with fundamental concepts of International Finance and Exchange Rate Systems and to acquaint students with tools, techniques and strategies to make International finance related decisions. To provide the better understanding about export & import procedures and financing.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>International Finance – Overview</b> Globalization and the Multinational Firm International Monetary System Balance of Payments The Market for Foreign Exchange International Parity Relationship and Forecasting Foreign Exchange Rate	<b>9</b>	<b>20</b>
<b>II</b>	<b>Forward Exchange Arithmetic</b> Exchange Arithmetic Forward Exchange contracts Forward Exchange Rates based on cross rates Inter bank deals Execution of forward contract Cancellation/Extension of forward contract	<b>9</b>	<b>20</b>
<b>III</b>	<b>International Financial Markets</b> International Banking and Money Market International Bond Market International Equity Markets Cash Management Futures and Options on Foreign Exchange Currency and Interest Rate Swaps	<b>9</b>	<b>20</b>
<b>IV</b>	<b>International Portfolio Management with Exposure Management</b> International Portfolio Investments Foreign Direct Investment and Cross-Border Acquisitions Management of Economic Exposure Management of Transaction Exposure Management of Translation Exposure	<b>9</b>	<b>20</b>

<b>V</b>	<b>Foreign Trade Contracts &amp; Procedures</b> Foreign Trade contracts and documents- Incoterm Letters of Credit-Meaning and Mechanism Types of Letters of Credit Operation of a Letters of Credit Finance of Foreign Trade – Financing Exports Post shipment Finance, Project Exports & Investments Abroad Export-Import Bank of India Export Credit Insurance, Financing Imports	<b>9</b>	<b>20</b>
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**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Eun & Resnick	International Financial Management	Tata McGraw hill	Latest Edition
T2	C. Jeevanandan	Foreign Exchange & Risk Management	Sultan Chand	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	P. G Apte	International Financial Management	PHI	Latest Edition
R2	Madhu Vij	International Financial Management	Excel Books	Latest Edition
R3	J. Madura	International Financial Management	South Western Publication	Latest Edition
R4	Alen Shapiro	Multinational Financial Management	John Wiley Publication	Latest Edition
R5	H. P. Bhardwaj	Foreign Exchange Handbook	Bhardwaj Publishing Co.	2 <sup>nd</sup> Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Journal of Finance
2. Monetary Economics – ICFAI Journal
3. Money & Finance (ICRA Bulletin)
4. Public Finance
5. Treasury Management – ICFAI Magazine
6. Business Standard
7. The Economic Times
8. Financial Express
9. CFA Reader
10. Business Today
11. Business India
12. Business World
13. Finance India

**Course Code: F06**  
**Derivatives & Risk Management (DRM)**

**1. Course Objective:**

The course intends to equip students with the ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis & application for hedging, speculation & arbitrage. Students are appraised with the recent innovations in derivatives in India unlike other countries. At the end of the course, they are expected to have learnt the mechanics, valuation & trading strategies of derivative market. They are also required to frame their own trading strategies in this volatile market.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Introduction to Cash &amp; Derivative Market- An Overview</b> Basic Market Concepts & Mechanics of Cash Market, Various Indexes of the world & its computation, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s Future Market, Growth of Derivative Markets in India-History & Background, ETM & OTC Markets, Types of Traders- Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts.	9	20
II	<b>Forward &amp; Future Markets</b> Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions etc. Cost of Carry Models & Basis-Cash Price v/s Future price, Trading Strategies-Index Arbitrage, hedging using futures, options and combination of both, Speculation, spreads etc & other advanced trading strategies.	9	20
III	<b>Option Markets</b> Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Arbitrage restriction on option prices, Put-call parity relationship, Put call ratio & Open Interest in relation to the price and volume, liquidating options, Option Trading Strategies- Arbitrage, hedging & Speculation, Option Pricing Models-Black schools & Binomial Model, Option Calculator, VAR & Greek Letters.	9	20

<b>IV</b>	<b>Innovations in Indian Derivative Market</b> Introduction to Currency Derivatives v/s OTC Derivatives-Foreign currency market & currency contracts in India, Purchasing power parity & covered interest Arbitrage, Currency Futures-Arbitrage, hedging & Speculation, Introduction to Interest rate Derivatives in India, Bond Futures, T-bill market in India, Exchange traded interest rate future, yield curve, term structure of interest rates, etc., Currency & Interest rate Swaps.	<b>9</b>	<b>20</b>
<b>V</b>	<b>Contemporary Issues</b> Lessons from derivative trading, Accounting & Taxation of Futures & Options, Exotic Options, Futures Options & Interest Rate Options, Weather Derivatives, Energy & Crude Derivatives, Estate Derivatives, Derivative Mishaps & Learning, Volatile Market strategies.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Vohra & Bagri	Futures and Options	Tata McGraw hill	Latest Edition
T2	Patwari & Bhargava	Options and Futures: An Indian Perspective	Jaico Publishing House	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Varma	Derivatives & Risk Management	Tata McGraw hill	Latest Edition
R2	George E. Rejda	Principles of Risk Management & Insurance	Pearson Education	Latest Edition
R3	John C. Hull	Futures and Option Markets	Pearson Education	Latest Edition
R4	David A. Dubofsky and Thomas W. Miler	Derivatives Valuation and Risk Management	Oxford University Press	Latest Edition
R5	Trieschmann, Gustavson, Hoyt	Risk Management and Insurance	Thomson South-Western	Latest Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals and websites in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. NSE & BSE Websites
5. ICFAI journal of Derivative Market
6. Business Today
7. Business India
8. Business World
9. Finance India
10. Treasury Management
11. Financial Risk Management

**Course Code: F07**  
**Banking & Insurance (B&I)**

**1. Course Objective:**

The new-age finance professional is characterized by knowledge of banking, insurance and allied discipline, together with technology-familiarity, customer-orientation and hands-on application skills. To provide the understanding of retail banking, international banking, life & non-life insurance and other related issues pertain to the finance sector. The fastest-growing banks & insurance companies in the industry – the new private sector & foreign banks – are uncompromising in their need for all these attributes in the people they employ.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<b>Banking Sector - I (JP)</b> Central Banking, Banking Sector Reforms, Basic concepts of Interest Rate, Impact of Low interest rate, Retail Banking, Customer Relationship Management, Commercial Banking system & structure, Banking Laws	<b>9</b>	<b>20</b>
<b>II</b>	<b>Banking Sector – II (JP)</b> Banks Financial Statements, Reserve Requirements, Sources of Bank Funds, Uses of Bank Funds, Credit Delivery and Legal aspects of lending, Credit Monitoring, Sickness & Rehabilitation, Credit Risk & Loan Losses	<b>9</b>	<b>20</b>
<b>III</b>	<b>Banking Sector – III (JP)</b> Capital- Risk, Regulation & Adequacy, Risk Management in Banks, International Banking, E-Banking, Cash Management & Demand forecasting in ATMs, M&A in Banking Sector, Innovations in products and services in Banking	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Insurance Sector – I (PG)</b> Insurance basic, Rating of Insurance Products, Legal & Economic environment of Insurance Business, Underwriting process & methods, Reinsurance, Life Insurance	<b>9</b>	<b>20</b>
<b>V</b>	<b>Insurance Sector – II (PG)</b> Fire Insurance, Marine Insurance, Property & Liability Insurance, Rural Insurance, Project & Engineering Insurance, Social Insurance, Motor Insurance, Misc. Insurance	<b>9</b>	<b>20</b>



#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Justin Paul & Padmalatha Suresh (JP)	Management of Banking & Financial Services	Pearson Education	Latest Edition
T2	P. K. Gupta (PG)	Fundamentals of Insurance	Himalaya	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of Books	Publisher	Edition
R1	Bharti Pathak	Indian Financial System	Pearson	Latest
R2	M.Y. Khan	Indian Financial System	Tata Mcgraw hill	Latest
R3	koch W, Timothy & S Scott	Bank Management	Thomson, New Delhi	Latest
R4	Prasad K , Nirmala, J Chandradas	Banking and Financial System	Himalaya Publishing house, Mumbai	Latest
R5	L M Bhole	Financial Institution and Market	Tata Mcgraw hill	Latest
R6	Mithani & Gorden	Banking and Financial System	Himalaya Publishing house, Mumbai	Latest

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Banking & Insurance Law
2. Insurance Chronicle – ICFAI Magazine
3. Risk & Insurance – ICFAI Journal
4. Business Standard
5. The Economic Times
6. Financial Express
7. Business Today
8. Business India
9. Business World
10. Finance India
11. Banking Finance

**Course Code: F08**  
**Special Studies – Developments in Finance (SS)**

**1. Course Objective:**

To prepare the student to conduct a special study of any developments in Finance Sector utilizing the tools and techniques learned during MBA course. The course also aims to carry out an in-depth analysis of developments in finance area. The student is expected to conduct a detailed survey of literature. In case of a study status related to any industry, it is expected that the student collects all aspects related to a particular industry analyze data and present findings.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Areas for Special Study:**

1. Management of Working Capital
2. Capital Structure Study
3. Venture Capital
4. Merger & Acquisitions
5. Foreign Exchange & Risk Management
6. Asset & Liability Management in Banks/Funds Management in Banks
7. Foreign Trade Financing
8. Foreign Investment Operations – Joint Ventures
9. Credit Rating
10. Credit Appraisal System in Financial Institutions
11. Corporate Performance Measurement
12. Project Management
13. Capital Budgeting
14. Stock Market: Equity Research Investment and Portfolio Management
15. Off Shore Fund Mobilization
16. E-finance
17. International Finance Markets
18. Mutual Funds
19. Merchant Banking
20. Impact of NPAs on performance of Banks
21. Need for better customer service in Banks
22. Export-Import Finance
23. SME Financing
24. Foreign Exchange Management
25. Micro Finance

**4. Guidelines for Preparing Study Report:**

1. Title Page
2. Preface
3. Acknowledgement
4. Executive Summary
5. Research Methodology
6. Introduction to Industry/ Topic for Special Study
7. Introduction to Company (if any)
8. Detailed discussion of the scope of the Study
9. Data Analysis and Interpretation
10. Key Findings
11. Conclusions
12. Recommendations/Suggestions, if any
13. Bibliography
14. Glossary
15. Annexure

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

1.	Study Report & Presentation - Viva voice	50% (Internal Evaluation)
2.	Study Report & Presentation - Viva voice	50% (External Evaluation)

**Course Code: F09**  
**Seminar on Contemporary Issues in Finance (SOCIF)**

**1. Course Objective:**

The objective of this course to enhance the student’s understanding on various contemporary issues related to financial area. The course will focus on generating awareness and understanding amongst the students related to market scenario and business challenges in various financial issues. It aims to keep the student well-informed regarding current issues and face the corporate world.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Contemporary Issues in Finance:**

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Behavioral Finance</li> <li>2. Venture Capital</li> <li>3. Asset &amp; Liability Management in Banks/Funds Management in Banks</li> <li>4. Business Analysis and Valuation</li> <li>5. Commodities Derivatives Market</li> <li>6. Financial Modeling using Excel</li> <li>7. Financial Technical Analysis and Introduction to Global Inter-Market Analysis</li> <li>8. Fixed Income Securities</li> </ol> | <ol style="list-style-type: none"> <li>9. Issues in Empirical Finance</li> <li>10. Balanced Scorecards</li> <li>11. Managing Public – Private Partnership</li> <li>12. Core Banking</li> <li>13. Investor Relations</li> <li>14. Disclosures &amp; Compliances</li> <li>15. Voluntary Corporate Governance</li> <li>16. Direct Tax Code</li> <li>17. New norms in Accounting System</li> </ol> |
|---|--|

**4. Guidelines for Preparing Presentation:**

- Identification of Contemporary topics and understanding the need for study
- Introduction to Area/topic selected
- Literature Review
- Detail discussion and Understanding of the presenter
- Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: F10**  
**Corporate Governance & Financial Reporting (CGFR)**

**1. Course Objective:**

To understand the concept of corporate governance, its significance, problems and issues, its constituents, and how it is being implemented both in India and abroad. Corporate Governance addresses multi – dimensional perspectives – of shareholders and other stakeholders like employees, regulators, environmentalists, creditors, the government, and society at large. To develop the perspective of Financial Reporting is a subset of Corporate Governance.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Corporate Governance: An Overview (AC)</b> Concept of Corporate Governance Global Concerns, Issues in Corporate Governance, Indian Model of Governance Obligations towards various stakeholders Need of Corporate Governance in context of various corporate scandals	<b>9</b>	<b>20</b>
<b>II</b>	<b>Various Committees Development (AC)</b> OECD Principles, Sarban-Oxley Act Naresh Chandra, Narayan Murthy, Irani Committee Report, SEBI's Initiatives – Clause 49 of Listing Agreement	<b>9</b>	<b>20</b>
<b>III</b>	<b>Board of Directors &amp; Audit Committee (AC)</b> Role of the Board in ensuring corporate governance, Independent Directors, Role of Audit Committee, Director's Remuneration Family owned businesses & Corporate Governance	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Corporate Social Responsibility (AC)</b> Concept of CSR, Scope of CSR CSR and various Indian Companies practical cases	<b>9</b>	<b>20</b>
<b>V</b>	<b>Financial Reporting (AG)</b> Auditors Report, Directors Report Corporate Governance Report Quality of Reporting: Window Dressing, Creative Financial Practices and Disclosure Issues	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	A. C. Fernando <b>(AC)</b>	Corporate Governance	Pearson Education	Latest Edition
T2	Ambrish Gupta <b>(AG)</b>	Financial Accounting for Management – An Analytical Perspective	Pearson Education	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Jill Solomon Aris Solomon	Corporate Governance & Accountability	Wiley	Latest Edition
R2	Subhash Chandra Das	Corporate Governance in India	PHI Learning	Latest Edition
R3	Robert A. G. Monks Nell Minow	Corporate Governance	Wiley	Fourth / Latest Edition
R4	Swami (Dr.) Parthasarathy	Corporate Governance- Principles, Mechanisms & Practice	Biztantra	Latest Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals and website in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Business Today
5. Business India
6. Business World
7. Finance India
8. Corporate Governance – ICFAI University Press
9. SEBI Website
10. NSE & BSE Website



**Course Code: F11**  
**Infrastructure & Project Planning (IPP)**

**1. Course Objective:**

The main objective of this course is to develop the analytical skills of the students for evaluating capital expenditure proposals. To explain the principles and suggests ways and means to improve project appraisal and capital budgeting in practice. To establish a hurdle rate that is consistent with the risk exposure of the project. To develop a strategy that leads to sustainable competitive advantage.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Capital Investment – An Overview</b> Capital Investment, Strategy & Resource Allocation, Generation & Screening of Project Ideas, Financial Estimates & Projections	<b>9</b>	<b>20</b>
<b>II</b>	<b>Capital Investment – I</b> The Time Value of Money, Investment Criteria, Project Cash Flows, The Cost of Capital, Project Risk Analysis, Project Rate of Return, Special Decisions Situations	<b>9</b>	<b>20</b>
<b>III</b>	<b>Capital Investment – II</b> Multiple Projects & Constraints, Valuation of Real Options, Financing of Projects	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Financing Infrastructure Projects</b> Typical Project Configuration, Key Project Parties, Project Contracts, Financial Structure and Corporate Governance, Financing a Power Project, Financing Telecommunication Project, Managing Risks in Private Infrastructure Projects, Public Private Partnership, Recommendations of the Committee on Infrastructure Financing	<b>9</b>	<b>20</b>
<b>V</b>	<b>Project Management</b> Project Planning & Control, Human aspects of Project Management, Essence of Project Management, Network Techniques for Project Management, Project Review and Administrative Aspects	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Prasanna Chandra	Projects – Planning, Analysis, Selection, Financing, Implementation and Review	Tata McGraw Hill	Latest Edition
T2	Clifford Gray, Erik Larson	Project Management	Tata McGraw Hill	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Alvin S, Goodman, Makarand Hastak	Infrastructure planning handbook	Tata McGraw Hill	Latest Edition
R2	James P Lewis	Project planning, Scheduling and control	Tata McGraw Hill	4 <sup>th</sup> Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. CFA Reader
6. Business Today
7. Business India
8. Business World
9. Projects & Profits

**Course Code: F12**  
**Mutual Fund & Commodity Market (MFCM)**

**1. Course Objective:**

1. Familiarizing the students with the Indian Mutual Fund & Commodity market, its operations, instruments, regulations etc.
2. Helping students in acquiring analytical skills in the market analysis in the context of investing funds in mutual fund & commodity markets
3. Developing an appreciation among the students for the interfaces among government policies, mutual fund & commodity market, investors and firms.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Mutual Fund and the Financial Markets (HS)</b> Basic concept of Mutual fund, Mutual fund in India, Role of Mutual Funds in the Financial Market, Investment Protection & Mutual Fund Regulation, Salient Features of SEBI (Mutual Funds) Regulations	<b>9</b>	<b>20</b>
<b>II</b>	<b>Inside Mutual Fund &amp; Growth of Mutual Fund in India (HS)</b> Concept of Modern Mutual Funds, Categories of Mutual Fund, Phases of Development, Structures of Indian Mutual Funds, Trends in Asset Holding pattern, Implication of MMMFs for India, Marketing of Mutual Funds	<b>9</b>	<b>20</b>
<b>III</b>	<b>Investment Management of Mutual Funds (HS)</b> Sources of Performance, Funds Management Style, Business Cycle & Liquidity, Asset Allocation & Investment Strategies, Performance Evaluation of Indian Mutual Funds, Investment Research, Fund Managers' accountability	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Commodity Market: Overview (NNC)</b> Fundamental concept, types, Operation, commodity risk, commodity derivatives, commodity exchanges & trading on commodity exchange, clearing & settlement	<b>9</b>	<b>20</b>
<b>V</b>	<b>Commodity Future Pricing &amp; Applications (NNC)</b> Fundamental of commodity futures, Pricing of futures, commodity future applications, commodity applications, Fundamental & technical analysis of commodity market	<b>9</b>	<b>20</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	H. Sadhak (HS)	Mutual Funds in India	Sage Publication (Response Books)	Latest Edition
T2	Niti Nandini Chatnani (NNC)	Commodity Markets Operations, Instruments, and Applications	Tata Mc Graw Hills	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	M. Y Khan	Financial Services	Tata Mcgraw-hill	2 <sup>nd</sup> Edition
R2	R M Shrivastava, Divya Nigam	Management of Indian Financial Institutions	Himalaya Publication	Latest Edition
R3	Bharti V Pathak	Indian Financial System	Pearson publications	2 <sup>nd</sup> Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Journal of Applied Finance
5. CFA Reader
6. Business Today
7. Business India
8. Business World
9. Finance India
10. AMFI Mutual Fund – Beginner's Module
11. AMFI Mutual Fund – Basic Module
12. AMFI Mutual Fund – Advisor's Module

**Course Code: F13**  
**Financial Engineering & Investment Management (FIM)**

**1. Course Objective:**

Financial engineering is application of engineering methods to financial economics. It helps a firm design and analyzes financial contracts to solve problems and exploit opportunities.

This course studies cases of non-financial firms using financial engineering, especially derivatives (and contracts that look like derivatives) and risk management techniques, to advance strategic goals. This knowledge can help students in many future finance roles like: corporate executive issuing securities and using a wide array of derivative contracts; banker designing, pricing, and trading securities both for own firm as well as for clients; investment manager running an actively managed securities portfolio; and financial regulator overseeing markets, understanding firms' behavior and making sure that no catastrophes happen.

The landscape financial services sector in India has undergone metamorphic changes in the recent past. All this demanded a new set of professionals to innovate and compete in order to grow domestically and become internationally competitive players. The prospective candidates will be able to equip themselves with the modern products, processes, practices and techniques in the financial services industry.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<b>Financial Engineering (JM &amp; VB)</b> Meaning, Scope, tools used in financial Engineering, Difference between financial engineering & financial analysis, Growth of Financial Engineering, Quantitative Techniques.	<b>9</b>	<b>20</b>
<b>II</b>	<b>Conceptual Tools of Financial Engineer.(JM &amp; VB)</b> <b>Financial Instruments</b> -Determinations of Value of Financial Instruments, time Value of Money, Absolute & Relative Returns, Measuring Return & Risk, Portfolio management & Investment horizons, Interest rates & exchange rates.	<b>9</b>	<b>20</b>
<b>III</b>	<b>Physical tools of Financial Engineer(JM &amp; VB)</b> Derivatives-Concept, Types & Uses, Forwards, futures & Options, swaps & other new derivative assets. Innovations in derivatives. Fixed Income securities analysis & portfolio management .Speculation, arbitrage & market efficiency.	<b>9</b>	<b>20</b>

<b>IV</b>	<b>Valuation &amp; Pricing.(JM &amp; VB,RS)</b> Equity Valuation & Pricing, Derivative Valuation & Pricing-forwards, future, options, index , stock, forex & commodities. Basic Principles of options, option trading strategies, option pricing-Black Scholes & Binomial, Valuation of forwards & futures. Option Greeks & VAR	<b>9</b>	<b>20</b>
<b>V</b>	<b>Risk Management (JM &amp; VB,JH)</b> Hedging, Arbitrage & synthetic instruments, Credit risk modeling, structured products, new financial order-new regulation & new financial world, Future trends in Financial engineering.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Project Report.

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Marshall, John F. & Bansal, Vipul K.( <b>JM &amp; VB</b> )	Financial Engineering	Prentice Hall of India	Latest Edition
T2	Rajiv Srivastava ( <b>RS</b> )	Derivatives & Risk Management.	Oxford Higher Education	Latest Edition
T3	John C.Hull.( <b>JH</b> )	Options, Futures & other Derivatives.	Prentice Hall	Latest Edition



**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition</b>
R1	Don M. Chance	An Introduction to Derivatives	Dryden	4 <sup>th</sup> Edition
R2	Robert A. Jarrow, and Stuart M. Turnbull	Derivative Securities	South-Western College Publishing	Latest Edition
R3	Robert W. Kolb	Futures, Options, and Swaps	Blackwell Publishers	3 <sup>rd</sup> Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Journal of Applied Finance
6. CFA Reader
7. Business Today
8. Business India
9. Business World
10. Finance India
11. Derivatives– ICFAI University Press publication

**Course Code: F14**  
**Strategic Cost Management (SCM)**

**1. Course Objective:**

The course intends to equip students with the ability to apply cost concepts in decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of Strategic Cost Management in the formation of policies and in the planning and control of the operations of the organization. The course particular emphasis on activity based approaches along with customer profitability analysis, life cycle costing, target costing and theory of constraints. Performance measurement and evaluation will also be examined.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Strategic Cost Management – An Overview</b> Concept of SCM, Applications of SCM, SCM Framework, SCM Programme Steps, Key Enablers that facilitates SCM (Analysis & Planning enablers, Implementation enablers), The Balanced Scorecard Analysis	9	20
II	<b>Activity –Based Costing &amp; Value analysis</b> Concept of Activity Based Costing in comparison with Traditional costing system, Methodology to be adopted for using ABC, Value analysis and Value addition, Waste Management – Scraps, defectives etc.	9	20
III	<b>Profit Planning &amp; Pricing</b> Cost Benefit Analysis & Profit Planning, Role of Budgetary Control & standard Costing in profit Planning , Pricing Approaches – Cost based pricing And Market based pricing	9	20
IV	<b>Cost Implications</b> Brand Building- Cost Implications of Brand Building, Supply Chain Management- Cost Implications, Productivity Improvement- Various tools including Kaizen costing & Six sigma	9	20

**V Contemporary Issues****9****20**

Target Costing- Target costing & its implementation, How to link target costing with ABC and Value engineering, Life cycle Costing- Life cycle cost Analysis, Throughput Costing- theory of Constraints, Backflush Costing- Principle of Backflushing, Special considerations in Backflush Costing

**4. Teaching Methods:**

The following pedagogical tools will be used to teach this course:

- (1) Lectures & Discussions
- (2) Assignments & Presentations
- (3) Case Analysis

**5. Evaluation:**

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
T1	Colin Drury	Cost Management	Cengage Learning	Latest Edition
T2	Paresh Shah	Management accounting	Oxford	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition
R1	Hongren, Datar	cost Management	Pearson	6th edition
R2	Hansen & Mowen	Cost and Mangement Accounting	Thomson	Latest
R3	Ravi M Kishore	Cost and Management accounting	Taxmann	4th Edition

**8. List of Journals / Periodicals / Magazines / Newspapers etc.:**

The students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. Business Standard
2. The Economic Times
3. Financial Express
4. Chartered Financial Analyst
5. Business Today
6. Business India
7. Business World
8. The Accounting World – ICAI Magazine
9. Accounting Research and Audit Practices – ICAI Journal

**Course Code: H01**  
**HR Policy Formulation (HRPF)**

**1. Course Objectives:**

- To enable understanding of the need for congruence between the business, organization, culture and policies
- Develop appreciation of the role of HR policies and important indicators like employee retention
- Help students develop basic ability to formulate and review HR policies in collaboration with other stakeholders

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Preselection and Entry</b> Importance and utility of HR Policies, Linkages between Management Philosophy, Organization Design, business and management processes and HR Policies, Selecting Policies to be Adopted in your organization, Process of HR Policy Formulation Recruitment policy, probation and confirmation policy, equal opportunity policy, diversity policy, Induction policy, and more	<b>9</b>	<b>20</b>
<b>II</b>	<b>Functioning within the organization</b> Email and communication policy, Smoking policy, Uniform/Dress policy, Leave policy, Guest House Policy, Student Internship policy, Transport policy, Staff Advance Policy, Performance Appraisal Policy, Laptop Policy, Mobile Policy, and more	<b>9</b>	<b>20</b>
<b>III</b>	<b>Rewards and Recognition</b> Compensation policy, Rewards and Incentives policy, promotion policy, special recognition policy, fast track policy, Employee Further Education Policy, and more	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Disciplinary and Preventive Action</b> Discipline policy, Counseling Policy, Grievance Policy, Sexual and work place Harassment Policy, Emergency Response Policy, and more	<b>9</b>	<b>20</b>

**V Departure****9****20**

Retrenchment Policy, Charge-Handover Policy,  
Employee release Policy and more  
Reviewing and Revising Exiting HR Policies

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Gerry Johnson & Kevan Scholes	Exploring Corporate Strategy,	Prentice Hall	(Latest edition)
T2	Thomson & Strickland	Strategic Management	Tata McGraw – Hill	(Latest edition)
T3	Hitt ,Ireland & Hoskisson	Strategic Management; Competitiveness & Globalization; Concepts & Cases	Thomson (South Western)	(Latest Edition)

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Dr. P. K. Ghosh	Strategic Planning and Management	Sultan Chand	Latest Edition
R2	Amit Kappor	Demystify	Vikas	Latest Edition

		Strategy		
R3	A Nag	Strategic Management	Vikas	Latest Edition
R4	Hiriyappa, B.	Strategic Management	New Age	Latest Edition
R5	Satish Seth	Corporate Strategy	Galgotia	Latest Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Strategic Management, Business World, Business India, The Times of India, The Economic Times

**Course Code: H02**  
**Compensation Management (HR Elective)**

**1. Course Objectives:**

- To familiarise the students with the issues in compensation management in knowledge based and globalised economy.
- To sensitise the students on the regulatory and compliance front with respect to some major labour laws as applicable to corporate world.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (Uni. Exam)
I	<p><b>Essentials of Reward Management</b></p> <ul style="list-style-type: none"> <li>Overview of Reward Management</li> <li>The Reward System</li> <li>Total Rewards</li> <li>Strategic Rewards</li> <li>International Reward</li> </ul> <p><b>Performance Management and Reward</b></p> <ul style="list-style-type: none"> <li>Performance Management and Reward</li> <li>Engagement and Reward</li> <li>Financial Rewards</li> <li>Non-financial Rewards</li> <li>Contingent Pay Schemes</li> <li>Bonus Schemes</li> <li>Team Pay</li> <li>Rewarding for Business Performance</li> <li>Recognition Schemes</li> </ul>	9	20
II	<p><b>Valuing and Grading Job</b></p> <ul style="list-style-type: none"> <li>• Pay Levels</li> <li>• Job Evaluations Schemes</li> <li>• Equal Pay</li> <li>• Market Rate Analysis</li> <li>• Grade and Pay Structures</li> </ul> <p><b>Rewarding Special Groups</b></p> <ul style="list-style-type: none"> <li>• Rewarding Directors and Senior Executives</li> <li>• Rewarding Sales and Customer Service Staff</li> <li>• Rewarding Knowledge Workers</li> <li>• Rewarding Manual Workers</li> </ul>	9	20



<b>III</b>	<b>Employee Benefit and Pension Schemes</b> Employee Benefits Flexible Benefits Pension Schemes <b>The Practice of Reward Management</b> Developing Reward Systems Managing Reward Systems Evaluating Reward Systems Responsibility for Reward	<b>9</b>	<b>20</b>
<b>IV</b>	CM related Labour Laws- P K Padhi's book. (i) Payment of Wages Act, 1936. (ii) Minimum Wages Act, 1948. (iii) Payment of Gratuity Act, 1972. (iv) Equal Remuneration Act, 1976.	<b>9</b>	<b>20</b>
<b>V</b>	(i) Employees' State Insurance Act, 1948. (ii) Employees' P F & Misc Provisions Act, 1952. (iii) Workmen's Compensation Act, 1923. (iv) Maternity Benefits Act, 1981. (v) Payment of Bonus Act, 1965 (vi) Income tax act provisions with respect to salaried persons. (vii) Mediclaim Policies and their salient features	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Any of the following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
T1	Michael Armstrong	Armstrong's Handbook of Reward Management Practice- Improving Performance Through Reward. (For Modules 1 TO 3)	Kogan Page	3 <sup>rd</sup> Edition
T2	P K Padhi	Loudon & Della Bitta Labour and Industrial Laws.(For Modules 7,8 and 9 - CM related Labour Laws)	PHI	2007 Edition
T3	Dipak Kumar Bhattacharyya	Compensation Management	Oxford	2009 Edition
T4	Tapomoy Deb	Compensation Management- Text and Cases	Excel	2009 Edition
T5	Taxmann's (Bare Acts)	Labour Laws		Latest Edition

**7. Reference Books:**

(Latest available editions should only be considered)

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Milkovich and Others	Compensation	Tata McGraw Hill	9 <sup>th</sup> Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Compensation Management.

NB: Please note that while the break up of the syllabus is given in modular structure for sake of easy handling of the course, the faculty/paper-setter is free to decide on the setting of question paper based on relative importance of the module/topic. It is expected that a balanced view is taken while setting the paper.

**Course Code: H03**  
**Management of Industrial Relations (HR Elective)**

**1. Course Objectives:**

- To help students understand the overall legal framework of industrial relations and the dynamics involved therein.
- To make students familiar with the various labor laws and their compliance required by the business organizations.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course contents:**

The course will contain following modules:

Module No.	Modules / Sub-Modules	Sessions	Marks (Uni. Exam)
I	<p><b>Industrial elations.</b> Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR Case of Honda Motorcycles and Scooters India Ltd(HMSI)Page 674, C S Venkata Ratnam's book.</p> <p><b>Industrial Disputes Act, 1947.</b> Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, retrenchment and closure, offences and penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc.</p> <p><b>Bombay Industrial Relations Act(In Brief)</b>Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial disputes, provisions pertaining to standing orders, etc.</p>	9	20

<b>II</b>	<p><b>Trade Unions Act, 1926</b> Introduction, meaning, definitions, nature of trade unions, trade union movement in India, problems of trade union, appointment of registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and Privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc.</p> <p><b>Industrial Employment Standing Order Act, 1946.</b>Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties.</p>	<b>9</b>	<b>20</b>
<b>III</b>	<p><b>Factories Act, 1948.</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc.</p> <p><b>Shops and Establishment Act, 1948</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.</p> <p><b>Mines Act, 1952</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties, case law, etc.</p> <p><b>Contract Labour (Regulation &amp; Abolition) Act, 1970.</b> Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc.</p> <p>Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages,</p>	<b>9</b>	<b>20</b>

	offences and penalties, etc. Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.		
<b>IV</b>	<b>Collective Bargaining.</b> Introduction, Definitions, Characteristics, Process of CB, Pre- requisites of a Successful CB, Types, Functions of CB, Factors Obstructing CB, CB in India, Assessment of CB in India, Suggestions for better functioning of CB.	<b>9</b>	<b>20</b>
	<b>Workers' Participation In Management</b> Concept, Objectives, evolution, Statutory and Non Statutory Forms of WPM, level of WPM, assessment of WPM in India, Necessary conditions for effective working of WPM.		
<b>V</b>	<b>Discipline</b> Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India.	<b>9</b>	<b>20</b>
	<b>Grievance Handling</b> Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance handling mechanism, sexual harassment of women at work place.		

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Any of the following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	C S Venkata Ratnam	Industrial Relations	Oxford publication	2006 Edition
T2	P K Padhi	Labour and Industrial Laws(For Labour Laws)	PHI publication	2007 Edition
T3	B D Singh	Industrial Relations and Labour Laws	Excel Books	2008Edition
T4	Mamoria	Dynamics of Industrial Relations	Himalaya publication.	16 <sup>th</sup> Edition
T5	Taxmann's	Labour Laws	Latest publication	Latest Edition

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	S C Srivastava	Industrial Relations and Labour Laws	PHI Learning Pvt. Ltd.	2007 Edition
R2	B D Singh	Industrial Relations-Emerging Paradigms	Excel Books.	2 <sup>nd</sup> Edition
R3	A M Sarma	Industrial Relations-Conceptual and Legal Framework	Himalaya publication	9 <sup>th</sup> Edition
R4	A M Sarma	Industrial Jurisprudence and Labour Legislation	Himalaya publication	6 <sup>th</sup> Edition

R5	Kathy Daniels	Employee Relations in an organizational context	Jaico Books	2007 Edition
R6	B D Singh	Labour Laws for Managers	Excel Books	2007 Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Management of Industrial Relations.

**NB:** Please note that while the break up of the syllabus is given in modular structure for sake of easy handling of the course, the faculty/paper-setter is free to decide on the setting of question paper based on relative importance of the module/topic. It is expected that a balanced view is taken while setting the paper.

**Course Code: H04**  
**Human Resource Development (HRD)**

**1. Course Objectives:**

- To help students to understand various concepts of HRD
- Understanding of HRD systems and processes.
- To help students to develop HRD facilitators skills; to develop and design HRD programmes, to implement and control them in various organizational setups in different sectors

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Introduction, Definitions of HRD, Evolution of HRD, HRD and HRM, HRD Functions	9	20
II	Role of HRD Professional	9	20
III	Challenges to organizations and HRD Professionals, Changing workforce Demography, Competing in Global Economy, Eliminating the Skill Gap, Need For Life long Learning, Framework for HRD Process Definitions, Purpose of Needs, Levels of Need analysis, Strategic/Organizational Analysis, Task analysis, Person analysis, Prioritizing HRD Needs Competency Mapping	9	20
IV	Make or Buy HRD Programmes, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training materials, Scheduling HRD Programmes, Registration and enrollment issues	9	20
V	Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programmes Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programmes, Ethical issues concerning Evaluation	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc



**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text books**

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Randy Desimone, John Werner and David Harris	Human Resources Development	Thomson	Latest Edition
T2	Mankin	Human Resource Development	Oxford	Latest Edition
T3	Noe	Human Resources Development	Tata McGraw-Hill	Latest Edition

**7. Reference books**

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
R1	Udai Pareekh & T.V.Rao	Designing and managing Human Resource Systems	Oxford	Latest Edition
R2	Pareekh Udai & TV Rao	Understanding HRD System	Tata McGraw-Hill	Latest Edition
R3	Biswanath Ghosh	Human Resource Development & Management	Vikas	Latest Edition
R4	P. L. Rao	Training and Development	Excell	Latest Edition
R5	Rothwell	Beyond training and development	Jaico	Latest Edition
R6	Blanchard, Thacker	Effective Training	Pearson	Latest Edition
R7	Richard A Swanson PhD and Elwood F. Holton	Foundations of Human Resource Development by	Berrett-Koehler	Latest Edition

**8. Lists of Journals/ Periodicals/ Magazines/ Newspapers:**

Journal of Human Resource Development. Management Review- IIM Bangalore, Vikalp- IIM Ahmedabad, Human Capital

**Course Code: H05**  
**Strategic Human Resource Management (SHRM)**

**1. Course Objective:**

To help participants to develop and deepen their understanding of HRM in a strategic context as well as HRM's work to develop and maintain a competitive competence in organizations

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	<p><b>An investment perspective of HRM</b> Adopting an investment perspective Factors influencing how “Investment Oriented” the Organization is.</p>	9	20
II	<p><b>Trends affecting HRM</b> Impact of Technology Workforce Demographic changes and diversity</p> <p><b>Strategic Planning</b> Models of strategy The process of strategic Management Mission statement Analysis of environment Organization Self-assessment Establishing goals &amp; objectives Setting strategy</p> <p><b>The Evolving/ strategic role of HRM</b> Strategic HR Vs Traditional HR Barriers to strategic HR Models of SHRM     High-commitment mgmt     High performance     High involvement Approaches to the development of HR strategies     Best fit     Bundling Approaches to attaining strategic fit     Competition strategy     Organizational typology</p>	9	20

	Life-cycle		
	The strategic role of HR function		
	HR specialist as Strategic partner		
	As a business partner		
	Key roles		
<b>III</b>	<b>Human Resource Planning</b>	<b>9</b>	<b>20</b>
	Objectives of Human resource Planning		
	Types of Planning		
	Aggregate planning		
	Succession Planning		
	Forecasting Models		
	Process of HR planning		
	Planning By whom		
	Link to business planning		
	Hard & soft HRP		
	Approaches to HRP		
	Strategic Choices		
	Nature of HRP		
	Models of HRP		
	<b>Design &amp; Redesign of Work systems</b>		
	Design of work systems		
	Redesign of work Systems		
	Understanding Change		
	Managing change		
<b>IV</b>	<b>Staffing</b>	<b>9</b>	<b>20</b>
	Recruiting		
	Strategic choices		
	Temporary Vs Permanent Employees		
	Internal Vs External Recruiting		
	When & how extensively to recruit		
	Methods of recruiting		
	Selection		
	Selection Process		
	Interviewing		
	Testing		
	Reliability & validity in testing		
	Types of selection test		
	References		
	International Assignments diversity		
	<b>Training &amp; development</b>		
	Benefits of training & development		
	Strategic choice		
	Training, development & performance improvement		

	Training process		
	Planning & strategizing training		
	Need Assessment		
	Objectives		
	Design & delivery		
	Evaluation		
	Integrating training with performance management systems & compensation		
<b>V</b>	<b>Performance Management &amp; feedback</b>	<b>9</b>	<b>20</b>
	Performance Management & its purpose		
	Process		
	Strategic choice		
	Strategy & Performance Appraisal Process		
	Performance management cycle		
	Use of the system		
	Who evaluates		
	What to evaluate		
	How to evaluate		
	Measures of Evaluation		
	Other consideration		
	 <b>Employee Separation</b>		
	Reductions in force		
	Turnover		
	Retirement		

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Mello.A.Jeffrey	Strategic Human resource management	South-Western Thomson Learning	2000 Edition
T2	Mabey, Christopher, Salaman, Graeman and Storey John.	H RM: A strategic Introduction:	Oxford	Latest Editon
T3	Sharma, Anuradha & Khandekar, Aradhana,	Strategic Human Resource Management: An Indian Perspective, Response Books,	Prentice Hall	Latest Editon

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Anthony Williams, Kacmar & Perrewe	Human Resource Management: A strategic Approach.	Harcourt College	2002 Edition
R2	Armstrong Michael	Handbook of Strategic Human resource Management: A guide to action	Crest Publishing	2003 Edition
R3	Agarwal Tanuja	Strategic Human Resource Management,	Oxford	Latest Edition
R4	Dreher, George, F. & Dougherty Thomas P.,	Human Resource Strategy: A Behavioural Perspective for the General Managers,	Prentice Hall	Latest Edition
R5	Noe, Hollenbeck, Gerhart, and Wright.	Fundamentals of Human Resource Management	McGraw-Hill	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British Journal of Guidance & Counseling, Human Resource Intensive, Other Business Newspapers & Magazines.

**Course Code: H06**  
**International Human Resource Management (IHRM)**

**1. Course Objective:**

This course presents a detailed coverage to the issues related to the International Human resource management. This course is designed for the students who would be specializing in human resource management. This course will help the students understand the dynamics of human resource management in the global context and manage people effectively

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	Evolution of International Business, Drivers of Globalisation, Stages of Internationalization, Advantages and Problems of International Business, Cross border mergers and acquisitions, Organizational structure in MNC and International Dimensions of HRM	9	20
II	Introduction & Overview - Approaches to IHRM - Differences between Domestic & IHRM - Social and cultural context of IHRM, Managing culture diversity, HRM in major economies of the world - Sustaining international business operations Transferring staff for international business, types of international assignments, standardization of work practices, international joint ventures, motivation and reward in international joint ventures	9	20
III	- International Staffing/Recruitment and Selection - Training and development of international staff, Expatriate Training Developing International Staff Performance Management - Factors Associated with Individual Performance & Appraisal - Criteria for Appraising International Employees	9	20
IV	Compensation - Objectives & Approaches to International	9	20

	Compensation, Repatriation		
	- The Repatriation Process		
<b>V</b>	- Industrial relations, Key issues in international industrial relations, The response of trade unions to multinationals,	<b>9</b>	<b>20</b>
	- International Labour Organisation		
	- Indian multinational companies		
	- Issues, challenges and Theoretical developments,		
	- The future IHRM		

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Peter J. Dowling Marion Festing, and Allen Engle	International Human Resource Management: Managing People in a Multinational Context	South-Western College Pub	Latest Edition
T2	Evans, Pucik, Barsoux,	The Global Challenge- framework for International Human Resource Management,	Tata McGraw-Hill	Latest Edition
T3	Peter J Dowling, Denice E Welch,	International Human Resource Management	Cenage Learning	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	K Aswathappa, Sadhna Das,	International Human Resource Management	Tata McGraw Hill	Latest Edition
R2	Tony Edwards, Chris Rees,	International Human Resource Management	Person Education	Latest Edition
R3	Monir H Tayeb	International Human Resource Management	Oxford	Latest Edition
R4	PL Rao,	International Human resource Management	Excel	Latest Edition
R5	A-W Harzing and J Van Ruysseveldt	International human resource management	Sage	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British Journal of Guidance & Counseling, Human Resource Intensive, Other Business Newspapers & Magazines.



**Course Code: H07**  
**Conflict Management and Negotiation**

**1. Course Objective:**

- To sensitize the students about how organizational processes can be improved through effective management of conflict and negotiation
- Develop basic behavioural science skills of the students in handling conflict and negotiation
- Help Students understand and apply basic concepts and skills related to conflict management and negotiation

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	Defining Negotiation and Its Components Personality Conflict - its nature and diagnosis Negotiation Styles Key negotiation Temperaments Communicating in Negotiation Interests and Goals in Negotiation	9	20
II	Effect of Gender and culture on negotiation Effect of Perception on Negotiation Effect of Power in Negotiation Asserting one's self Persuasion	9	20
III	Rules of negotiation and Common Mistakes Negotiation Process and Preparation Alternative Styles, Strategies and Techniques of Negotiation	9	20
IV	Team Negotiation Negotiation in Leadership and Public Relations Third Party Intervention	9	20
V	Developing and Using Personal Negotiating Power , Post-Negotiating Evaluation	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	B. A. B. Corvette	Conflict Management - A Practical Guide to Developing Negotiation Strategies,	Pearson Education	Latest Edition
T2	Michael L Spangle and Myra Warren Isenhardt;	Negotiation: Communication for Diverse Settings	Sage	Latest Edition
T3	Rout and Omiko,	Corporate Conflict Management - Concepts and Skills	PHI	Latest Edition

**7. Reference Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	I. William Zartman	Negotiation and Conflict Management: Essays on Theory and Practice	Routledge	2007 Edition
R2	Max H. Bazerman	Negotiation, decision making and conflict management, Vol 1	Edward Elgar	2005 Edition
R3	Carsten K. W. De Dreu, Michele J. Gelfand	The psychology of conflict and conflict management in organizations	CRC Press	2007 Edition

R4	Michael Spangle Myra Isenhardt	L and Warren	Negotiation: Communication for Diverse Settings	Sage	2002 Edition or later
R5	Goodwin, and Daniel B.	Cliff Griffith,	The Conflict Survival Kit: Tools for Resolving Conflict at Work,	Prentice Hall	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Journal of Marketing, Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.

**Course Code: H08**  
**Special Studies / Developments in HR (Project)**

**1. Objective:**

This subject aims to give students a practical feel of the theoretical subjects learnt. The students have to take up a topic and work on it in the field. Preferably a case study or a survey based study is expected.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Contemporary Issues in HR:**

1. Contemporary Environment of HRM
2. Quality of Work Life and Productivity
3. Human Resource Information System
4. Outsourcing
5. Knowledge Management
6. HR in Mergers and Acquisitions
7. Learning Organizations
8. Virtual Organizations and emerging HR issues
9. Rationalizing HR
10. People's Capability Maturing Model (PCMM)
11. Ethics in management

This list is only illustrative and students can choose any contemporary topics of his/her choice.

**4. Guidelines for Preparing Presentation:**

- Identification of Contemporary topics and understanding the need for study
- Introduction to Area/topic selected
- Literature Review
- Detail discussion and Understanding of the presenter
- Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: H09**

**Contemporary Issues in Human Resources**

**1. Course Objective:**

- To help students understand various emerging trends in HRM
- To help students to understand contemporary issues in managing people.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**illustrative Contemporary Issues in HRM:**

- Contemporary Environment of HRM
- Quality of Work Life and Productivity
- Human Resource Information System
- Outsourcing
- Knowledge Management
- HR in Mergers and Acquisitions
- Learning Organizations
- Virtual Organizations and emerging HR issues
- Rationalizing HR
- Identity issues (Indian Context)
- People's Capability Maturing Model (PCMM)

**4. Guidelines for Preparing Presentation:**

- Identification of Contemporary topics and understanding the need for study
- Introduction to Area/topic selected
- Literature Review
- Detail discussion and Understanding of the presenter
- Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: H10**  
**Performance Management (HR Elective)**

**1. Course Objective:**

To orient the students with the concepts related to performance appraisal.  
To facilitate learning related to performance management for employees.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	<p><b>Foundations of Performance Management</b>                      Definition, Concerns and Scope                      The Management of Performance                      A Short History of Performance Management                      The Essence of Performance Management                      Critiques of Performance Management and Appraisal</p> <p><b>Performance Management in Action</b>                      The IPD Performance Management Survey                      Performance Management in Practice                      Case-Studies in Performance Management                      What People feel about Performance Management: Focus GD, Attitude Surveys                      The Impact of Performance Management</p>	9	20
II	<p><b>The Application of Performance Management</b>                      Performance Management and Development                      Performance Management and Pay                      Performance Management for Teams</p> <p><b>Performance Management Processes</b>                      Measuring Performance                      Agreeing Objectives and Performance Standards                      Competence and Competency Analysis                      Degree Feedback                      Conducting Performance and Development Reviews                      Coaching and Counselling                      Performance Problem-Solving</p>	9	20
III	<p><b>Developing and Maintaining Performance Management</b>                      Introducing Performance Management                      Learning about Performance Management</p>	9	20

Evaluating Performance Management

**Conclusions**

The Reality of Performance Management

<b>IV</b>	Legal issues in Performance Management.	<b>9</b>	<b>20</b>
<b>V</b>	Legal issues in Performance Management. Recent Trends & Practices In India and abroad	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Michael Armstrong & Angela Baron	Performance Management	Jaico	Latest Edition
T2	A S Kohli & T. Deb	Performance Management	Oxford	Latest Edition
T3	Herman Aguinis	Performance Management	Pearson	2 <sup>nd</sup> Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Prof. T V Rao-	Performance Management and Appraisal Systems- HR Tools for Global Competitiveness	Sage	Latest Edition
R2	Lance A. Berger & Dorothy R. Berger,	The Talent Management Hand Book,	Tata Mc-Graw Hill	Latest Edition
R3	Dixit Varsha	Performance Management,	Vrinda Publications	Latest Edition
R4	Prem Chadha:	Performance Management,	Macmillan	Latest Edition
R5	David Wade and Ronad Recardo,	Corporate Performance Management,	Butter Heinemann	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, Supreme Court Judgments, Other Business Newspapers & Magazines



**Course Code: H11**  
**Design for Innovation (DI)**

**1. Course Objective:**

The course is intended for students who want to enhance their innovation and design thinking skills in business and other domains. More specifically, the course is designed to help students:

1. Stimulate creativity in yourself and others.
2. Incorporate design thinking into your analysis of business situations.
3. Apply creative and design thinking to a real-world business situation.
4. Learn how to build and lead an innovation team.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	Evolution of Organization Design Dimensions of Organization Design Organization Strategy and design and effectiveness, approaches to effectiveness Organization Design Alternatives, applications of Org Design Inter-organizational Relationships	9	20
II	Organization Size, Life Cycle and Control Organization Design and Culture Innovation and Change Contemporary trends in Organization Design	9	20
III	Innovation Streams, Org Design and Organizational Evolution Managing through cycles of technological change Gunfire at sea: A Case Study of Innovation	9	20
IV	Managerial problem solving and congruence approach Strong Cultures and Innovation Ambidextrous Organizations Dynamic Capabilities and Strategic management	9	20
V	Examples of Innovation/ Case Studies / Practical aspects in commercialization Innovation / HR Issues related to Innovation / Project Presentation	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Richard Daft.	Organization Theory and Design	Cengage	Latest Edition
T2	Tushman and Anderson,	Managing Strategic Innovation and Change	Oxford	Latest Edition
T3	Pascal Le Masson, Benoît Weil and Armand Hatchuel	Strategic Management of Innovation and Design	Cambridge	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Daniel W. Rasmus	Management by Design: Applying Design Principles to the Work Experience	Wiley	Latest Edition
R2	Jeff DeGraff and Shawn Quinn	Leading Innovation: How to Jump Start Your Organization's Growth Engine	TMH	Latest Edition

R3	Bettina von Stamm	Managing Innovation, Design and Creativity	Wiley	Latest Edition
R4	Brigitte Borja de Mozota	Design Management: Using Design to Build Brand Value and Corporate Innovation	Allworth Press	Latest Edition
R5	Gerard H. Gaynor	Innovation by Design: What It Takes to Keep Your Company on the Cutting Edge	AMACOM	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British Journal of Guidance & Counseling, Human Resource Intensive, Other Business Newspapers & Magazines.

**Course Code: H11**  
**Counselling and Mentoring Skills for Management (CSM)**

**1. Course Objective:**

1. To sensitize the students about how to handle the employees' feelings, neglected needs and various other issue effectively, assertively without hurting their feelings
2. Develop basic skills in communicating, supporting, facilitating and developing employees for improved relationships and performance
3. Handle difficult employees and relationship challenges effectively so as to avoid disciplinary and legal consequences

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
<b>I</b>	<b>Developing the Foundation</b> Introduction to Coaching, Counseling and Basic frameworks, Establishing confidence and trust with our employees, Understanding the influence of management styles on employee behaviour, Deal with different personalities more effectively with our management skills training, Using common sense motivating factors	<b>9</b>	<b>20</b>
<b>II</b>	<b>Coaching Employees for Maximum Performance</b> Creating a team vision, Making employees accountable and responsible, Giving effective positive and negative feedback, Using feedback to change employee behaviour, Gain their commitment to improve, Preparing a coaching plan	<b>9</b>	<b>20</b>
<b>III</b>	<b>Counseling Employees to Improve Performance</b> Rules of negotiation and Common Mistakes, Using constructive versus destructive communication, Issuing and documenting formal and informal verbal warnings, Legally safe written warning documentation, Progressive disciplinary guidelines, Developing a PIP-performance improvement plan that works	<b>9</b>	<b>20</b>

<b>IV</b>	<b>Difficult Coaching &amp; Counseling Situations</b> Employees bringing personal problems to work, Handle difficult or explosive personalities and behaviours, Safely terminate employees who don't improve, Coach employees who are personal friends or former peers, Counsel employees who are older than or have more seniority than the manager, Deal with chronic complainers	<b>9</b>	<b>20</b>
<b>V</b>	<b>Using Coaching and Mentoring to Create a Stronger, More Effective Team</b> <ul style="list-style-type: none"> <li>• Techniques for building trust and mutual respect</li> <li>• Power tips for boosting cooperation and teamwork</li> <li>• How to keep your team up and energized under pressure, crisis and change</li> </ul>	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Kavita singh	Counselling Skills for Managers	PHI	Latest Edition
T2	S. Naranyan Roa	Counselling and guidance	TMH	Latest Edition
T3	Andrew J. DuBrin	Coaching and Mentoring Skills	Prentice Hall	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Elizabeth B. Hurlock	Personality development	TMH	Latest Edition
R2	Hughes, Ginnett, Curry	Leadership	TMH	Latest Edition
R3	Averi Leimon ,Francois Moscovici, Gladeana Mcmahon	Essential Business Coaching (Essential Coaching Skills and Knowledge)	Routledge	Latest Edition
R4	Reg Hamilton, Sophie Grillet	Mentoring: Practical Guide to the Skills of Mentoring (Manager's Pocket Guides)	Spiro Press	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British Journal of Guidance & Counselling, Human Resource Intensive, Other Business Newspapers & Magazines.

**Course Code: H13  
Recruitment and Selection**

**1. Course Objective:**

To help students understand the Recruitment and selection process thoroughly

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	<p><b>Strategic Job Analysis and Competency Modeling.</b>                      Job analysis and strategy behind it, job description and person specifications,                      Common job analysis methods                      Planning job analysis                      Conducting job analysis                      Competency modeling and Rewards Analysis</p> <p>Forecasting and Planning                      The workforce planning process                      Forecasting the firm's Labor Demand and supply                      Gaps between Them                      Staffing planning</p>	<b>9</b>	<b>20</b>
<b>II</b>	<p><b>Sourcing: Identifying Recruits</b>                      Sourcing                      Creating source plan</p> <p><b>Recruiting</b>                      What is recruiting                      How applicants React to recruiting                      Training and developing recruiters                      Recruiting Metrics                      Developing Applicant attraction strategies                      Timing and disclosure of Information                      Achieving Recruitment Consistency</p>	<b>9</b>	<b>20</b>
<b>III</b>	<p><b>Measurement</b>                      What is measurement?                      Describing and interpreting Data                      Using Data Strategically                      What are the characteristics of useful Measures?                      Creating and validating an assessment System</p> <p><b>Assessing External and Internal Candidates</b>                      The firm's Goals</p>	<b>9</b>	<b>20</b>

	Assessment Methods Using Multiple Methods Reducing Adverse Impact Assessment Plans		
<b>IV</b>	<b>Choosing and Hiring Candidates</b> Choosing candidates Job Offer Strategies The employment Contract Presenting a job offer Negotiating Closing the deal	<b>9</b>	<b>20</b>
<b>V</b>	<b>Staffing System Evaluation and Technology</b> Staffing outcomes Evaluation staffing Systems Technology and staffing Evaluation <b>Articles and Cases</b>	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Jean M. Phillips, Stanley M. Gully	Strategic Staffing.	Pearson	2006 Edition
T2	Gareth Roberts	Recruitment and Selection	Jaico Publishing House	2007 Edition
T3	Jeff Grout, Sarah Perrin	Recruiting Excellence: An Insider's Guide to Sourcing Top Talent		2007 Edition



**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Robert Wood, Tim Payne	Competency-Based Recruitment and Selection	Wiley	2006 Edition
R2	Lilly M Berry	Employee Selection,	Thomson	Latest Edition
R3	Dipak Kumar Bhattacharyya	Human Resource Planning, 2nd edition,	Excel	Latest Edition
R4	Heneman, Herbert G., III, & Judge, Timothy A.	Staffing Organizations	Tata McGrahill	Latest Edition
R5	Das, H.	Recruitment, selection and deployment of human resources: A Canadian perspective.	Pearson Prentice Hall.	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British Journal of Guidance & Counseling, Human Resource Intensive, Other Business Newspapers & Magazines.

**Course Code: H14**  
**Managing Knowledge Workers (MKW)**

**1. Course Objective:**

- Establish a foundation of key terms and concepts, historical events and contributions, organizational benefits, and guiding principles on which to build greater understanding of knowledge management
- Explore the relationship between knowledge management and organization leadership models.
- Increase recognition of the importance of organization culture to the success of knowledge management.
- Provide historical and contemporary context for the evolution and role of knowledge workers
- Increase information and understanding about knowledge transfer using low- and high technology strategies
- Explore the future of knowledge management and its influence on our jobs, communities, and society

**2. Course Duration:**

Introductions to the ways in which organizations create, identify, capture, and distribute knowledge, i.e., knowledge management (KM). Topics include knowledge management principles; new organizations and intellectual capital; integration of human resources, training and development, information systems, and business units to implement knowledge management strategies; and new roles and responsibilities for knowledge workers.

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	<b>Knowledge Management Fundamentals</b> <ul style="list-style-type: none"> <li>▪ Introduction and overview</li> <li>▪ Key terms and definitions</li> <li>▪ The knowledge continuum (data, information, knowledge)</li> <li>▪ KM's emergence and evolution</li> <li>▪ KM benefits</li> <li>▪ Guiding principles for managing knowledge</li> <li>▪ Leadership and KM</li> </ul>	9	20

<b>II</b>	<b>Knowledge Management and Organization Culture</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"> <li>▪ Organization change</li> <li>▪ Trust</li> <li>▪ Organization change</li> <li>▪ Systems thinking</li> <li>▪ Collective learning</li> <li>▪ Managing knowledge overload</li> </ul>		
<b>III</b>	<b>Knowledge Workers: New Roles and Responsibilities</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"> <li>▪ Historical background</li> <li>▪ Titles, expectations and responsibilities for the Knowledge Economy</li> <li>▪ Emerging titles and roles</li> </ul>		
<b>IV</b>	<b>Identifying, Creating, Sharing and Measuring Knowledge</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"> <li>• High touch KM strategies and practices                             <ul style="list-style-type: none"> <li>○ Enabling knowledge</li> <li>○ High touch methods (storytelling, benchmarking, knowledge mapping)</li> </ul> </li> <li>• High tech KM tools of the trade (Internet, e-mail, intranets, videoconferencing, groupware, best practices database, data-mining, enterprise information portals)</li> <li>• Measuring KM</li> </ul>		
<b>V</b>	<b>Knowledge Management Today and Tomorrow</b>	<b>9</b>	<b>20</b>
	<ul style="list-style-type: none"> <li>• Attention management</li> <li>• Idea factories/incubators</li> <li>• Customer relationship management (CRM)</li> <li>• KM and organizational learning of the future (KM and e-learning, learning management systems, just-in-time learning, learning objects)</li> <li>• KM and life-long learning</li> <li>• From killer applications to killer existence</li> </ul>		

#### **4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a)** Case discussion covering a cross section of decision situations.
- (b)** Discussions on issues and techniques of Marketing.
- (c)** Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Thomas H. Davenport, Laurence Prusak	Working Knowledge	Harvard Business School	Latest Edition
T2	A. D. Amar	Managing Knowledge Workers: Unleashing Innovation and Productivity	Quorum Books	Latest Edition
T3	Honey Cutt	“Knowledge Management Strategies”,	PHI, New Delhi.	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Jay Cross	Informal Learning: Rediscovering the Natural Pathways That Inspire Innovation and Performance (Essential Knowledge Resource)	Wiley	Latest Edition
R2	Madhukar Slukla	“Competing Through Knowledge – Building a learning Organisation”,	Response Books, New Delhi	Latest Edition
R3	Barnes	Knowledge Management Systems	Thomson	2006
R4		Managing Knowledge to Fuel Growth	Harvard Business	Latest Edition
R5	Graeme Martin	Managing People and Organizations in Changing Contexts	Butterworth-Heinemann	2006

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Human Capital, British

Journal of Guidance & Counseling,

Human Resource Intensive,

Knowledge and Process Management by Wiley online Library

Other Business Newspapers & Magazines.

**Course Code: M01  
Consumer Behaviour (CB)**

**1. Course Objective:**

1. To familiarize the students with the behavioural aspects of consumers.
2. To understand the internal forces, external influences and processes that go on to affect consumer behaviour, the challenges generated for the marketers and the strategies which could be implemented.

**2. Course Duration:**

The course will have 45 sessions, each of 60 minutes duration.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Introduction to Consumer Behaviour</b> Understanding the Origins of Consumer Behaviour and its strategic applications, Consumer Research-paradigms and process, Market Segmentation – bases and strategies	<b>9</b>	<b>20</b>
<b>II</b>	<b>Understanding the Consumer as an Individual</b> Consumer Motivation-needs, dynamics of motivation, measurement of motives, Consumer Personality-theories, personality traits, consumer diversity, concepts of brand personality, self-image, Perception and its dynamics, consumer imagery, perceived risk and risk reduction strategies	<b>9</b>	<b>20</b>
<b>III</b>	<b>Understanding the Consumer as an Individual</b> Consumer Learning – Behavioural and Cognitive learning theories, Measures of learning, Consumer attitude formation and change- Structural models, attitude formation and strategies of attitude change, Communication and consumer behaviour-components, process and designing persuasive communications	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Understanding Consumers in their social and cultural settings</b> The concept of Reference groups, reference group appeals, Family as a reference group, consumer socialization, Family decision making, Social class and consumer behaviour, measurement of social class, applications, Influence of culture on consumer behaviour, measurement of culture, Indian core values, Subcultures, Cross-cultural consumer behaviour	<b>9</b>	<b>20</b>

**V The Consumer's Decision-Making Process** **9** **20**

Consumer Influence, opinion leadership, motivation, dynamics and measurement of opinion leadership, marketing strategies to take control of opinion leadership, Diffusion of innovations, the adoption process, Consumer decision making - levels & models and consumer gifting behaviour.

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Schiffman and Kanuk	Consumer Behaviour	Pearson Education	Ninth Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Hawkins, Best, Coney & Mookerjee	Consumer Behaviour	TMH	Ninth Edition
R2	Blackwell and Engel	Consumer Behaviour	Cengage Learning	Indian Edition
R3	Michael Solomon	Consumer Behaviour	Pearson Education	Eighth edition

R4	S. Ramesh Kumar	Consumer Behaviour and Branding: Concepts, Readings and Cases – The Indian Context	Pearson Education	2009
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**8. List of Journals/Periodicals/ Magazines/ Newspapers:**

Journal of Consumer Behaviour; Wiley & Sons, Journal of Consumer Research, Indian Management, Marketing Mastermind, Indian Journal of Marketing



**Course Code: M02**  
**Marketing Research (MR)**

**1. Course Objective:**

1. To have an overview of the ever expanding role of Marketing Research in various business applications.
2. To understand the scope of marketing research in designing and implementing successful marketing strategies.
3. To acquire an appreciation of various analytical techniques used in marketing research.
4. To acquaint the students with the use of various statistical software in marketing research.

**2. Course Duration:**

The course will have 45 sessions, each of 60 minutes duration.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
<b>I</b>	<b>Introduction to Marketing Research</b> Introduction to Marketing Research & Research Process, Applications of MR, Research Objectives, Information Needs and Types of Research, Research designs - Exploratory Research, Descriptive Research & Experimental Designs	<b>9</b>	<b>20</b>
<b>II</b>	<b>Data Collection: Sources and Methods</b> Secondary Data: Collection and Evaluation, Basic Methods Of Primary Data Collection, Attitude Measurement And Scaling Techniques, Data Collection: Basic Forms (Questionnaire etc.)	<b>9</b>	<b>20</b>
<b>III</b>	<b>Sampling Process and Field procedures</b> Sampling, Types Of Samples, Sampling Problems And Procedures, Sample size decisions, Administering the Data Collection (field procedures), Data Preparation And Processing	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Data Analysis and Interpretation</b> Introduction to data analysis and interpretation, Selecting statistical tests for nominal, ordinal and interval/ ratio data, General hypothesis testing procedure for parametric and nonparametric statistics (Analysis of Differences), Analysis Of Experiments	<b>9</b>	<b>20</b>

**V Data Analysis, Interpretation and Report preparation 9 20**

Investigation of Associations (Dependence Methods), Investigation of Associations (Interdependence Methods), Presentation of Research Findings, Report preparation, Ethical issues in marketing research

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Luck and Rubin	Marketing Research	Prentice Hall of India	Seventh edition
T2	Rajendra Nargundkar	Marketing Research: Text and Cases	Tata McGraw Hill Company	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Malhotra Naresh & Dash S	Marketing Research	Pearson Education	Fifth Edition
R3	Churchill A Gilbert Jr.	Marketing Research	Cengage Learning	Latest Edition
R4	G C Beri	Marketing Research	Tata McGraw Hill	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:**

Journal of Marketing Research (American Marketing Association), Marketing Mastermind, Journal of Marketing, Indian Journal of Marketing

**Course Code: M03**  
**Integrated Marketing Communications (IMC)**

**1. Course Objective:** To make students understand various facets of Integrated Marketing Communications which include advertising, public relations and sales promotion, direct marketing, Press releases, Publicity, Online Marketing etc. It is imperative to make it clear to the students that all aspects of communication will serve better purpose if considered in relation to one another as compared to isolated and stand alone activities.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

<b>Module No.</b>	<b>Module / Sub-module</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Introduction to Integrated Marketing Communication The role of IMC in the Marketing Process Organising for Advertising and Promotion; The role of ad agencies and other marketing Communication Organisations Perspectives on Consumer Behavior	<b>9</b>	<b>20</b>
<b>II</b>	The Communication Process Source , Message and Channel Factors Establishing Objectives and Budgeting for the Promotional Program Creative Strategy; Planning and Development	<b>9</b>	<b>20</b>
<b>III</b>	Creative Strategy; Implementation and Evaluation Media Planning and Strategy Evaluation of Broadcast Media Evaluation of Print Media	<b>9</b>	<b>20</b>
<b>IV</b>	Support Media, Direct Marketing The Internet and Interactive Media Sales Promotion	<b>9</b>	<b>20</b>
<b>V</b>	Public Relation, Publicity and Corporate Advertising, Personal Selling Measuring the Effectiveness of the Promotional Program International Advertising and Promotion Regulation of Advertising and Promotion Evaluating the Social, Ethical and Economic Aspects of Advertising and Promotion.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Belch , Belch & Purani	Advertising and Promotion; An Integrated Marketing Communications Perspective	Tata McGraw Hill Edu Pvt Ltd	7 <sup>th</sup> ed, 2010
T2	Clow and Black	Integrated Advertising, Promotion and Marketing Communications	PHI	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Batra, Myers and Aaker	Advertising Management	Pearson Education	Latest Edition
R2	S.A. Chunawalla	Advertising, Sales and Promotion Management	Himalaya Pub	Latest Edition
R3	Kazmi and Batra	Advertising and Sales Promotion	Excel Books	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Advertising Express, Journal of Advertising Research, Pitch, The Times of India

**Course Code: M04**  
**Sales and Distribution Management (SDM)**

**1. Course Objective:**

The objective of this course is to help students understand the Sales and Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks (Uni. Exam)
I	<b>Introduction to Sales &amp; Distribution Management:</b> Nature and scope of sales management, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis.	9	20
II	<b>Personal Selling Process, Sales Territories &amp; Quotas:</b> Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organization structures, case analysis	9	20
III	<b>Sales Force Management:</b> Recruitment and selection of sales force, Training, motivating and compensating the salesforce, controlling the salesforce, case analysis	9	20
IV	<b>Distribution Management:</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing wholesaling, designing channel systems, channel management, case analysis.	9	20

<b>V</b>	<b>Market logistics and supply chain management:</b> Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets, Case analysis.	<b>9</b>	<b>20</b>
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**4. Teaching Methods:**

The course will use the following pedagogical tools:

- A. Concept Discussion
- D. Case Discussion
- E. Projects/ Assignments/ Quizzes/ Class Participation

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Krishna K. Havaladar, Vasant M. Cavale	Sales and Distribution Management	Tata McGraw-Hill	Latest Edition
T2	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni	Sales Management : Decisions, Strategies & Cases	Pearson	Latest Edition
T3	Johnson F.M., Kurtz D.L., Scheuing E.E.	Sales Management: Concepts, Practice, and Cases	Tata McGraw-Hill	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	David Jobber, Geoffrey Lancaster	Selling & Sales Management	Pearson	Latest Edition
R2	Tanner, Honeycutt, Erffmeyer	Sales Management	Pearson	Latest Edition
R3	Mark W. Johnston, Greg W. Marshall	Sales Force Management	Tata McGraw-Hill	Latest Edition
R4	William L. Cron, Thomas E. DeCarlo	Sales Management	Wiley	Latest Edition
R5	Dr. S. L. Gupta	Sales & Distribution Management	Excel	Latest Edition
R6	Panda Tapan K., Sahadev Sunil	Sales & Distribution Management	Oxford	Latest Edition
R7	Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M.	Selling The Personal Force in Marketing	John Willey & Sons	Latest Edition
R8	Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan	Marketing Channels	Pearson	Latest Edition
R9	John L. Gattorna	Handbook of Logistics & Distribution Management	Jaico	Latest Edition

**8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

Professional selling, Journal of Personal Selling & Sales Mgmt., Journal of Marketing Channels, Journal of Supply Chain Mgmt., International Journal of Retail and Distribution Mgmt. etc.



**Course Code: M05**  
**International Marketing (Int. M)**

**1. Course Objective:**

The Course will make students understand and appreciate the ever expanding scope of international marketing besides acquainting the students with the cross cultural implications on international marketing decisions .Moreover, it will enable the students to develop Global Marketing strategies. It will also go into the role of the import – export documentation procedure.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks (Uni. Exam)
I	The Scope and challenge of International Marketing. The Dynamic Environment of International Trade. History and Geography: The Foundations of Culture. Culture Dynamics in Assessing Global Markets	9	20
II	Culture, Management Styles and Business Systems. The Political Environment: A Critical Concern. The International Legal Environment: Playing by the Rules.	9	20
III	Developing a Global Vision through Marketing Research. Emerging Markets. Multinational Market Regions and Market Groups. Global Marketing Management: Planning and Organization. Products and Services for Consumers.	9	20
IV	Products and Services for Businesses. International Marketing Channels. Exporting and Logistics: Special Issues for Business.	9	20
V	Integrated Marketing Communications and International Advertising. Personal Selling and Sales Management. Pricing for International markets. Negotiating with International Customers, Partners, and Regulators.	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Cateora, Graham & Salwan	International Marketing	Tata McGraw-Hill Publishing Company Ltd.	13 <sup>th</sup> Edition 2008
T2	Isobel Doole and Robin Lowe	International Marketing Strategy- Analysis, development and Implementation	Thomson Press Publications	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Vern Terpstra and Ravi Sarathy	International Marketing	Thomson South Western	Latest Edition
R2	Charles W. L. Hill	International Business- competing in the Global Marketplace	Tata McGraw-Hill Publishing Company Ltd.	

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Journal of International Marketing, MIT Sloan Journal of Management, Times, New York Times, Harvard Business Review

**Course Code: M06**  
**Product and Brand Management (PBM)**

**1. Course Objectives:**

- 1) To develop an understanding of product management, product manager's roles and responsibilities
- 2) To introduce various branding principles and their exposure to classic and contemporary branding applications
- 3) To increase understanding of the important issues in planning, implementing, and evaluating brand strategies.
- 4) To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.
- 5) To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity

**2. Course Duration:**

The course will have 45 sessions, each of 60 minutes duration.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Exam (Uni. Exam)
I	Introduction to Product Management, Role and Responsibilities of a Product Manager, Marketing planning, Category Attractiveness, Market Competition and Competitor Analysis	9	20
II	Customer and Market Potential Analysis, Product Strategy and New Product Development, Managing a Product during various stages of PLC	9	20
III	Branding & Brand Management, The concepts of Brand Equity, Creating brands in a competitive market, Brand Positioning, values and Brand Associations, Using Brand Elements to create brand equity.	9	20
IV	Designing Marketing Programmes to Build Brand Equity. Leveraging Secondary Brand Associations. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches	9	20

<b>V</b>	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions, Managing brands overtime and over geographic boundaries, Revitalization of brands.	<b>9</b>	<b>20</b>
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**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussions covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

The following books may be used as base book for this course. However, students are also expected to refer books by other authors on the subject. A suggestive list of reference books is also given here. They are also supposed to read business magazines and journals related to the subject.

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Lehman and Winer	Product Management	Tata McGraw Hill	Fourth edition
T2	Kevin Lane Keller	Strategic Brand Management	Pearson Education	Third Edition
T3	Elliott Richard and Percy Larry	Strategic Brand Management	Oxford University Press (Indian Edition)	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Authors</b>	<b>Name of the Books</b>	<b>Publisher</b>	<b>Edition &amp; Year of Publication</b>
R1	Tybout and Calkins (Editors)	Kellogg on Branding	Wiley India Edition	Latest Edition
R2	VanAuken Brad	Branding	Jaico Publishing House, Mumbai	Latest Edition
R3	Baker Michael and Hart Susan	Product Strategy and Management	Pearson Education	Latest Edition
R4	Jean Noel Kapferer	Strategic Brand Management	Kogan Page	Latest Edition
R5	S. Ramesh Kumar	Managing Indian Brands, Marketing Concepts & Strategies	Vikas Publishing House Pvt. Ltd.	Latest Edition
R6	Dholkia, Anwar and Hasan	Marketing Practices in Developing Economy : Cases from South Asia	PHI Learning, N. Delhi	Latest Edition
R7	YLR Moorthi	Brand Management, The Indian Context	Vikas Publishing House Pvt. Ltd.	Latest Edition
R8	S. Ramesh Kumar	Consumer Behaviour and Branding	Pearson Education	Latest Edition
R9	Harsh Verma	Brand Management	Excel Books, New Delhi	Latest Edition

**8. List of Journals/ Periodicals/ Magazines/ Newspapers:**

The Economic Times (Brand Equity), Brand Reporter, Indian Management, Harvard Business Review, Indian Journal of Marketing.

**Course Code: M07**  
**Services and Relationship Marketing (SRM)**

**1. Course Objective:**

To develop insights into emerging trends in the service sector as well as relationship marketing in a developing economy and tackle issues involved in the management of services. The course intends to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specifically related to marketing of services.

**2. Course Duration:**

The course will have 45 sessions, each of 60 minutes duration.

**3. Course Contents:**

The course is divided into 5 modules, each having a Weight-age of 20 % in the external exam.

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	<p><b>Introduction to Services Marketing and Customer Behaviour in Service Encounter:</b>                      Services and their role in the economy; Distinctions between Services and Goods; Services and Technology - technology in service encounter, emergence of self service, automation in services, Internet services; Services Marketing Mix; Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance</p>	9	20
II	<p><b>Services Marketing Mix:</b>                      Product – Core and Supplementary Elements, Branding Service Products; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Delivery – Role of Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication</p>	9	20

<b>III</b>	<b>Expanded Marketing Mix for Services and Managing Capacity and Demand of services:</b> People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign, Physical Evidence – Servicescape, Service Environments, Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	<b>9</b>	<b>20</b>
<b>IV</b>	<b>Service Quality and Relationship Management:</b> Services Quality: Gaps Model; Measuring and Improving Service Quality; Emerging Service Sectors in India – Healthcare, Biotechnology, Retailing and Banking Sector Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships and Electronic Relationships	<b>9</b>	<b>20</b>
<b>V</b>	<b>Relationship Marketing:</b> Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; Customer Relationship Management (CRM)	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussions covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Lovelock Christopher, Wirtz Jochen and Chatterjee Jayanta	Services Marketing: People, Technology, Strategy	Pearson Prentice Hall	Sixth Edition, 2010
T2	Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A.	Services Marketing: Integrating Customer Focus Across the Firm	Tata McGraw Hill	Fourth Edition, 2008

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Jauhari Vinnie and Dutta Kirti	Services: Marketing, Operations, and Management	Oxford	First Edition, 2009
R2	Gronroos Christian	Service Management and Marketing: Customer management in Service Competition	Wiley India	Third Edition, 2007
R3	Baran R.J., Galka R.J., Strunk D.P.	Customer Relationship Management	South-Western Cengage Learning	2008
R4	Godson Mark	Relationship Marketing	Oxford	2009

**8. List of Journals/Periodicals/ Magazines/ Newspapers:**

Journal of Services Marketing, Harvard Business School Review



**Course Code: M08**  
**Special Studies / Developments in Marketing (Project)**

**1. Course Objective:**

The course aims to impart to Marketing specialization students the importance of doing self study under a faculty guide on any aspect of marketing in which the student individually feels interested to contribute originally. It will make the student organize his/her time towards advanced application oriented marketing based learning and how to relate it to other disciplines outside marketing in order to make marketing successful in any company.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Course Contents:**

Possible Topics to be identified from the following with focus on a company or industry

1. Company orientations toward the market place Marketing goals and Plans
2. Gathering information from internal and external sources; Scanning the environment
3. Marketing research system & process. Demand measurement and forecasting
4. Creating customer value and satisfaction
5. Factors influencing consumer behaviour and buying process
6. Product differentiation
7. New product development and Managing the development process
8. Developing Pricing Strategies and Programs
9. Managing Integrated Marketing Communications
10. Managing Personal Communications
11. Ethical practices in Marketing
12. International Marketing

**4. Guidelines for Preparing Presentation:**

1. Identification of Contemporary topics and understanding the need for study
2. Introduction to Area/topic selected
3. Literature Review
4. Detail discussion and Understanding of the presenter
5. Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: M09**  
**Seminar on Contemporary Issues in Marketing**

**1. Course Objective:**

- To expose the students to newer developments taking place on the marketing front.
- To provide learning opportunities in contemporary areas of marketing.
- To acquire an appreciation of the usage of newer marketing techniques to enhance business efficiency and effectiveness.

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Contemporary Issues in Marketing:**

- Psychographics and its implications in Marketing
- Application and Impact of Technology in Marketing
- Corporate Branding
- Social and ethical Marketing
- Green Marketing
- Integrated Marketing
- Digital Marketing
- Eco tourism CRM and its Integration into the corporate strategy
- Internet Marketing
- New developments in Direct Marketing
- Retail Marketing
- Sales force automation
- Social Medias and their use in Marketing
- Corporate Re-branding
- Brand Repositioning, Brand Reinforcement and Revitalization
- Medical Tourism
- Sports Marketing and sponsorships
- Ambush Marketing
- Space and media marketing
- Healthcare Marketing

- Brand development and brand equity
- Integration of Internet marketing and Relationship marketing with IMC
- Telemedicine
- Insurance Services Marketing
- Marketing of Government organizations
- Political Marketing
- Use of IT in Retailing
- Product Placement
- Telemarketing
- Marketing of Social Sector
- Event Marketing
- Trends in Societal Marketing
- Ethics in Marketing
- Marketing of Educational Services
- Experiential Marketing
- Buzz (or Word-of-mouth) Marketing

**4. Guidelines for Preparing Presentation:**

1. Identification of Contemporary topics and understanding the need for study
2. Introduction to Area/topic selected
3. Literature Review
4. Detail discussion and Understanding of the presenter
5. Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: M10  
E-commerce (E. Com)**

**1. Course Objective:**

To create a comprehensive awareness of e-commerce (e-business), beginning with the “basics”, i.e. terms, concepts and definitions, working toward and facilitating a wide understanding and appreciation of e-commerce (e-business) applications, and the vital role they play in modern business practice.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Introduction, IT and business, E-commerce: Concepts Electronic Communication,	<b>9</b>	<b>20</b>
<b>II</b>	Concerns for E-commerce Growth, Internet bandwidth, Technical issues, Security issues. India E-commerce Readiness, Legal issues	<b>9</b>	<b>20</b>
<b>III</b>	Security Technologies: Cryptography, Public Key Algorithms, Private Key Algorithms, Hashing techniques, Certification and key Distribution, Cryptographic	<b>9</b>	<b>20</b>
<b>IV</b>	Applications, Encryption, Digital Signature Protocols for Transactions. SSL-Secure Socket Layer, SET-Secure Electronic Transaction, Credit Card Business Electronic Commerce providers.	<b>9</b>	<b>20</b>
<b>V</b>	CyberCash, Digicash, VeriSign Software Package: PGP e-mail encryption software. EDI software developed by NIC for Customs.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Efraim Turban ,	Introduction to E-Commerce	Pearson Education	Latest Edition
T2	Jeffrey Rayport, Bernard Jaworski	Introduction to e-Commerce	Tata McGraw Hill	Latest Edition
T3	Gary P Scheinder and James T Perry	Electronic Commerce	Thomson Learning	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Dragan Nikolic	A Manager's Primer on e-Networking: An Introduction to Enterprise Networking in e-Business ACID Environment	Kluwer Academic	Latest Edition
R2	by Turban	Outlines & Highlights for Introduction to E-Commerce	Cram101 Series	Latest Edition
R3	Dave Chaffey	E-Business and E-Commerce Management with Companion Website with Grade Tracker Student Access	Pearson	3rd Edition

R4	Janice Reynolds	The Complete E-Commerce Book, Design, Build & Maintain a Successful Web-based Business	CMP Books	Second Edition
R5	Colin Combe	Introduction to e-Business: Management and Strategy	Oxford	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Dataquest, Computer World, Computer Express

**Course Code: M11**  
**Internet Marketing (Int. M)**

**1. Course Objective:**

- Evaluate the relevance of the Internet to the modern marketing concept;
- Distinguish between Internet marketing, e-marketing, e-commerce and e-business;
- Identify the key differences between Internet marketing and traditional marketing;
- Assess how the Internet can be used in different marketing functions.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Introduction to Internet Web Marketing -Internet Marketing Plan-Loyalty Plan-Incentive Programs <b>Buying Cycle</b> Domain Names-Domain Name Selection-Domain Name Registration-Operation-Email Forwarding	<b>9</b>	<b>20</b>
<b>II</b>	Measuring Internet Marketing Programs -Ad Impressions-Click through rate (CTR)-Link Tracking-Conversion Rates <b>Tracking Visitors</b> -Hit Counter-Page Views-Interstitial Ads* Pop-up Ad* Text Link Ad-Web Site Visitor Log -Link Tracking <b>Search Engine Optimization (SEO)</b>	<b>9</b>	<b>20</b>
<b>III</b>	<b>Adword Marketing</b> -Pay Per Click (PPC)-Ad Approval-Keyword Bidding-Contextual Advertising-Keyword Ads -Bid Management-Keyword Selection-Click Fraud -Ad Management Tools <b>Email Marketing</b> -Getting Email Addresses-Email Campaigns -Email Offers-Personalization-Broadcasting Emails-Email Tracking-Auto responders -List Server <b>Viral Marketing</b> -Valuable Product or Service Give-Away -Media Message -Viral Message -Delivery and Referral Mechanism	<b>9</b>	<b>20</b>

<b>IV</b>	<p><b>Affiliate Marketing</b> -Affiliate Link Operation -Affiliate Tracking</p> <p><b>Mass Media Promotion</b> -Press Releases -Electronic Newsletters -Electronic Magazine (E-Zine) -Podcasting -Discussion Groups * Blogging * Newsgroups * User Groups * Chat Rooms -Web Seminars (Webinar)</p> <p><b>Banner Advertising</b> -Banner Sizes -Static Banners -Animated Banners - Dynamic Ad Inserts –Popups -Popdowns</p>	<b>9</b>	<b>20</b>
<b>V</b>	<p><b>Web Site Layout</b> -Copy Writing-Dynamic Web Pages -Restricted Web Pages -Meta Tags -Web Graphics -Web Page Frames -Web Page Forms -Web Visitor Analysis * Click Stream</p> <p><b>Online Storefront</b> -Catalog -Product Page * Cross Selling * Up Selling * Customer Reviews* Shopping Cart -Order Processing * Discounting -Shipping Methods - Payment Processing -Customer Support</p>	<b>9</b>	<b>20</b>

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures and case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)



**6. Basic Text Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Lawrence Harte	An Introduction to Internet Marketing	Althos	Latest Edition
T2	Martyn Whittaker	An introduction to Internet marketing and planning	Billy Fire	Latest Edition
T3	Brian Halligan, Dharmesh Shah and David Meerman Scott	Inbound Marketing: Get Found Using Google, Social Media, and Blogs	Wiley	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Mary Lou Roberts	Internet Marketing: Integrating Online and Offline Strategies	Atomic Dog	Latest Edition
R2	Jan Zimmerman	Web Marketing For Dummies	Wiley	Latest Edition
R3	Matt Bailey	Internet Marketing: An Hour a Day	Sybex	Latest Edition
R4	Kristopher B. Jones	Search Engine Optimization: Your visual blueprint for effective Internet marketing	Wiley	Latest Edition
R5	Mitch Meyerson and Mary Eule Scarborough	Mastering Online Marketing: 12 Keys to Transform Your Website into a Sales Powerhouse	Entrepreneur Press	Latest Edition

**6. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Dataquest, Computer World, Computer Express

**Course Code: M12**  
**Industrial Marketing (Ind. M)**

**1. Course Objective:** The Objective of the course is to expose students to the tools, techniques, procedures and institutional setup appropriate to industrial marketing of both goods and services. It also explains the differences with respect to marketing of consumer goods and services

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks (Uni. Exam)
I	Introduction: The need to study Industrial Marketing, Volume of Trade Linked to Industrial Markets. Indian and the Global Scenario	9	20
II	Demand Issues: Concepts of Derived Demand, Short Term and Long Term Demand Issues, Economic Linkages to Demand Studies, The Volume and Value Issues . Organizational Buying Behavior: Types of Customers, Traders, Manufacturers, Service Buyer- and Systems Buyer	9	20
III	Industrial Marketing Intelligence: Intelligence Systems Market Identification, Search and Evaluation Process, Measuring Marketing Performance, Screening Industrial Products, Launch and Life Cycles	9	20
IV	Business to Business Communication: The Media, Seminars, Trade Shows, Demonstration and Simulation Pricing: Value Analysis, Types of Pricing and Nature of Discounts Product Decision in Industrial Marketing: Make or Buy Decisions, Vendor Development and Management	9	20
V	Managing Distribution: Logistics of Goods and Services, Legal Issues, Special Skills Required, Channel and Sales Force Management, Channel Design Strategies Marketing Strategies: Formulation of Marketing Strategies for Industrial Products, Industrial Market Segmenting, Targeting and Positioning and Branding.	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Textbooks (Latest Edition):**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Reeder, Brierty and Reeder	Industrial Marketing: Analysis, Planning and Control	Pearson Education	Latest Edition
T2	Hayes and Jenster	Business to Business Marketing	Irwin/Mc-Graw Hill	Latest Edition
T3	M Govindarajan	Industrial Marketing Management	Vikas	Latest Edition

**6. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Sergio Zyman	The End of Marketing as We Know It	HarperBusiness	Latest Edition
R2	Frederick E. Webster Jr.	Industrial Marketing	Wiley	Latest Edition
R3	John Coe	The Fundamentals of Business-to-Business Sales & Marketing	McGraw-Hill	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Journal of Industrial Marketing, MIT Sloan Journal of Management, Times, New York Times, Harvard Business Review

**Course Code: M13**  
**Direct and Rural Marketing (D&RM)**

**1. Course Objective:**

The course aims to acquaint and internalize students the concepts and applications of Direct Marketing as well as Rural Marketing. The imminence of Marketing directly to the end users as well as the significance of marketing to rural masses has acquired a lot of significance in the recent past due to communications revolution and ever increasing purchasing power of rural masses across the world.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	Direct Marketing: Concept, Scope and Benefits, Applications and development of Direct Marketing as part Of Integrated Marketing Communications	9	20
II	Direct Mail, Catalogue Marketing, Tele-marketing, Public and Ethical Issues in Direct Marketing	9	20
III	Rural Marketing: Segmenting Rural Markets, Rural Marketing Research, Rural Consumer Behavior and Marketing Mix	9	20
IV	Developing New Products for Rural Markets, Rural Product Life Cycle, Brand Management in Rural Markets ,Managing Channels in Rural Markets, Innovating for Rural Markets	9	20
V	Organized Rural Retailing, Rural Market Mapping, Corporate Social Responsibility in Rural Market	9	20

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Bob Dole	Successful Direct Marketing Methods	NTC Business Books	Latest Edition
T2	Balram Dogra and Karminder Chauhan	Rural Marketing : Concept and Cases	Tata Mc Graw Hill	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Pradeep Kashyap, Siddhartha Raut	The Marketing Whitebook	Business World	2007
R2	Bob Stone	Successful Direct Marketing Methods,	Crain Books	Latest Edition
R3	U.C.Mathur	Rural Marketing	EXCEL	Latest Edition
R4	Acharya	Agricultural Marketing In India	Oxford	Latest Edition
R5	Richard Kohls and Joseph N. Uhl	Marketing of Agricultural Products	PHI	9th Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

The Times of India, The Economic Times, The Hindu, India Today, Frontline etc.

**Course Code: M14**  
**Retail Marketing (RM)**

**1. Course Objective:**

- To familiarize the students with the concept of modern retailing and understand the significance of retailing in the current business environment.
- To understand retailing as a business and various strategies the firms engaged in retailing business adopt for their survival and growth.
- To understand the role of several support functions in enhancing the performance of the retail business.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Content:**

<b>Module No.</b>	<b>Module / Sub-module</b>	<b>Sessions</b>	<b>Marks (Uni. Exam)</b>
<b>I</b>	Introduction to Retailing and Retail in India: Role, Relevance and Trends in Retailing, Retail organization, Classification of Retail units, Retail formats, Retail Customer, Emergence of organised retailing, VMS in Indian retailing, Retailing in rural India, Indian shoppers and consumer behaviour, market segmentation and targeting	<b>9</b>	<b>20</b>
<b>II</b>	Financial Planning for Retail, Retail Location Strategy, Organisational Structure and HRM in Retail	<b>9</b>	<b>20</b>
<b>III</b>	Retail Product and Brand Management, Retail Promotion strategy, Atmospherics and Retail Space Management, CRM in Retailing	<b>9</b>	<b>20</b>
<b>IV</b>	Supply Chain Management and Information Systems, Merchandise Management, Store Operations	<b>9</b>	<b>20</b>
<b>V</b>	Retail Pricing Strategies, Managing Retail Chains and Franchising, International Retailing	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of strategic aspects
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Text Books:**

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	Chetan Bajaj, Tuli and Srivastava	Retail Management	Oxford Higher Education	Second edition, 2011
T2	Pradhan Swapna	Retailing Management: Text & Cases	Tata McGraw-Hill Education	3rd ed., 2010

**7. Reference Books:**

Sr. No.	Authors	Title of the Book	Publisher	Edition and Year of Publication
R1	Sinha, P. K. and D. P. Uniyal	Managing Retailing	Oxford University Press	1 <sup>st</sup> ed., 2007
R2	Berman, Berry and Joel R. Evans	Retail Management: A Strategic Approach	Pearson Education India	10 <sup>th</sup> Edition, 2007
R3	Newman Andrew J and Peter Cullen	Retailing: Environment & Operations	Cengage Learning	India Edition, 2002
R4	Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson Education	Low Price Edition
R5	Sharma, D. P.	E-Retailing	Himalaya	1 <sup>st</sup> Edition, 2009
R6	Fernie, John and Leigh Spark	Logistics in Retail Management	Kogan Page India, New Delhi	1 <sup>st</sup> South Asian Edition, 2010

R7	Srini. R. Srinivasan	Strategic Retail Management	Biztantra	1 <sup>st</sup> Edition, 2010
R8	Srinivasan S. R., and R. K. Srivastava	Cases in Retail Management	Biztantra	1 <sup>st</sup> Edition, 2010
R9	Cox, Roger, and Paul Brittain	Retailing: An Introduction	Pearson Education	Low Price Edition

**8. List of Journals / Periodicals/Magazines/Newspapers, etc.:**

- 1) Indian Journal of Marketing
- 2) Harvard Business Review
- 3) International Journal of Retailing
- 4) European Retailing Digest
- 5) International Journal of Retail and Distribution Management
- 6) Journal of Retailing



**Course Code: P01**  
**Logistics and Supply Chain Management (L&SCM)**

**1. Objective:**

1. Introduce principles and approaches to enhance knowledge and experience in management decision-making in business logistics.
2. Study modern information technology to reduce cost and improve service in supply chain management.
3. Carry out case study and project on information access, information coordination, and information processing for supply chain management in various business environments.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Sessions	Marks (Uni. Exam)
I	Basic Concept & Philosophy of Supply Chain Management, Essential features, infrastructure flows, key issues and benefits of SCM.	9	20
II	Concept and various issues involved, EOQ models, Buffer Stock, lead time reduction, reorder point, ABC analysis, SDE/VED analysis, Distribution and warehousing management, Just-In-Time and Kanban System of Inventory Management.	9	20
III	Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, outbound logistics – distribution and warehousing management, bull whip effect in logistics. The Total distribution concepts – Integrated Logistics Role of IT in warehousing & Physical Distribution. Logistics in International Trade, Developing Customer Service Strategic & Customer service Logistics, Third Party Logistics, and Materials handling packaging and transportation systems	9	20
IV	Role of computer/IT in SCM, CRM V/s SCM, Benchmarking- concept, features and Implementation, outsourcing- basic concept. Management of Stores, Accounting for materials.	9	20

<b>V</b>	Concept of Demand Chain Management, Features and Implementation. Purchasing and Vendor Management: Centralized and decentralized purchasing, functions of purchase department and purchase policies, Use of mathematical model for vendor rating or evaluation, single Vendor Concept.	<b>9</b>	<b>20</b>
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#### 4. Teaching Method:

The Core Module Syllabus for logistics and supply chain management includes class room teaching and field work.

- (a) Discussion on concepts and issues on logistics and supply chain management.
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Case discussion covering a cross section of effective application of IT tool and techniques for logistics and supply chain management.

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

#### 6. Text Books:

Sr. No.	Author	Name of the book	Publisher	Edition & Year of Publication
T1	Chopra, Meindl	Supply Chain Management: Strategy, Planning & Operation	Prentice-Hall India	Latest Edition
T2	Mohanty R. P, Deshmukh S. G.	Supply Chain Management: Theories and Practices	Biztantra	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Bhatt Sridhar	Essentials of logistics and supply chain management	Himalaya	Latest Edition
R2	D Simchi-Levi, P Kaminsky and E Simchi-Levi	Designing & Managing the Supply Chain	Tata McGraw-Hill	Latest Edition
R3	Chopra, S. and Meindl, P,	Supply Chain Management: Strategy, Planning and Operation	Pearson	Latest Edition
R4	Shapiro, J. S.	Modeling the Supply Chain	Duxbury	Latest Edition
R5	Magee, J. F. Copacino, W. C. And Rosenfield D. B.	Modern Logistics Management	Wiley	Latest Edition
R6	Dornier, P. Ernst R. Fender M. And Kouvelis, P.	Global Operations and Logistics Text and Cases	Wiley	Latest Edition
R7	Tayur, S. Ganeshan R. and Magazine, M.	Quantitative Models for Supply Chain Management	Kluwer Academic	Latest Edition
R8	Raghuram G.	Logistics & Supply Chain Management	Macmillan	Latest Edition
R9	Agarwal D.K.	A text Book of Logistics & supply Chain Management	Macmillan	Latest Edition
R10	Sahay B.S.	Supply Chain Management	Macmillan	Latest Edition
R11	Chopra Sunil & Peter meindl	Supply Chain Management	Pearson	Latest Edition
R12	David Simchi-lavi, Philip Kaminsky, Edith Simchi	Designing & Managing the Supply Chain Concept, Strategies and Case Studies	Tata McGraw Hill	Latest Edition
R13	Shah Janat	Supply Chain Management: Text & Cases	Pearson Education	Latest Edition
R14	Sople V. V	Logistics Management	Pearson Education	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Journal of International Marketing, MIT Sloan Journal of Management, Times, New York Times, Harvard Business Review

**Course Code: P02**  
**Total Quality Management (TQM)**

**1. Course Objective:**

- To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management.
- To understand the statistical approach for quality control.
- To create an awareness about the ISO and QS certification process and its need for the industries.

**2. Course Duration:**

The course duration is of 45 sessions of 60 minutes each.

**3. Course Contents:**

Module No.	Modules/Sub-Modules	Session	Marks (Uni. Exam)
I	INTRODUCTION Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.	9	20
II	TQM PRINCIPLES Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDSA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.	9	20
III	STATISTICAL PROCESS CONTROL (SPC) 9 The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.	9	20

<b>IV</b>	<b>TQM TOOLS</b> Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.	<b>9</b>	<b>20</b>
<b>V</b>	<b>QUALITY SYSTEMS</b> Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.	<b>9</b>	<b>20</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Marketing.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The evaluation of participants will be on continuous basis comprising following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weight-age 30% (Internal & Continuous Evaluation)
B	Mid-Semester examination	Weight-age 20 % (Internal Evaluation)
C	End –Semester Examination	Weight-age 50% (External Evaluations)

**6. Basic Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Poornima M. Charantimath	Total Quality Management	Pearson	Latest Edition
T2	K. Shridhara Bhat	Total Quality Management	Himalaya	Latest Edition

**7. Reference Books:**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Dale H.Besterfiled, et al.	Total Quality Management”,	Pearson	Latest Edition
R2	James R.Evans & William M. Lidsay	“The Management and Control of Quality”	South-Western (Thomson Learning	5th Edition
R3	Feigenbaum.A.V.	“Total Quality Management”,	Tata McGraw-Hill	Latest Edition
R4	Oakland.J.S.	“Total Quality Management”	Oxford	Latest Edition
R5	Narayana V. and Sreenivasan, N.S.	“Quality Management – Concepts and Tasks”,	New Age International	Latest Edition
R6	Zeiri.	“Total Quality Management for Engineers”,	Wood Head Publishers	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.**

Quality Journal, Economic Times etc.

**Course Code: P03**  
**Contemporary Issues in Production and Service Operation**

**1. Course Objective:**

- Understand the dynamics of operations strategy and be able to develop one for a company
- Understand and apply the concepts of process improvement and reengineering
- Be aware of the various manufacturing technologies and their purposes
- Be able to recommend a location for a facility and design its layout
- Be able to use a variety of forecasting techniques
- Know the differences between push and pull systems

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Contemporary Issues in Production and Service Operation:**

- Introduction to Different Manufacturing technologies
- Flexible Manufacturing
- Lean Manufacturing
- World Class Manufacturing
- Contemporary Issues in Service Operations
- Contemporary Issues in Manufacturing
- Issues in Forecasting Methods, Project Management etc.

**4. Guidelines for Preparing Presentation:**

1. Identification of Contemporary topics and understanding the need for study
2. Introduction to Area/topic selected
3. Literature Review
4. Detail discussion and Understanding of the presenter
5. Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)

**Course Code: P03**  
**Special Studies / Developments in Production & Operations (Project)**

**1. Course Objective:**

- Understand the dynamics of operations strategy and be able to develop one for a company
- Understand and apply the concepts of process improvement and reengineering
- Be aware of the various manufacturing technologies and their purposes
- Be able to recommend a location for a facility and design its layout
- Be able to use a variety of forecasting techniques
- Know the differences between push and pull systems

**2. Course Duration:**

The student is expected to select and submit the area/topic of his choice to respective instructor in the beginning of this semester. S/he is required to be in constant interaction with the course instructor and the submission of the Special Study Report will be during the end of the semester. The students are expected to spend around 45-50 hours on the study of the different topics. There will be few sessions (5-6) handled by the faculty to orient the students about the course.

**3. Illustrative Contemporary Issues in Production and Service Operation:**

- Introduction to Different Manufacturing technologies
- Flexible Manufacturing
- Lean Manufacturing
- World Class Manufacturing
- Contemporary Issues in Service Operations
- Contemporary Issues in Manufacturing
- Issues in Forecasting Methods, Project Management etc.

**4. Guidelines for Preparing Presentation:**

1. Identification of Contemporary topics and understanding the need for study
1. Introduction to Area/topic selected
2. Literature Review
3. Detail discussion and Understanding of the presenter
4. Conclusion & Future Scope of the Research (if any)

**5. Evaluation:**

1.	Study of Articles – Review, Presentation, Discussion	50% (Internal Evaluation)
2.	Presentation and Viva voice	50% (External Evaluation)



**GUIDELINES FOR EXTERNAL EVALUATION OF PROJECT STUDY –  
MBA- II / SEM – IV (Fulltime / Evening)**

**Comprehensive Project Report and Viva Voce:**

Each student will be required to prepare a project report based on the of research/studies carried out by him/her in a business/industrial or any other organization. The report should present a problem that is faced or may be faced by the organisation and its possible solutions or suggestions/recommendations for overcoming the problem from the management perspective. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry. The report should include field studies, surveys, interpretations, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. This project will commence from semester III for full time students and semester V for evening programme students. This course has credit hours of four.

**Method for Examination:**

1. The groups of students at a particular institute where the maximum intake capacity is 60, 90 and 120 should be divided into 2 days, 3 days and 4 days respectively for project study presentation and viva-voce. The schedule should be prepared accordingly by each respective institute.
2. The evaluation panel during the external examination should consist of 3 members' viz., 2 external evaluators as sent from the university and 1 internal guide from the respective institute.
3. Each group of student(s) should be given atleast 20 minutes - 15 minutes for presentation and 5 minutes for answering questions raised by the evaluating panel.
4. Each individual evaluator in the panel should allot marks out of a maximum mark of 50 to an individual student in a group.
5. The internal marks for the project should be allotted out of a maximum mark of 50 by the respective guide of the project and should be sent separately with other courses' internal marks.
6. Two sealed copies of the external marks allotted by each evaluator should be prepared. One copy should be handed over to each respective external evaluator to be submitted to the Examination Controller, Gujarat University and one copy to be sent to B. K. School of Business Management.

7. A certificate indicating number of projects evaluated by each respective external evaluator should be issued to each evaluator by the respective institute.
8. The following parameters should be considered for evaluating the **Presentation** of a candidate:
  - a. Scope considered
  - b. Substance & Treatment
  - c. Style of presentation
  - d. Time Management
  - e. Treatment of Questions and Answers provided
9. The following parameters should be considered for evaluating the **Project Report** of a candidate:
  - a. Theme & Objective
  - b. Clarity & Presentation
  - c. Focus & Conclusion
  - d. Innovativeness
  - e. Learning derived
  - f. Methodology used

**B.K.SCHOOL OF BUSINESS MANAGEMENT  
GUJARAT UNIVERSITY  
MBA – II / III (Full Time & Evening Programme)**

**Project Study Details**

Please note that Guide names are allocated for groups. All the Groups are requested to meet their respective guides and discuss, clarify and seek guidance in the project study area. All groups are requested to make a following chart for project monitoring.

The filled in Chart should be submitted to the office on the final internal presentation day.

**Chart for Project Study Monitoring**

Name of Group Members : 1) \_\_\_\_\_  
2) \_\_\_\_\_

Title of the Project Study : \_\_\_\_\_  
\_\_\_\_\_

Name of the Guide : \_\_\_\_\_

Sr. No.	Date	Topic of Discussion	Signature of Group Members	Signature of the Guide	Internal Evaluation
1					
2					
3					
4					
5					

**Details of Presentation**

<b>No.</b>	<b>Date</b>	<b>Time</b>	<b>Focus of Presentation</b>
1	14/10/2009	11.00 p.m. onwards	Broad Proposal - Objective - Methodology - Significance - Data Sources
2			Data Analysis (Secondary)
3			Major Findings (Primary and Secondary)
4			Learning & Conclusions
5			Internal Presentation of Complete Project Study

Note that every presentation will cover newer aspect of the Project study. The student should not repeat the content of one presentation to another. The presentations are meant to monitor and review the newer & incremental work carried out over the preceding presentation.

\* Each internal evaluation will carry some weight-age to the final internal evaluation.

**B.K.SCHOOL OF BUSINESS MANAGEMENT  
GUJARAT UNIVERSITY  
MBA – III (Part Time Evening Programme)**

**Project Study Details**

Please note that Guide names are allocated for groups. All the Groups are requested to meet their respective guides and discuss, clarify and seek guidance in the project study area. All groups are requested to make a following chart for project monitoring.

The filled in Chart should be submitted to the office on the final internal presentation day.

<b>Chart for Project Study Monitoring</b>					
Name of Group Members		:	1) _____		
			2) _____		
			_____		
Title of the Project Study		:	_____		
			_____		
Name of the Guide		:	_____		

  

Sr. No.	Date	Topic of Discussion	Signature of Group Members	Signature of the Guide	Internal Evaluation
1					
2					
3					
4					
5					

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### **Guidelines for Project Study (Grand Project)**

1. The purpose of Project Study for MBA-II students is to enable them to have an integrated view and understanding of any industry and/or specific organizational problems/issues at hand.
2. The learning process and preparation of Project Study has to start from Semester III of second year.
3. For a Project Study, a student should be able to establish the interrelationship among different concepts learnt through various courses that he/she has studied at MBA.
4. There are two possible models for Grand Project:
  - A. Select any specific industry, carry out macro analysis of that industry and study any specific organization from all functional and strategic aspects as a case study in that industry. (e.g. Study of Telecom services industry and case study of Reliance/Tata)
  - B. Select a specific topic and make an indepth analysis of the issues related to that topic based on secondary data collection and validate the same with the help of primary data collection and findings drawn from the same. (e.g. Marketing of hospital services / Risk Management in Banks / Marketing of Real Estate Services)

## **PROJECT STUDY COURSE MBA-II (III & IV SEMESTERS)**

### **OBJECTIVES**

The objective of this course is to prepare the student to conduct a research study of an industry / organization utilizing the tools and techniques learnt in the two years of study. The focus of the study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry, analyze data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study and it is also expected that the study would lead to recommendations and implementable plans of action.

### **Expected Format for Preparation of the Proposal**

Introduction and Statement of Problem

Short Literature Survey

Hypothesis (s), if any

Research Methodology

Data Sources

Time Budget

Tentative Chapter Plan

Expected Contribution of the study

Beneficiaries

A short write up on the researcher

Bibliography/ Appendices, if any.

### **Report of Study**

Initial pages

Executive Summary

Introduction / statement of problem

Detailed survey of literature

Methodology / Focus / Scope / Limitations

Text of the study including analysis

Conclusions and Recommendations including plan of action.

Bibliography

Appendices

### **Format of Presentation**

- 1) The Student is expected to follow the required style for presentation of the report including Tables, References, Bibliography and Appendices
- 2) Literature Survey should be related to the problem of study. Review of the studies in the area and critical examination of them including conclusions of the student should form part of the literature survey.

- 3) Acknowledgement of all sources of information through footnoting and bibliography is an essential requirement of the study.

**TEXT BOOK**

Refer Style Manuals for style and presentation.

Handbook for Writers and Editors by S. Sreenivas Rao (Ahmedabad: Ahmedabad Management Association) is recommended for style, format and presentation. Consistency of style, however, is required.



**GUIDELINES FOR SUMMER PLACEMENT (SUMMER INTERNSHIP) only for MBA Fulltime Students**

Summer placement (summer internship programme, i.e., now popularly known as **SIP**), is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, the students are required to complete the SIP. After completion of the 1<sup>st</sup> year of the programme, i.e., after the 2<sup>nd</sup> semester and before the commencement of the second year of the programme, the students are required to work with an organisation for hands on experience. The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks.

SIP aims at widening the student's perspective by providing an exposure to real life organisational and environmental situations. This will enable the students to explore an industry/organisation, build a relationship with a prospective employer, or simply hone their skills in a familiar field. SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put whatever he/she learned in the 1<sup>st</sup> year of MBA into practice while working on a business plan or trying out a new industry, job function or organisation.

The organisation, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organisation and help in image building on campus.

Some ideal projects for summer internships can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, retail/investment banking, industry analysis, new product launches, sales and distribution, market research and advertising, etc., among others. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organisations where the student has to undergo internship. In some cases, even field

work can also become an integral part of SIP. The student need not shy away from taking up such projects.

In case the scope of the project is large, even more than one student also can undertake the SIP project jointly. Similarly, if the scope of the project is limited, the student can undertake more than one project during the specified period with the same organisation or with another organisation.

An additional benefit that organisations may derive is the unique opportunity to evaluate the student from a long-term perspective. Thus the SIP can become a gateway for final placement of the student.

The student should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned. The students should also behave ethically and honestly with the organisation.

The SIP process involves working under the mentorship of an executive of the concerned organisation and also with a faculty member of the institute where the student is studying, if required. The student is expected to first understand the organisation and its setting and the industry/field in which the organisation is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

Thereafter, the student should prepare a report and submit one copy to the organisation and one copy each to the institute and the university. The student should also obtain a certificate from the organisation/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and two faculty members from the institute who will be the examiners. The student/s is/are expected to make a 15 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The total marks for the SIP project will be 100. The marks will be awarded for the following aspects:

- i) **Introduction:** Clear understanding of the topic/subject; understanding of the organisation/unit/field.
- ii) **Literature Review:** Published studies, review of similar studies
- iii) **Details about the study:** Objectives, formulation of the problem, scope, and rationale of the study.
- iv) **Methods/methodology adopted for the study:** Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
- v) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- vi) **Contribution and learning from the project:** Details of the contribution of the study,, the benefits to the organisation, the learning from the study for the student, etc.
- vii) **Acknowledgements:** References/Citations and Bibliography and help, if any,, received from other individuals/organisations.
- viii) **Presentation of the report, format of the report, flow of the report, style, language, etc.**
- ix) **Presentation of the report to the examiners:** Substance and treatment of the topic, style of presentation, performance in the question answer session, time management, language, etc.
- x) **Overall impression.**

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