

***MASTER OF
BUSINESS
ADMINISTRATION
(MBA)- CMAT***

SYLLABUS



NEP CMAT SYLLABUS
**Faculty of Management
Studies**
M.L. Sukhadia University
UDAIPUR (RAJ.)

THE PROGRAMME

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

COURSE STRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

SEMESTER 1

&

SEMESTER 2

1st Semester CMAT

DCC-1-(Management practices and Organization Behaviour)Th (4 Cr)

DCC-2 (Managerial Economics) Th (4 Cr)

DCC-3 (Marketing Management)Th (4 Cr)

DCC-4 (Research Methodology)Th (4 Cr)

DCC-1 (Accounting for managers)Th/Practical (4 Cr)

DCC-2 (Statistical Methods) Th/Practical (4 Cr)

DCC – 1 MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR Th (4 cr)

Objectives

The objectives of this paper are to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Unit -I

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making

Unit-II

Introduction to Organizational Behavior: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude

Unit-III

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.

Unit-IV

Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. . Conflict Management: Definition. Traditional vis - à- vis Modern view of conflict – Types of conflict –

Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.

Unit-V

Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system - Organizational design and structure, change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations.

Suggested Readings

1 .Koontz, H and Wehrich, H. Management. 10th ed., New York, McGraw Hill, 1995.

Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995.

Robbins, S P. Management. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.

Robbins, S P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.

Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001

Staw, B M. Psychological Dimensions of Organizational Behaviour. 2nd Ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.

Stoner, J. etc. Management. 6th ed., New Delhi, Prentice Hall of India, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-2 (Managerial Economics) Th (4 Cr)

Objectives

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

Course Contents

1. Scope, Concepts and Techniques of Managerial Economics; Nature of business decision- making; Marginal analysis, optimization; Demand functions; Law of Demand - Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.
- 2 Elasticity of Demand- Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity; Demand forecasting; concept of consumer surplus.
- 3 Production Function- Concept, Isoquants, Equilibrium, Law of Variable Proportions; Law of Returns to Scale; Economies of scale; Cost Function- Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization; Revenue curves- TR, AR, MR, Long run and Short run
- 4 Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly: Kinked Demand curve, Game theory, Price leadership model, Full cost Pricing Theory, Baumol's theory of sales revenue maximization, Williamson's Managerial Discretionary, Theory of Firm, Cyert & March Behavioral Theory of Firm. ; Theoretical Concept of Pricing, Pricing Policies in Practices; Non- Price Competition.
5. Macro Economics : Aggregates and Concepts, Aggregate Consumption- Aggregate Demand; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator; GNP and GDP; Balance of Payments; Monetary Policy; Fiscal Policy; Business cycle.

Suggested Readings

1. Adhikary, M. Business Economics., New Delhi, Excel Books, 2000.
2. Baumol, W J. Economic Theory and Operations Analysis. 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics. New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G & Philips K. Y. Young, Managerial Economics, Prentice

Hail, New Jersey, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-3 (Marketing Management)Th (4 Cr)

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Nature and scope of marketing, Marketing concept and Market philosophy, Corporate orientations towards the market place, The Marketing environment and Environment scanning, Marketing information system and Marketing research

Understanding consumer and Industrial markets. Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development,

Branding and packaging decisions, Pricing methods and strategies. Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling;

Channel management - selection, co-operation and conflict management, vertical marketing Implementation and systems, Organising and implementing marketing in the Organisation.

Evaluation and control of marketing efforts; New issues in marketing, Services marketing and 7P's of services marketing, Rural marketing, Global marketing, Green marketing.

Suggested Readings

1Enis, B M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill, 1991.

2Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.

3Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.

4Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-4 (Research Methodology) Th (4 Cr)

Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents

Unit-I

Foundation of Research: Meaning, Objectives, Motivations, utility. Concept of Theory, empiricism, deductive and inductive theory .Characteristics of scientific Method, Understanding the Language of Research –Concept & Construct. Definition –Variable .Research Process, Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives.

Unit-II

Research Design; Concept And Importance in Research , Features of good research design , Types of Research Designs – Exploratory Research Designs, Descriptive Research Designs Experimental Research Designs Qualitative & Quantitative Research : Qualitative research-Quantitative Research. Difference between Qualitative & Quantitative Research

Unit –III

Measurement: Concept of measurement- What is measured? Problems in measurement in management research- Validity and reliability .Levels of Measurement –Nominal, Ordinal, Interval, Ratio. Attitude Scaling techniques, Motivational Research Techniques

Types of Data: Secondary Data –Definition Sources ,Characteristics . Primary data –Definitions , Advantages & Disadvantages Over Secondary data, Observation Method ,Questionnaire Construction , Personal Interview ,Telephonic Interview ,Mail Survey ,Email/Internet survey.

Sampling: Concepts of Statistical Population, Sample ,Sampling Frame ,Sampling error, Sample Size ,Non Response. Characteristics of a good Sample .Probability Sample –Simple Random Sample, Systematic Sample ,Stratified Random Sample & multistage sampling .Non Probability Sample –Judgment ,Convenience ,Quota & Snowballing methods .Determining size of sample –Practical consideration in sampling & sample size.

Unit -IV

Data Analysis : Data Preparation – Univariate analysis (Frequency Tables ,bar charts, pie charts ,percentages). Null and Alternate Hypothesis; Type I and Type II error; critical Region; level of significance. Parametric and Non-Parametric test, Parametric: t-Test & Z test & Multivariate Analysis, Non-Parametric test : Run test, KW test, Whitney test.

Unit -V

Bivariate Analysis – Cross Tabulation and Chi –Square, F-ANOVA.

Report Preparation : Pre-Writing Consideration, Format of Marketing research report ,common Problem Encountered when preparing the marketing research report .Presenting the research report.

Suggested Readings

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976
2. Bennet, Roger: Management Research, I LO, 1 983
- 3 Fowler, Floyd J. Jr., Survey Methods, 2" ed., Sage Pub., 1993
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986
5. Gupta, S.P. Statistical Methods, 30" ed.,, Sultan Chand, New Delhi, 2001
6. Golden, -Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub., 1997
7. Salkind, Neilj. Exploring Research, 3rd ed., Prentice-Hall, NJ, 1997

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-1 (Accounting for managers) Th/Practical (4 Cr)

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Course Contents

Financial Accounting - Concept, Importance and Scope, Generally Accepted Accounting Principles,

Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income ; Management Accounting - Concept, Need, Importance and Scope

Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.

Cost Accounting - Cost, Cost Classifications, Cost Sheet, Cost Accounting, Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and Control ; Costing for Decision-Making, Marginal Costing and Breakeven analysis,

Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting; Standard Costing and Variance Analysis - Material Labour and Overheads,

Suggested Readings

1 .Anthony R N and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.

Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 1996.

Heitger, L E and Matulich, Serge. Financial Accounting. New York, McGraw Hill, 1990.

Hingorani, N L. and Ramanathan, A R. Management Accounting. 5th ed., New Delhi, Sultan Chand, 1992.

Horngren, Charles etc. Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

Needles, Belverd, etc. Financial and Managerial Accounting. Boston, Houghton Mifflin Company, 1994.

Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-2 (Statistical Methods) Th/Practical (4 Cr)

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents

Unit –I

Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data;. Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.

Unit-II

Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode .Index Numbers: Concept & Applications.

Unit-III

Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation.

Unit-IV

Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

Unit-V

Probability : Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poission, Normal and Exponential

Suggested Readings

- 1.Chadha, N. K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi,1996
- 2.Gupta, S P and Gupta M P. Business Statistics. New Delhi, Sultan Chand, 1997.
- 3.Kazmier, L J and Pohl, N F. Basic Statistics for Business and Economics. New York, McGraw Hill, 1988.

2nd Semester

DCC-5-(Human Resource Management)Th (4 Cr)

DCC-6 (Managerial Skill Development) (Th (4 Cr)

DCC-7 (Production and Operation Management)(Th (4 Cr)

DCC-3(Financial Management)Th//Practical (4 Cr)

DCC-4 (Quantitative Methods)Th/Practical (4 Cr)

DCC-5-(Human Resource Management)Th (4 Cr)

Objectives

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

Course Contents

1. Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Corporate Objectives and Human Resource Planning; HR Structure and strategy.
- 2 Recruitment and selection; Manpower planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources, Induction and Socialization; Career Planning, Succession Planning.
- 3 Manpower Training and Development - design and evaluation of T & D Programs; Performance Appraisal and Potential Evaluation; Retirement and other separation processes
- 4.FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: -
Principal Compensation Issues & Management – Job Evaluation ,Productivity, Employee Morale And Motivation; Stress Management and Quality of Work Life
- 5.Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment; workers and managerial decision making; collective bargaining.

Suggested Readings

Aswathappa,K. Human Resource and Personnel Management Tata Mc Graw Hill, New Delhi, 1 997

De Cenzo, D A & Robbins S P. Human Resource Management. 5th ed., New York, John Wiley, 1994.

Guy, V & Mattock J. The New International Manager. London, Kogan Page, 1993.

Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Page, 1995.

DCC-6 (Managerial Skill Development) (Th (4 Cr)

Objectives

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

Course Contents

I.. Importance and nature of business communication; Effective Communication skill; Process of communication; Barriers and gateways in communication; Intra personal communication and body language; Inter personal communication and relationship; Leadership skills; Team building and public speaking; Presentation skills; Case study and situational analysis

Dos and Don'ts of Business writing; Commercial letters; Writing Business reports; Written communication - 7'c of written business communication, Approaches to written communication - deductive and inductive; Writing for enquiries , Claims, invitation, reservations and orders, refusal and collection letters, sales letters, resume writing and recommendation letters; Report writing- long and short business reports and business proposal.

Feelings- types and steps to deal with complex feelings; Assertiveness and confidence building; Body language- role of different parts of the body in communication; Non verbal behavior; Conflict- types and resolutions; Emotions- emotional empathy and emotional intelligence

Techniques for personality development (a) self confidence (b) mnemonics goal settings (d) time management (e) effective planning (f) stress management

Developing an understanding of social etiquettes; Dressing for interview- do's and don'ts for men and women; Dressing for office-do's and don'ts for men and women; Dining etiquettes; Telephone and email etiquettes; Ethical dilemmas- code of conduct

Suggested Readings

1 .Bowman, Joel P and Branchaw, Bernadine P. "Business Communication: From Process to Product". 1987. Dryden Press, Chicago.

Hatch, Richard. "Communicating in Business". 1977 Science Research

Associates, Chicago.

- 2 Murphy, Herta A and Peck, Charrles E. "Effective Business Communications". 2nd ed. 1976. Tata McGraw Hill, New Delhi.
- 3 Pearce, C Glenn etc. "Business Communications: Principles and Applications". 2nd ed. 1988. John Wiley, New York.

DCC-7 (Production and Operation Management)(Th (4 Cr)**Objectives**

The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management e tc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

1. Nature and Scope of Production and Operations Management Decisions, Types of Manufacturing Systems, Productivity, Challenges in Operations Management, Operations Strategy.
2. Production Planning and Control: An Overview Facilities Location, Location Planning, Facilities Layout.(a) Capacity Planning, Aggregate Planning (b) Master Production Scheduling (c) MRP, MRP II (d) Enterprise Resource Planning(ERP), (e) Business Process Reengineering (BPR).
3. Work Study, Methods Study, Work Measurement, Performance Rating and computation of Standard Time, Maintenance Management, Industrial Safety, Supply Chain Management, Enablers of supply chain performance, Supply Chain Strategy and performance measures.
4. Material Management: An Overview; Material Handling Equipment, Assembly Line Balancing, Line Balancing Problems, Line Balancing Approaches, Operation Decision, MRP, Purchasing and Store Management, Inventory Control and Budgeting.
5. Concept of Quality and Quality Assurance, Statistical Process Control (Acceptance Samplings), ISO- 9000, ISO- 14000, OHSAS- 18000, SA- 8000, Total Quality Management (TQM), Six Sigma, DMAIC, Lean Management .

Suggested Readings

1. Adam, E E & Ebert, RJ. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India, 1995.
2. Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs,
3. Mahadevan, Operations Management Theory and Practice, PEARSON, The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-3(Financial Management)Th//Practical (4 Cr)**Objectives:**

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

Course Contents

1. Aims and Objectives of Financial Management; Time value of Money: Instruments of Long Term Finance- Equity, ECB, ADR, and GDR. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital. Marginal cost of capital
2. Operating and Financial Leverage. Valuation and Capital Structure Decisions: Capital Structure Theories, Optimum Capital Structure, Economics Value Added.
3. Capital Budgeting, Methods of Capital Budgeting, Analysis of Risk in Capital Budgeting,
4. Internal Financing and Dividend Policy. Financial Modelling, Use of Excel for Financial Decision Making.
5. Working Capital Concept Nature and scope. Determinants of Working Capital instruments of Short -term Financing - Management of Working Capital Cash. Receivable and Inventory Management.

Suggested Readings

1. Archer, Stephen H. etc. Financial Management. New York, John Wiley, 1990.
2. Bhalla, V K. Financial Management and Policy. 2nd ed., New Delhi, Anmol, 1998.
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill, 1996.
4. Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
5. Van Horne, James C. Financial Management and Policy. 1st ed., New Delhi, Prentice Hall of India, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-4 (Quantitative Methods)Th/Practical (4 Cr)

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their application in business decision making.

Course Contents

Unit-I

Matrices and their Applications. Markov's Analysis, Function and Iterations of Business Applications.

Unit-II

Linear Programming: Introduction of Operations Research, Scope and Models in Operations research, Scope and models in Operations Research, Introduction of linear Programming, Formulation of LPP, Solutions of LPP-Graphical Methods & Simplex Procedure ,Duality.

UNIT –III

Introduction of Transportation Problems, Procedure of finding optimal solution, Assignment Problem & its solution.

UNIT-IV

Decision Theory: Introduction of Decision Theory, Decision Environments, Decision Making under Risk- EMV & EOL Decision Making under Uncertainty- Maximax, Maximin, Minimax, Regret& Laplace Criterion.

Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy.

UNIT-V

PERT- CPM, Inventory control. Monte Carlo Simulation (Elementary idea only).

Suggested Readings :

1. Narang ,A S. Linear Programming And Decision Making . New Delhi , Sultan Chand,1995.
2. Sharma , J.K. Fundamentals of Operation research ,Machmillan, New Delhi,2001
3. Quantitative Techniques –N.D. Vohra

3rd Semester

DCC-8-(Decision support system and management information system)Th (4 Cr)

DCC-9 (Business Policy &Strategic Management) Th (4 Cr)

DCC-8- Decision support system and management information system Th (4 Cr)

Objective

The objective of the course is to develop the basic understanding of the decision support system of the Artificial Intelligence for Business Organization.

Course Contents

I. Management Information System: Definitions - Basic Concepts, Frameworks, System Development initiative, Different Methodologies - Life Cycle and Prototype approach.

II. Features of various CBIS, Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.

III. Data Base Management system : Sources of data - data file environment, problem solving , decision making, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique

IV. Decision Support System - An Overview : Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS : Steps in designing DSS, GDSS: Introduction & Applications.

V. Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process re-engineering, Gaming.

Suggested Readings

1. Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison- Wesley Pub.

2. Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall

- 1982.

3. Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984

4. DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.

5. Andrew P. Decision Support System Engineering,Sage, John Wiley & Sons, New York, 1991.

DCC-9 (Business Policy & Strategic Management) Th (4 Cr)

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents:

Unit- I

Business and types of business, Defining strategy, Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.

Unit- II

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

Unit- III

Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit 6. Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

Unit- IV

Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation

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

UNIT- V

New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in t he class.

Books Recommended:-

1. A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
2. Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
3. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Press, New York.
4. Gary, Hamel and Prahalad, C. K. (1999) . Competing for the Future. HBS Press.
5. Ed. C. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
6. Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

DCC-10- (Business Legislation)Th (4 Cr)

Objectives

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

Course Contents

- I. The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
- II. The Sale of Goods Act, 1930 : Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act.
- III. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration
- IV. The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
- V. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up. Cyber Laws.

Suggested Readings

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K. Business Law For Managers. New Delhi, Sultan Chand, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

DCC-8- Th (4 Cr)

Business Policy & Strategic Management

DCC-9 Th (4 Cr)

Decision Support System & Management Information System

DCC-10- Th (4 Cr)

Business Legislation

DSE-(5-8) Th (4 Cr)

Security Analysis & Investment Management

Consumer Behaviour

Training & Development

Business Analytics

DSE-(9-12) Th (4 Cr)

Portfolio Management
Logistics & Supply Chain Management
Industrial Relations
Computers & IT

DSE-(1-4) Th/Lab (4 Cr)

Management of Financial Services
Advertisement Management
HRPD

Introduction to E- Commerce

GEC-(5-8) Summer Training Th/Lab (4 Cr)

DSE-(13-16) Th/Lab (4 Cr)

Foreign Exchange Management

Marketing of Services

Human Resource Development

Legal Framework of Business

DSE-(17-20) Th (4 Cr)

Project planning, Analysis & Management

Digital Marketing

Organization Development

Corporate Social Responsibility

DSE-(21-24) Th (4 Cr)

Management of Financial Services

Brand Management

Human Resource Information System

Personality Development

DSE-(9-12) Th/Lab (4 Cr)

Entrepreneurial Development

DSE-(13-16) Th/Lab (4 Cr)

Project Study

SEMESTER 3 & SEMESTER 4

MANAGEMENT INFORMATION SYSTEM AND DECISION SUPPORT SYSTEMS

Objective

The objective of the course is to develop the basic understanding of the decision support system of the Artificial Intelligence for Business Organization.

Course Contents

- I. Management Information System: Definitions - Basic Concepts, Frameworks, System Development initiative, Different Methodologies - Life Cycle and Prototype approach.
- II. Features of various CBIS, Types of Information Systems. - TPS, MIS, DSS, KWS, OAS, experts system: evaluation and control of information systems.
- III. Data Base Management system : Sources of data - data file environment, problem solving , decision making, data models, data mining, elementary idea about RDBMS. Simon's model in information system design, Simulation technique
- IV. Decision Support System - An Overview : Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS : Steps in designing DSS, GDSS: Introduction & Applications.
- V. Application of Information System in Marketing, Production, Finance, Inventory and HR, Enterprise Resource Planning, Business Process re-engineering, Gaming.

Suggested Readings

1. *Keen, Peter G.W.: Decision Support System an Organisational Perspective Addison- Wesley Pub.*
2. *Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.*
3. *Krober, Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984*
4. *DavisL, Michael W. A management approach - Macmillan Publishing Company, Prentice Hali, New Jersey, 1988.*
5. *Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.*

BUSINESS POLICY & STRATEGIC MANAGEMENT

Objectives

The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents:

- I. Business and types of business, Defining strategy , Strategy and the Quest for Competitive Advantage: Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg’ s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process. . Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development, Strategic management in Indian Scenario.
- II. Strategic analysis: Analyzing Company’ s Resources and Competitive Position
 - Organizational Capability Profile – Strategic Advantage Profile – CoreCompetence
 - Distinctive competitiveness. Analyzing Company’ s External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis -Porter’s Five Forces Model of competition.
- III. Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit
6. Generic Competitive Strategies: Low cost, Differentiation, Focus. . Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature& Declining Industries.
- IV. Strategy implementation - Project implementation – Procedural implementation – Resource Allocation – Organization Structure – Matching structure and strategy, Behavioural issues in implementation
 - Corporate culture – Mc Kinsey’ s 7s Framework - Concepts of Learning Organization . Functional issues – Functional plans and

policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control - Symptoms of malfunctioning of strategy — Balanced Scorecard.

- V. New Business Models and strategies for Internet Economy: Shaping characteristics of E- Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E- Commerce – Virtual Value Chain.

Cases in strategic management: A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Suggested Readings

A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy – The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.

Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.

Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31 Free Press, New York.

Gary, Hamel and Prahalad, C. K. (1999) . Competing for the Future. HBS Press.

Ed. C. A. Montgomery, M. E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.

Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books / Plume Penguin Group, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

*Leod, Raymond Me JR Management information systems - Macmillan
Publishing Company, New York - 5th Edition - 1993.
Turban, Efrain Decision Support & Expert Systems - Management
Perspective - Macmillan Publishing Company, New York, 1988*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BUSINESS LEGISLATION

Objectives

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

Course Contents

- I The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts.
- II The Sale of Goods Act, 1930 : Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act.
- III The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument. Arbitration
- IV. The Companies Act, 2013; Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership. Borrowing Powers.
- V. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up. Cyber Laws.

Suggested Readings

1. *Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.*
2. *Khergamwala, J S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.*
3. *Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.*
4. *Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.*
5. *Tuteja, S K. Business Law For Managers. New Delhi, Sultan Chand, 1998.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Objectives

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents

- I. **Introduction:** Investment environment, various asset classes and financial instruments, investment process, return- risk analysis, impact of taxes & inflation, types and sources of risk, risk aversion, diversification and hedging, contemporary issues in investment management - Socially responsible, investing (SRI), ethical investing etc.
- II. Operations of Indian stock market primary & secondary market listing of securities, NSE Emerge & BSE MSME, mechanics of investing; markets and brokers; market indices and return.
- III. **Analysis of Fixed Income Securities:** Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price - yield relationship; analysis of risks in bonds- duration and convexity, bond portfolio management- passive bond management and active bond management including bond, immunization strategies.
- IV. **Equity Analysis:** Measurement of return and risk of equity shares approaches to equity analysis, fundamental analysis- Economy, Industry, Company Analysis; Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach). Forecasting P/E ratio. Technical Analysis – Market indicators and specific stock indicators including Bollinger bands. Efficient market hypothesis, tests of market efficiency and empirical evidence, assumption of Investor's rationality and its critique, behavioural, Finance-behavioural biases (Framing, Mental accounting, Regret avoidance and Prospect theory).
- V. **Portfolio Analysis, Selection and Management:** Risk aversion and capital allocation to risky assets and risk free asset; Risk tolerance and asset allocation; optimal risky portfolio - Markowitz portfolio selection model, Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing, Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect,

Overreaction effect etc.). Extensions of CAPM (Zero beta CAPM and Merton' s Inter temporal CAPM). Arbitrage Pricing theory and Multifactor Asset Pricing Models, active and passive portfolio management investment strategies- value investing, momentum and contrarian strategies etc., Portfolio performance evaluation(Sharpe index, Treynor Index, Jensen' s alpha, information ratio, Fama' s decomposition measure), portfolio revision.

Suggested Readings

1. *Amling, Frederic. Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.*
2. *Bhalia, V K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand,2001.*
3. *Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 1995.*
4. *Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.*
5. *Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.*
6. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London,1987.*
7. *Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the

CONSUMER BEHAVIOUR

OBJECTIVES:

To understand the conceptual foundations of consumer buying behavior. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

- I. Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decisionmaking processes and purchase behaviour and marketing implications –Consumer Behaviour Models.
- II. Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.
- III. The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.
- IV. Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re - positioning, perceptual mapping –

Marketing communications – Source, message and media effects. Store choice and shopping behavior – In- Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities.

- V. The Borderless Consumer Market and buying behavior – Consumer buying habits and perceptions of emerging non- store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.

Suggested Readings

1. *Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc- Graw Hill.*
2. *Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.).*
3. *Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, (Kent Publishing Co.).*
4. *Bennet and Kassarian: CONSUMER BEHAVIOUR, (Prentice Hall of India)*

TRAINING AND DEVELOPMENT

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Course Contents

- I. Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers;
- II. Organization and Management of Training Function; Training Needs Assessment and Action Research
- III. Instructional Objectives and Lesson Planning; Learning Process.
- IV. Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.
- V. Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

Suggested Readings

1. *Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1988.*
2. *Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.*
3. *Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar,*

- 1990.
4. *Pepper, Allan D. Managing the Training and Development Function* Aldershot, Gower, 1984.
 5. *Rae, L. How to Measure Training Effectiveness.* Aldershot, Gower, 1986.
 6. *Reid, M A. etc. Training Interventions: Managing Employee Development.* 3rd ed. London, IPM, 1992.
 7. *Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization.* London, Century, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

BUSINESS ANALYTICS

Objective-

This course aims to develop overall analytical skills of the students and to help them to apply analytical techniques to business decision making.

Contents:

- I. **Introduction to Business Analytics:** Application, Objectives, Business Analytics and Competitive Advantage, Different types of Data, Big data, data Mining Process, Data Mining and tools (Hadoop), Introduction to programming Language (R, Python)
- II. **Descriptive Analytics:** Introduction, Visualising and exploring data, Descriptive statistics, Sampling and Estimation, Introduction to Probability Distribution, Tools Application, Correlation and other statistical Tools.
- III. **Predictive Analytics:** Principles of Forecasting, Predictive Modelling: Logic driven and Data driven Models, Time series, Types of Forecasting, Forecasting Methods and their Characteristics, Trend, Seasonality, Cyclical, Hold winner Forecasting method.
- IV. **Prescriptive Analytics:** Business rule algorithms, nonlinear optimization, Machine learning and Artificial Intelligence, Computational Modelling.
- V. **Ethics and Analytics:** Data collection and Protection laws, Ethical Use of Analytics, Analytics and Privacy Principles.

Suggested Readings

James, E. R (2017) Business Analytics (2 edition). Pearson Education Limited, UK

Unit- I, II , III , IV

Albright, S. C. & Wayne L. Winston, W. L. (2015) Business Analytics: Data Analysis and Decision Making (5 edition) , Cengage Learning Limited

Unit- I, II , III , IV

Collmann, J.& Matei, S. A (2016) Ethical Reasoning in Big Data: An Exploratory Analysis (Computational Social Sciences) 1 st ed. International Publishing Switzerland

Unit V-

Mitchell, T. M. (2017) Machine Learning. First edition. Mc Graw Hill Education

PORTFOLIO MANAGEMENT

Objectives

The objective of this course is to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

Course Contents

- I Introduction to Portfolio Management - An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean-variance Criterion (MVC) - The Nature of Investment Risk, MVC and Portfolio Selection
- II The Investment in Liquid Assets, Portfolios of Two Risky Securities; A Three Security Portfolio, The Efficient Frontier, Tracing the Efficient Frontier
- III The relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction.
- IV. Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolios - Constructing the Optimum Portfolio, Portfolio Investment Process.
- V. Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India, International Diversification.

Suggested Readings

1. *Alexander, Gordon J. and Sharpe, William F. Fundamentals of Investments. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.*
2. *Bhalia, V K. Investment Management:: Security Analysis and Portfolio Management., 8^T ed., Delhi, S. Chand, 2001.*
3. *Portfolio Analysis and Management, Delhi, S.Chand, 2002*
4. *Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley, 1984.*
5. *Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman, 1990.*

6. Markowitz, Harry M. Mean. *Variance Analysis in Portfolio Choice and Capital Markets*. London, Basic Blackwell, 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objective:

To introduce process and functions of physical distribution system.
To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network. To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management.

- I. Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – selecting channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.
- II. Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.
- III. Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.
- IV. Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.
- V. Relation to ERP: E- procurement – E- Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

Suggested Readings

- N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, Oxford University Press, 2010
D. K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, Macmillan India Pvt. Ltd. New Delhi, 2008
Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009
Bowersox & Closs, LOGISTICAL MANAGEMENT, Tata McGraw Hill. New Delhi, 2008
Satish K. Kapoor & Purva Kansal, basics of distribution management - a logistical approach, Prentice- Hall India, 2003.

MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents:

Unit –I

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

UNIT- II

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

UNIT- III

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

UNIT- V

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

Suggested Readings

1. Kochan, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.

2. Mamkoottam, K *Trade Unionism. Myth and Reality.* New Delhi, Oxford University Press, 1982.
3. Niland J R. etc. *The Future of Industrial Relations.* New Delhi, Sage, 1994.
4. Papola, T S & Rodgers, G. *Labour Institutions and Economic Development in India.* Geneva, ILO, 1992.

Computers and Information Systems

Objectives

The objective of this course is to build up the experience of computer usage in business organizations with specific reference to commercial data processing systems and understanding of MIS and its application in decision making.

Course Contents

- I. I. Computers - An Introduction – Computers trends and technology in Business; Components of a Computer System; Generations of Computers and Computer Languages; Artificial Intelligence (AI), AI Tools -An Overview. Data Files Types / Organizations, Emerging technology in digital environment.
- II. System and Application Software: Operating System, DOS, Windows and Android, OS commands and functions, Application Software Category.
Data Communication and Networking: Topology, LAN, MAN, WAN, Communication Media Wired and wireless. OSI and TCP Model
- III. Office Automation Tools
Word Processor – Editing, Printing and Formatting of document, Mail merge. Electronic Spread sheet – Range, Formulas, Functions, Graphs, Basis statistical formulae. Presentation Tool – Creating an effective presentation.
DBMS – Data Creation and Manipulation, Data Reports. Other tools of office automation.
- IV Management Information System: Definitions - Basic Concepts, Frameworks, System Development initiative, Different Methodologies - Life Cycle and Prototype approach. Features of various CBIS, Types of Information Systems. - TPS, MIS, DSS, KMS, OAS, experts system: evaluation and control of information systems.
- IV. Decision Support System - An Overview: Relevance, scope, characteristics and capabilities, Components, Classification of DSS User Interface graphics menus - Forms, DSS tools - DSS generators, Specific DSS, Constructing a DSS: Steps in designing DSS. GDSS (Group Decision Support System): Introduction and Applications.

Suggested Readings

1. Burch, John and Grudnitski Gary. *Information Systems: Theory and Practice.* 5th ed., New York, John Wiley, 1989.
2. David, Van Over. *Foundations of Business Systems.* Fort Worth, Dryden, 1992.
3. Eliason, A L. *On-line Business Computer Applications.* 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan. *Connecting to the Internet.* Sebastopol, CA, O'Reilly, 1993.
5. Keen, Peter G.W.: *Decision Support System an Organizational Perspective* Addison-Wesley Pub.

6. *Theierauff, Robert J. Decision Support System for-effective planning - - Prentice Hall - 1982.*
7. *Krober,Donald W., and Hugh.J. Watson Computer Based Information System Newyork, 1984*

MANAGEMENT OF FINANCIAL SERVICES

Objectives

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

Course Contents

- I. Financial Services: An Overview, Indian and Global Perspective – Managing new challenges, regulatory perspectives’, Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services.
- II. Credit Rating Agencies – Importance, Issues, Difference in credit ratings, Rating methodology and benchmarks International credit rating agencies, Stock Exchange Operations.
- III. Merchant Banking Services, Loan Syndication, Personal Finance, Housing & Mortgage Finance, Bill discounting, the tax environment & financial services, pricing financial services
- IV. Financial Services – Mutual Funds and Pension Funds (NPS), Insurance Services, Banc assurance, Reinsurances, Venture Capital – Private Equity – Strategic secrets of private equity, Investment strategies, Hedge Funds, E banking, Securitization, Asset Reconstruction Companies (ARC), Credit Cards, Micro/ Macro Finance.
- V. Leasing and Hire purchase, Factoring and Forfeiting, IFRS – Issues and Challenges, Financial Inclusion, Behavioural Finance.

Suggested Readings

1. *Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001.*
2. *Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997.*
3. *Ennew,C, Trevor Watkins & Mike Wright:Marketing of Financial Services,Heinemann Professional Pub.,1990*
4. *Gordan,E and K.Natrajan Emerging Scenario of Financial Services,Himalaya Publishing House,1997*
5. *Meidan, Arlhur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexin*
6. *Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases.*

ADVERTISING AND SALES PROMOTION MANAGEMENT

OBJECTIVES: To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

- I. Advertising - An Introduction - Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief.
- II. Copy Decisions – Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.
 - I. Media Decisions - Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, pageviews, hits, and click - stream analysis, permission marketing and privacy, ethical concerns, Social Media Advertising.
 - I. Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market - place - Advertising and Principles of Integrated Marketing Communication and Image Building.
 - II. Sales Promotion – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing

Brand Equity, Linking Advertising and sales promotion to achieve ‘brand - standing’ – Leveraging Brand Values for business and non- business contexts.

Suggested Readings

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice Hall
2. June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.
3. J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage

Publications.

4. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
5. Sandage, Fryburger&Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra& Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel& Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
10. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contents

- I. Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.
- II. Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies.
- III. Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- IV. HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies;
- V. HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting; Human Resource Planning in changing context: Strategic planning & HRP.

Suggested Readings

1. Arthur, M. *Career Theory Handbook*. Englewood cliff, Prentice Hall Inc.,

- 1991
2. *Belkaoui, A R and Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books, 1995.*
 3. *Dale, B. Total Quality and Human Resources: An Executive Guide. Oxford, Blackwell, 1992.*
 4. *Greenhaus, J H. Career Management, New York, Dryden, 1987.*
 5. *Kavanagh, M J. etc. Human Resource Information System: Development and Applications. Boston, PWS-Kent, 1993.*
 6. *Mabey, C and Salama, G. Strategic Human Resource Management. Oxford, Blackwell, 1994.*
 7. *Thomson, R and Mabey, C. Developing Human Resources. Oxford, Butterworth-Heinemann, 1994.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Introduction To E-Commerce

Objectives

The objective of this paper is to educate the learner about e-Commerce concepts along with applications and its structure in India, so students can understand fundamental, security issues and measures for E-Commerce and its related applications.

I. Introduction to E-Commerce

E-Commerce – Introduction, Definition, Scope, Internet commerce v/s E-Commerce, Electronic Commerce- Market – Trade Cycle, Electric Data Interchange, Forces fueling E-commerce, E-Commerce Functions, Challenges to traditional methods, E-commerce industry framework, , Types of E-commerce, Scope and limitations of e-commerce.

II. E-Commerce Architecture

Internet and Its role in e-commerce, Internet Service Provider and Internet Access Provider, Procedure of registering Internet, Domain, establishing connectivity to Internet, Tools and services of Internet, Internet v/s online services, Procedure of opening e-mail accounts on Internet, on line payments. Web system architecture: Introduction to HTML, HTTP and HTTPS, Web page formatting with text, image, links, tables, frames and form.

III. E-Commerce Models and Payment System

Classification of E-Commerce practices, Different models (B2B, B2C, C2C, G2B, and B2G etc) of Ecommerce and their functions, Ethical and Legal issues in EC models, Indian scenario for Taxation in ECommerce, Cross border obstructions in EC. Electronic Money and Online Payment Methods: Card Money, Virtual Money, Payment Transfer methods.

IV. E-Commerce Applications

Manufacturing & Marketing Applications, Retail & Wholesale Applications, Entertainment & Games Applications, Finance & Banking Applications, Auction & Bid Applications, Education & Publishing Applications.

V. Business Strategies for E-Commerce

Value Chain, competitive Strategy and advantages, Business Strategy – B2B and B2C, B2B- Inter organizational transactions, EDI, Benefits, Technology, Standards, Security, on line business, B2C – Consumer transaction, e-shop Internet. Security strategies of EC: Authentication and Authorization in EC,

Threats-Frauds and scams in EC, Secure customer services.

Suggested Readings

1. Computer Today - S. Bansundara
2. E-Commerce: The Cutting Edge of Business - Bajaj and Nag , Tata McGraw Hill
3. E-Commerce Concepts Models & Strategies – C.S.V.Murthy, Himalaya Publication.
4. E-Commerce – Mathew Rergnolds, Wrox publication Communication
5. Global Electronic Commerce- Theory and Case Studies J Christopher Westland, H KClark-University Press
6. E-Commerce – an Indian perspective – P T Joseph – Prentice Hall, 2/e, 2005

FOREIGN EXCHANGE MANGEMENT

Objectives

To acquaint the participants with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk.

Course Contents

- I. Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates, Currency Majors.
- II. Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; an Introduction to Financial Swaps : Major types, Basic Practical Aspects of SWAP, Motivation Underlying Swaps, Application of Swaps, Valuation of Swaps
- III. Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk. Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Organization of the Exposure Management Function; Parameters and Constraints on Exposure Management, Hedging & Choosing basics of hedging technique i.e. hedging Scepticism.
- IV. Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis, Tax Treatment of Foreign Exchange Gains and Losses, basics of quoting forex rates & basics of understanding live currency market.
- V. Managing foreign operations-Eurocurrency markets- Eurocurrency interest rates, domestic issues v/s euro issues, International bonds market, External

commercial borrowings, advantages of euro issues; Basics of FEMA.

Suggested Readings

1. *Aliber, R.Z. Exchange Risk and Corporate International Finance, London, Macmillan, 1978.*
2. *Bhalla, V.K. International Financial Management, 2nd ed., Delhi, Anmol, 2001.*
3. *Luca Cornelius Trading in the Global Currency Markets, NJ, Prentice Hall, 1995*

4. *Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979*
5. *Sutton, W.H. Trading in Currency Options, NY, New York Institute of Finance, 1987*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MARKETING OF SERVICES

Objective: To differentiate between product and service businesses and equip for a career in marketing in the service industry.

- I. Marketing Of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services- Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.
- II. Marketing Mix In Services Marketing - THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.
- III. Strategic Marketing Management For Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.
- IV. Delivering Quality Services - Causes of Service- Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.
- V. Marketing Of Services With Special Reference To (a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services (f) Communication Services (g) Educational Services.

Suggested Readings

1. *Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.*
2. *Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.*
3. *Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.*
4. *Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.*

5. Ron Zemke & Dick Schaaf: *THE SERVICE EDGE*.
6. Raghu & Vasanthi Venugopal: *SERVICES MARKETING*

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents

- I. Field of HRD - Evolution; Concepts, Theoretical framework of HRD, Goals, Challenges; HRD Climate; Elements of HRD Climate and HRD Practices and trends in Indian Organization.
- II. Staffing HRD Function; HRD Models; Developing HR Strategies; Framework of strategic HRD System: Strategic HRD practices and Strategic HRD facilitators; System Approach to HRD.
- III. Design & Administration of Selected HRD Systems; HRD System Design Principles; Evaluating HRD Programs.
- IV. Potential Appraisal, Assessment Centres, Performance Management Systems, 360 Degree Feedback. Multi rater System,
- V. HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations, Impact of globalization on HRD.

Suggested Readings

1. Dayal, Ishwar. *Successful Applications of HRD*. New Delhi, New Concepts, 1996.
2. Dayal, Ishwar. *Designing HRD Systems*. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P. *HRD - Global Challenges & Strategies in 2000 A.D.* New Delhi, ISTD, 1995.
- 4.
5. Maheshwari, B L. & Sinha, Dharni P. *Management of Change Through HRD*. New Delhi, Tata McGraw Hill, 1991.
6. Pareek, U. etc. *Managing Transitions: The HRD Response*. New Delhi, Tata McGraw Hill, 1992.
7. Rao, T V. etc. *Alternative Approaches & Strategies of Human Resource*

- 8.
9. *Development. Jaipur, Rawat, 1988.*
10. *Silvera, D N. HRD: The Indian Experience. Delhi, New India, 1991.*

LEGAL FRAMEWORK OF BUSINESS

Course Contents:

- I. The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.
- II. Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.
- III. The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.
- IV. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.
- V. Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance

Suggested Readings

:

Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.: Part VI & Part VIII Textbooks:

Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.

Kucchal M. C. & Kucchal Vivek, Business Legislation for Management, Vikas Publishing House (P) Ltd.

Kapoor G. K. & Dhamija Sanjay, Company Law and Practice-A comprehensive text book on Companies Act 2013, Taxmann.

PROJECTS PLANNING, ANALYSIS AND MANAGEMENT

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

- I. History of project management, Project Preparation: Meaning and importance of Project;; Project management approaches: Traditional and Modern

Approach ; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; corporate strategy; Objectives of Project Planning, monitoring and control of investment projects.

- II. identification of investment opportunities; Pre - feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis. Project Appraisal for financial institution, Preparation of project report.
- III. Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index; Project Cash Flows; Cost of Capital; Project Risk Analysis; Project Rate of Return; Special Decisions Situations. Mathematically modelling for multiple projects.
- IV. Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organizational Considerations; Financing of Project: Raising finance in domestic Market and international market; Infrastructure financing; Tax planning while Financing for projects.
- V. Project Review and Administrative aspects. Contemporary issues in project appraisal: Project evaluation in nonprofit sector; Project management principles by project management institute USA; Project management software.

Suggested Readings

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy- 2nd ed.* New Delhi, Anmol,

1998.

4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi, Tata McGraw Hill, 1987.*

Delhi, Westville, 1995.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

DIGITALMARKETING

Objectives

The objective of this paper is to create awareness about Digital Marketing and educate the learner about use of electronics in marketing management.

Course Contents

I. Introduction to Digital Marketing and SEO

The Significance of Digital Marketing, Digital Media, Digital v/s Traditional Marketing, Digital Marketing Trends and Platforms, Digital Marketing and Search Engine, Search Engine Optimization (SEO) concepts, Search Engine Architecture, Internal Measures for SEO, Do and Don't for Web Content, Link Building, Introduction to Digital Marketing Tools.

II. Networks of Digital Marketing

Introduction to Ad-Word, Display Networks, Advertising on Display Networks, Image Advertising, Mobile Advertising, Video Advertising, YouTube Advertising, Keyword Research Methodology, Analysis and Tools for Digital Marketing Networks, Link Building Methodology and Strategies

III. Search Engine Marketing

Benefits of SEM, Google Ad-Words V/S Microsoft Ad-Center, Types of Campaign, Ad- Group and keywords setup, Direct Campaign V/S Branding Campaign, Campaign Setup, Understanding Ad- Words Bidding, Ad-Formats and Guidelines, Campaigns, Ad-groups and keywords Dashboard

IV. Email and Mobile Marketing

Importance of Email Marketing, Popular Email Marketing Software, Email Marketing Campaign, Newsletters in Email Marketing, Effective strategies for Email Marketing, Email marketing tools, Triggered Email Campaign. **Mobile Marketing:** Mobile Ad- Campaign, Mobile Ad-Formats, Mobile Website Configuration. Video Marketing using YouTube: Optimization of Videos, Tips and Tricks for promotion, YT Analytics, Monetizing YT Channel

V. Social Media Marketing

Introduction to Social Media Marketing, Benefits of SMM, Social Media Strategy, Social Media Metrics in SEO, Face-book Marketing: setup, options, elements and applications; Twitter Marketing: #hash tags and its uses, analytics and promotions; Benefits in SEO, Groups; LinkedIn Marketing: Strategy, Connection and Recommendations

Suggested Readings

Damian Ryan and Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 2 nd Edition, ISBN: 9780749453893.

Vinayak Patukale, Digital Marketing, Kindle Edition

HUMAN RESOURCE INFORMATION SYSTEM

Objectives

The Human Resource Information Systems elective is designed to improve student's understanding of this technology, the people who work with it, and its role in organizational performance. With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on.

Content.

I Computers and Computer Based Information Systems / Introduction to Computer Based Information Systems –TPS/MIS/EIS/ES/DSS/OA.

II Management Concepts and CBIS / Case Study, Management Information Systems Functional Applications / Exercise

III HRIS Life Cycle/HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS:
• HRIS Planning • HRIS Expectation • Productivity Through HRIS • HRIS Cost-benefit Value Analysis • Getting Management Support for HRIS • Limitations of Computerisation of HRIS

IV Implementation of HRIS: • Tools in HRIS Development • Cases and Exercises B.A. (VS) Human Resource Management CBCS

V Human Resources Information Systems in large and small organizations: Cases & Exercises, Packaged Human Resources Information Systems / Business Process, Re-engineering, Enterprise Resource Planning Systems Emerging Trends in HRIS, Networking, Internet, Intranet, Technology Implications, etc.

Suggested Readings

Ceriello, Vincent, with C. Freeman. Human Resource Management Systems: Strategies, Tactics, and Techniques. Lexington, MA: Lexington Books, 1991.

Frantzreb, R. B. The Personnel Software Census. Roseville, CA: Advanced Personnel Systems, 1993.

Greengard, Samuel. "Extranets: Linking Employees with Your Vendors." Workforce 76, no. 11 (November 1997): 28-34.

Holtz, Shel. "Strategizing a Human Resources Presence on the Intranet." Compensation and Benefits Management 13, no. 4 (autumn 1997): 31-37.

Lawler, John J. "Computer-Mediated Information Processing and Decision Making in Human

Resource Management." In *Research in Personnel and Human Resources Management*, vol. 10, edited by G. R. Ferris and K. M. Rowland. Greenwich, CT: JAI Press, 1992, 301-45.

Walker, Alfred. *Handbook of Human Resource Information Systems: Reshaping the Human Resource Function with Technology*. New York: McGraw-Hill, 1993.

CORPORATE SOCIAL RESPONSIBILITY

Objective

The aim is to give structure to a company's efforts to give back to the community, participate in philanthropic causes, and provide positive social value. Businesses increasingly turn to CSR to make a difference and build a positive brand around their company.

I. Definition- Evolution- Need for CSR: Theoretical perspectives. Legal framework, Scope and mandate of CSR and the CSR practices in India.

Corporate citizenship, Strategies for CSR-Challenges and implementation.

II. Evolution of corporate governance-Governance practices and regulation-structure and development of boards, Board diversity and audit responsibility, Role of capital market and government, Governance ratings, Innovative practices with lessons learnt, Corporate governance and business failures, Future of governance.

III. Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability, Sustainability Terminologies, Sustainability Imperative of businesses -Triple Bottom Line (TBL).

IV. Corporate Sustainability Reporting Frameworks, Global Reporting Initiative Guidelines and National Voluntary Guidelines on Social, Environmental and V.

Economic Responsibilities of Business, International Sustainability Standards.

Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting.

Suggested Readings

Corporate Governance, Ethics and Social Responsibility, V Bala Chandran and V Chandrasekaran, PHI learning Private Limited, New Delhi 2011.

White H. (2005) *Challenges in evaluating development effectiveness: Working paper 242*, Institute of Development Studies, Brighton.

UNDP (nd) *Governance indicators: A users guide*. Oslo: UNDP

Rao, Subbha (1996) *Essentials of Human Resource Management and Industrial Relations*, Mumbai, Himalaya

Rao, V. S. L. (2009) *Human Resource Management*, New Delhi, Excel Books,

FINANCIAL DERIVATIVES

Objectives

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents

- I. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Markets and the use of Futures for Hedging.

- II. Forward and Futures Prices; Interest Rate Futures; Swaps;
- III. Options Markets; Properties of Stock Option Prices. Trading Strategies Involving Options
- IV. Black-Scholes Option Model; Binomial Model; Options on Stock Indices; Currencies and Futures Contracts;
- V. General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

Suggested Readings

1. *Bhalla, V K. Investment Management ; Security analysis and Portfolio Management, New Delhi, S. Chand, 2001.*
2. *Financial Derivatives, Delhi, S. Chand, 2001*
3. *Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1993.*
4. *Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.*
5. *Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, 1987.*
6. *Hull, John C. Options, Futures and Other Derivative Securities. 2nd ed. New Delhi, Prentice Hall of India, 1996.*
7. *Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

BRAND MANAGEMENT

Objectives

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Course Contents

- I. Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning;
- II. Brand Equity; Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty.
- III. Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio.
- IV. Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalisation.
- V. Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

Suggested Readings

1. *Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.*
2. *Cowley, Don. Understanding Brands. London, Kogan Page, 1991.*
3. *Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY, 1 999*
4. *Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.*
5. *Murphy, John A. Brand Strategy. Cambridge, The Director Books, 1990.*
6. *Steward, P. Building Brands Directly. London, MacMillan, 1996.*
7. *Upshaw, Lyhh B. Building Board Identity: A Straterly for success in a hostile market place. New York, John. Wiley, 1995.*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Objectives

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents

- I Organization Change - an Overview, models of change and effectiveness of change strategies ; Approaches to Problem Diagnosis.
- II Some Major Techniques of Planned Change; managing resistance to change; introduction of OD and steps in OD.
- III General OD Competencies, OD Skills,
- IV OD Interventions: Overview, Designing & evaluation of Interventions - Interpersonal, Team, Intergroup and System; factors affecting OD Interventions.
- V Power, Politics, ethics, Future of OD and new perspectives.

Suggested Readings

- 1 *Abad, Ahmad. etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.*
- 2 *De Nitish. Alternative Designs of Human Organizations. London, Sage, 1988.*
- 3 *French, W H. and Bell, CH. Organisation Development. New Delhi, Prentice Hall of India, 1991.*
- 4 *French, W L., etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall, 1990.*
- 5 *Harvey, D F. and Brown, D R. An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.*
- 6 *Huse, F E. and Cummings, T G. Organization, Development and Change. 3rd ed. New York, West, 1985.*
- 7 *Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision, 1982.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

PERSONALITY DEVELOPMENT OBJECTIVE

The programme provides a space for the students to know themselves

(know thyself) better and shape their personality with positive traits and multiple intelligence. The central focus of this formation programme is intra-personal development.

- I. Introduction to Personality Development The concept of personality - Dimensions of personality – Theories of Freud & Erickson-Significance of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analysis.
- II. Attitude & Motivation Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude – Advantages –Negative attitude- Disadvantages - Ways to develop positive attitude - Differences between personalities having positive and negative attitude. Concept of motivation - Significance – Internal and external motives - Importance of self- motivation- Factors leading to de-motivation
- III. Self-esteem Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.
- IV. Other Aspects of Personality Development Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics –Good manners and etiquette.
- V. Employability Quotient Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.

Suggested Reading:

1. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi.Tata McGraw-Hill 1988.
2. Heller, Robert.Effective leadership. Essential Manager series. Dk Publishing, 2002
3. Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing, 2003
4. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
5. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
6. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House. 2005.
7. Smith, B . Body Language. Delhi: Rohan Book Company. 2004

DSE-(9-12)

Entrepreneurial Development

Objective

The goal of this programme are to inspire students and help them imbibe an entrepreneurial mind-set. They will be introduced to key traits and the DNA of an entrepreneur, and be given an opportunity to assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur.

Course Contents

I: Introduction to Entrepreneurship Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, agencies in entrepreneurship management and future of entrepreneurship types of entrepreneurs.

II: The Entrepreneur Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system, entrepreneurial success stories.

III: E-Cell Meaning and concept of E-cells, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell

IV: Communication Importance of communication, barriers and gateways to communication, listening to people, the power of talk, personal selling, risk taking & resilience, negotiation.

V: Introduction to various form of business organization (sole proprietorship, partnership, corporations, Limited Liability company), mission, vision and strategy formulation.

GEC-(5-8) SUMMER TRAINING PROJECT

At the end of second semester, all students will have to undergo summer and training of 8-10 weeks with industrial, business or service organization by taking up a project study.

DSE-(13-16) PROJECT STUDY

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers

MM-3203: STRATEGIC MARKETING

Objectives

The basic objective of this course is to develop skills for analysing market competition and design appropriate competitive marketing strategies for higher market share.

Course Contents

- I. Market Situation Analysis; Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies - Expanding the Total Market, Protecting Market Share, Expanding Market Share.
- II. Market Challenger Strategies - Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies;
- III. Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries.
- IV. Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.
- V. Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings

1. *Cravens, D W. Strategic Marketing. Homewood Illinois, Richard D. Irwin, 1987.*
2. *Kaynak, E and Savitt, R. Comparative Marketing Systems. New York, Praegar, 1984.*
3. *Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control New Delhi, Prentice Hall of India, 1997.*
4. *Porter, M E. Competitive Advantage: Creating, Sustaining Superior Performance. New York, Free Press, 1985.*
5. *Porter, M E. Competitive Strategy: Techniques for Analysing Industries Competitors. New York, Free Press, 1980.*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

MM-3205: SALES AND DISTRIBUTION MANAGEMENT

Objectives

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels.

Course Contents

- I. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel;
- II. Developing and Conducting Sales Training Programmes.
Designing and Administering Compensation Plans;
Supervision of Salesmen;
- III. Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- IV. An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels;
- V. Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

Suggested Readings

1. *Anderson, R. Professional Sales Management., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.*
2. *Anderson, R. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.*
3. *Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983.*
4. *Dalrymple, D J. Sales Management: Concepts and Cases. New York, John Wiley, 1989.*
5. *Johnson, E M etc. Sales Management: Concepts, Practices and Cases. New York, McGraw Hill, 1986.*
6. *Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995.*
7. *Stiil, R R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.*

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the co

MM - 3213 PLANNING AND MANAGING RETAIL BUSINESS

Objectives :

The Course will focus manufacturers' perspective on retailers and understanding of the retail business.

Course Contents

- I. An introduction to the Retailing System. Retailing mix - Social forces - Economic forces - Technological force - Competitive forces: Retailing definition, Structure, Different formats - Marketing Concept in Retailing - Consumer purchase behaviours - Cultural and Social group influence on Consumer purchase Behaviour.
- II. Retail store location - Traffic Flow and analysis - Population and its Mobility - Exteriors and layout - Customer Traffic Flows and Pattern - Creative display; Merchandise Planning - Stock turns.
- III. Credit Management, Retail Pricing, Return on per Squ. Feet Space - Retail Promotions - Staying Ahead of Competition: Supply chain Management - Warehousing - Roll of IT in supply Chain Management, Franchising. Direct Marketing/Direct Selling
- IV. Exclusive shops - Destination Stores - Chain Stores - Discount Stores and other current and emerging formats - Issues and options; Retail Equity, Technology in Retailing - Retailing through the internet.
- V. Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer - made stores, interactive kiosk 'shopping arcades')

References:

1. Diamond, Jay and Gerald Pintel Retailing, Prentice - Hall, N.J. 1996.
2. Drake, Mary Francis J.H. Spooone and H Greenwald Retail Fashion. Promotion, and Advertising, Macmillan, N.Y. 1992.
3. Levy, Michael & Barton A. Weitz Retailing Management 2nd ed. Irwin, London, 1995.
4. Morgenstein, Melvin and HarriatStrongin Modern Retailing,Prentice Hall, N.J. 1992.

OBH- 3305: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents

- I. Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws
—
- II. Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.
- III. Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief.
- IV. Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus; Laws Relating to Working Conditions - The Laws Relating to Factories.
- V. Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested, Readings

1. Ghaiye, B R. *Law and Procedure of Departmental Enquiry in Private and Public Sector*. Lucknow, Eastern Law Company, 1994.
3. Malhotra, O P. *The Law of Industrial Disputes. Vol. I and II*. Bombay, N.M.Tripathi, 1985.
4. Malik, P L. *Handbook of Industrial Law*. Lucknow, Eastern Book, 1995.
5. Saini, Debi S. *Labour Judiciary, Adjudication and Industrial Justice*. New Delhi, Oxford, 1995.
6. Saini, Debi S. *Redressal of Labour Grievances, Claims*

- and Disputes. NewDelhi, Oxford & IBH, 1994.*
7. *Seth, D D. Industrial Dispute Act, 1947. Vol. I & II. Bombay, N.M Tripathi, 1995.*
 8. *Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas, 1994.*

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.