



For your Personal &
Approval. *[Signature]*

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JK Lakshmipat University

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INSTITUTE OF MANAGEMENT

**Master of Business Administration
(Full Time Residential)**

**Batch 2015-17
1st to 4th Semesters**

**Detailed Syllabus
&
Scheme of Examination**

Proposed Curriculum for MBA (FT) Batch 2015-17

Year 1 Semester 1 :			
	CODE	COURSE	CREDITS
1	MBA101	Principles & Practice of Management	4
2	MBA102	Managerial Economics	4
3	MBA103	Financial Accounting & Analysis	4
4	MBA104	Organizational Behavior	4
5	MBA105	Statistics for Managers	4
6	MBA106	Marketing Management-I	4
7	MBA107	Information Technology for Managers	4
8	MBA108	Operations Research	4
	MBA109	Comprehensive Viva	1
	MBA110	Soft Skills-I	1
Year 1 Semester 2 :			
1	MBA201	Financial Management	4
2	MBA202	Management Information Systems	4
3	MBA203	Research Methods	4
4	MBA204	Managerial Communication	4
5	MBA205	Production & Operations Management	4
6	MBA206	Cost & Management Accounting	4
7	MBA207	Marketing Management-II	4
8	MBA208	Managing Human Resources	4
	MBA209	Integration (Case Analysis & Presentation)	1
	MBA210	Soft Skills-II	1
Year 2 Semester 3 :			
1	MBA301	Logistics & Supply Chain Management	4
2	MBA302	Entrepreneurship Development	4
3	MBA303	Business Law	4
4		Specialization 1 Elective1	4
5		Specialization 1 Elective2	4
6		Specialization 2 Elective1	4
7		Specialization 2 Elective2	4
	MBA304	Summer Training Project Report	4

CURRICULUM, DETAILED SYLLABI & SCHEME OF EXAMINATION

	MBA305	Major Research Project I	2
	MBA306	Simulation Exercise	1
	MBA307	Soft Skills-III	1
Year 2 Semester 4 :			
1	MBA401	Strategic Management	4
2	MBA402	Business Ethics, Corporate Governance & CSR	4
3		Specialization 1 Elective 3	4
4		Specialization 1 Elective 4	4
5		Specialization 2 Elective 3	4
6		Specialization 2 Elective 4	4
	MBA403	Major Research Project II	2
	MBA404	Comprehensive Viva (CV)	1
	MBA405	Soft Skills-IV	1
ELECTIVES			
Specialization Group : Finance			
	MBA FM 01	Security Analysis and Portfolio Management	4
	MBA FM 02	Financial Derivatives and Risk Management	4
	MBA FM 03	Management of Financial Institutions & Services	4
	MBA FM 04	International Financial Management	4
Specialization Group : Marketing			
	MBA MK 01	Services Marketing	4
	MBA MK 02	Consumer Behavior	4
	MBA MK 03	Integrated Marketing Communications	4
	MBA MK 04	Sales & Distribution Management	4
Specialization Group : Information Systems			
	MBA IT 01	Relational Database Management Systems	4
	MBA IT 02	Data Warehousing & Data Mining	4
	MBA IT 03	Business Process Reengineering	4
	MBA IT 04	Management of Information Technology	4

Specialization Group : Human Resource Management		
MBA HR 01	Training and Development	4
MBA HR 02	Leadership & Change	4
MBA HR 03	Organization Development	4
MBA HR 04	Labour Laws & Industrial Relations	4
Specialization Group : International Business		
MBA IB 01	International Business Environment	4
MBA IB 02	Export Management and Documentation	4
MBA IB 03	International Logistics Management	4
MBA IB 04	International Marketing	4
Specialization Group : Operations Management		
MBA OM 01	Project Management	4
MBA OM 02	TQM & Six Sigma	4
MBA OM 03	World Class Manufacturing	4
MBA OM 04	Contemporary Practices in Operations Management	4
Open Elective: General Management		
MBA GM 01	Management Consulting	4
MBA GM 02	Energy, Environment, Innovation and Geopolitics	4
MBA GM 03	Strategic Finance	4
MBA GM 04	Strategy for Globalized World	4

STRUCTURE OF QUESTION PAPER:

The question paper will comprise of two sections, A and B. Section A will be of 30 marks and section B will be of 20 marks. Section A will have 5 conceptual questions out of which a student will be required to attempt any 3 questions. Section B will have case study/practical problems and will be compulsory.

EXAMINATION SCHEME:

Sr. No.	Evaluation Component	Duration	Marks (100) (%)
1.	Mid Term Exam	2 hours	20%
2.	End Term Exam	3 hours	50%
3.	Continuous Evaluation (Quizzes, Assignments, Presentations, Class Participation)	-	30%

PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Code	:	MBA101
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Managers and Management: An overview, what is Management? Managers in organizations, functions, skills and roles in organization, process of management;

Evolution of Management Thought: Early thinking in management, the theory of management, Schools of management thought, Recent development in management thinking;

The Process of Management: Planning and strategic management, Managerial decision making, Organizing and organization structure, Motivating and leading, Effective control and role of information system;

Management in 21st Century: Organization and their changing environment, Impact of globalization on management, reinventing the organization, meeting the challenges of diversity;

Social Responsibility and Ethics: Stakeholders and responsibilities of business, Business ethics and challenges in turbulent times, socially responsible decision making.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
2. Be knowledgeable of historical development, theoretical aspects and practice application of managerial process.
3. Be familiar with interactions between the environment, technology, human resources, and organizations in order to achieve high performance.
4. Be aware of the ethical dilemmas faced by managers and the social responsibilities of businesses.

TEXT BOOK:

- Stoner, J. A., Freeman R.E. and Gilbert, D. R. (2009). *Management*, 6th edition Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Koontz, H. and Weihrich, H. (2010). *Essentials of Management: An International Perspective*, 8th edition, Tata McGraw Hill, New Delhi.
2. Bateman, T. S. and Snell, S. A. (2009). *Management: Leading and Collaborating in a*

- Competitive World, 8th edition, McGraw Hill Irwin.
3. Daft, R. L. (2009). Principles of Management. Cengage learning.
 4. Schermerhron, J. R. (2009). Introduction to Management, 10th edition, Wiley India.

MANAGERIAL ECONOMICS

Course Code	:	MBA102
Course Credits	:	4
Total Hours Per Week	:	3

COURSE CONTENTS:

Economic Analysis and Business Decisions: Some Fundamental Concepts and Measurement Techniques in Managerial Economics. Optimization Techniques

The Objectives of Business Firm: Baumol's Theory, Marris's Theory, Behavioural Theory, Managerial Theory, Alternatives Theories of Firm

Demand and Supply: Demand Determinants, Demand Functions, Demand Elasticity

Demand Analysis: Empirical Demand Functions. Control and Management of Demand, Forecasting Demand

Profit & Output Analysis: Concepts and Measurement of Profit, Sales and Profit, Input-output Decision, Empirical Forms of Production Function, Supply Function and Cost Function with emphasis on multi product firms, Managerial use of Cost Functions, Revenue Functions, Break-even Chart. Optimum Output

Price-output Decisions: Competition, Different forms of Competitions in Sellers' Market and Buyers' Market -Structure of Product and Factor Markets, Interdependence and Reaction functions, Contestable Markets and Entry Barriers, Game theory formulations and Market Strategies

Pricing Principles and Practices: Pricing Rules, Mark-up Pricing, Price Discrimination, Two Part Pricing, Multiple Product Pricing, Joint Product Pricing, Transfer Pricing

Macro Economic issues in Indian Economy : Concepts of National Income, Business Cycles, Inflation and Unemployment, Exchange Rate, Purchasing Power Parity

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental economics concepts and its applications in business world.
2. Apply demand/supply, cost, profit measurements to solve complex managerial problems
3. Understand market structure and formulate pricing and market strategies
4. Understand capital budgeting and risk analysis to take informed decisions.

TEXT BOOKS:

- D.N. Dwivedi (2012). **Managerial Economics**. New Delhi: Vikas Publishing.

REFERENCE BOOKS:

1. Dominick Salvatore, Ravikesh Srivastava (2012). **Managerial Economics**. New Delhi: Oxford University Press.
2. Mark Hirschey (2012). **Managerial Economics**. New Delhi: Cengage Learning.
3. Mote, V.L. Samuel Paul and G.S. Gupta (2011). **Managerial Economics**. McGraw Hill
4. H.L. Ahuja (2010). **Advanced Economics Theory**. New Delhi: S. Chand.

FINANCIAL ACCOUNTING AND ANALYSIS

Course Code	:	MBA103
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Introduction: Importance and Scope of Accounting, Double Entry Book Keeping System, Basic Accounting Concepts and conventions

Preparation of Financial Statements: Accounting Cycle, P/L Account, Balance Sheet, Subsidiary Books, Bank Reconciliation, Adjustment Entries, Prior Period Expenses, Problems with regard to Measurement of Business Income, Long Term Assets and Depreciation

Statutory provisions: Major Provisions in Indian Companies Act relating to Preparation of Statutory Accounts, Indian Accounting Standards, IFRS, VAT, Excise, Challenges relating to IFRS in India, Adoption of IFRS in India

Analysis of Financial Statements: Ratio Analysis, Cash Flow and Funds Flow Analysis, Common Size Statement Analysis, Trend Analysis, Peer Group Analysis, Trend Percentage Analysis;

Contemporary Concepts : EVA, Inflation Accounting, Human Resource Accounting, Window Dressing, Scams, Non Compliance and Penalty, Financial Reporting and Corporate Governance, Computerized Accounting System.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand the importance of the accounting language;
2. understand basic principles of accounting;
3. learn the process of preparing accounting statements;
4. learn how accounting information fit into the legal framework of reporting (GAAP & IFRS);
5. learn analysis of accounting information for decision making.

TEXT BOOK:

- Asish K. Bhattacharyya (2010). *Financial Accounting for Business Managers*. PHI.

REFERENCE BOOKS:

1. Amrishi Gupta (2009). *Financial Accounting for Management – An Analytical Perspective*. Pearson.
2. Anthony N. Robert, David F. Hawkins, Kenneth A. Merchant (2010). *Accounting Text and Cases, 12e*. Tata McGraw Hill.
3. S.K. Bhattacharyya and John Dearden (2009). *Accounting for Management – Text & Cases*. New Delhi: Vikas Publishing.
4. Tulsian P.C. (2006). *Financial Accounting*. Pearson.
5. R. Narayanaswamy (2009). *Financial Accounting – A Managerial Perspective*. PHI.

ORGANISATIONAL BEHAVIOUR

Course Code	:	MBA104
Course Credits	:	4
Total Hours Per Week	:	3

COURSE SYLLABI:

Introducing Organizational Behaviour: the importance of interpersonal skills, Challenges and opportunities for OB. Developing an OB Model.

The Individual: Biographical Characteristics, ability, global implications.

Personality: What is personality, MBT indicator, The Big Five Personality Model, Other Personality traits Relevant to OB.

Attitudes, Beliefs and Values: components of attitudes, job attitudes, Beliefs, importance of values, Terminal vs Instrumental values.

Perception & Attribution: Factors that influence perception, Making judgment about others, Attribution Theory.

Individual Decision Making: Decision making in organizations, influences on decision making, Ethical decision criteria.

Motivation (Structure & Processes): Hierarchy of Needs Theory, Two Factor Theory, McClelland's Theory of Needs, Goal Setting Theory, Reinforcement Theory, Equity Theory, Expectancy Theory.

Group Behavior: Defining and classifying groups, stages of group development, group properties, Group Processes, group decision making.

Leadership: Trait Theories, Behavioral Theories, Contingency theories, LMX Theory, Charismatic Leadership and Transformational Leadership.

Team Building: creating effective teams, turning individuals into team players.

Emotional Intelligence: Concept & its Applications.

Inter-group Processes: Conflict and Negotiation, Transitions in conflict thought, conflict process, Bargaining strategies, Negotiation Process, Negotiation Effectiveness.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. List the importance of individual, group and organizational factors that determine the organisational effectiveness.
2. Draw that a manager's job is to identify the indicators that can lead to the organisational effectiveness.

3. Determine what behavioural modifications are suitable at different levels to achieve organizational effectiveness.
4. Define the effectiveness at individual, group and organizational levels.

TEXT BOOK:

- Stephen P. Robbins, Timothy Judge and Seema Sanghi (2010). **Organizational Behavior**. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Don Hellriegel and John W. Slocum, Jr. (2004). **Organisational Behavior**. India: Thompson.
2. Jerald Greenberg and Robert A. Baron (2008). **Behaviour in Organizations**. New Delhi: Pearson Prentice Hall.
3. James L. Gibson. John M. Ivancevich (2006). **Organizations**. Singapore: McGraw-Hill.

STATISTICS FOR MANAGERS

Course Code	:	MBA105
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Statistics: Importance for Managers, Data Classification and Presentation for Discrete and Frequency data, Measures of Central Tendency and Dispersion.

Simple Regression & Correlation: Types of Relationships, Estimation Using the Regression Line, Method of Least Squares, Standard Error of Estimate, Prediction Intervals, Correlation Analysis, Making Inference about Population Parameters, Coefficients of Determination and Correlation.

Time Series and Forecasting: Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting; Index Numbers.

Probability Distributions: Expected Value, Binomial, Poisson and Normal Distributions.

Sampling and Sampling Distributions: Types of Sampling, Sampling Distributions, Standard Error, Sampling from Normal and Non-normal Populations, Central Limit Theorem, Finite Population Multiplier, Estimation, Point and Interval Estimates, Estimator and Estimates, Confidence Levels and Intervals, Interval Estimates of Mean and Proportion from Large Samples, Interval Estimation Using t Distribution, Sample Size for Estimating Means and Proportions.

Testing of Hypotheses: Type I and Type II Errors, One Tailed and Two Tailed Tests, One Sample Tests, Hypothesis Testing of Means and Proportions, Two Sample Tests, Equality of Means for Dependent Samples, Difference between Proportions for Large Samples, Chi Square Test of Independence and Goodness of Fit, Analysis of Variance Test for Difference among more than two samples, Inference about population variance.

Non-Parametric Methods: The Sign Test, Rank Sum Tests, The Mann-Whitney U Test and the Kruskal-Wallis Test, One Sample Runs Test, Rank Correlation.

Decision Theory: Decision Environment, Expected Profit under Uncertainty, Marginal Analysis, Utility as a Decision Criterion, Decision Tree Analysis.

Statistics using MS Excel / IBM SPSS: Using Data Analysis ToolPak add-in with MS-Excel, Using SPSS.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the meaning, role and applications of statistics.
2. Apply statistical tools and techniques in solving business problems.
3. Use computer software for statistical analysis.

TEXT BOOK:

- Levin, R.I., & Rubin, D.S. (2010). *Statistics for Management*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Bajpai, N. (2010). *Business Statistics*. New Delhi: Pearson
2. Field, A. (2009). *Discovering Statistics using SPSS*. New Delhi: Sage Publications Ltd.
3. Sharma, J. K. (2009). *Business Statistics*. New Delhi: Pearson.
4. Anderson, D.R., Sweeney, D.J., & Williams, T.A. (2011). *Statistics for Business and Economics*, New Delhi: Cengage Learning.
5. Levine, D.M., Stephan, D.F., Krehbiel, T.C., & Berenson, M.L. (2009). *Statistics for Managers using Microsoft Excel*. New Delhi: PHI Learning.
6. Davis, G., & Pecar, B. (2010). *Business Statistics using Excel*. New Delhi: Oxford.
7. Gupta, S. P., & Gupta, M.P. (2008). *Business Statistics*. New Delhi: Sultan Chand & Sons.
8. Chandan, J.S. (2009). *Statistics for Business and Economics*. Noida: Vikas Publishing.
9. Agarwal, B.M. (2010). *Business Statistics*. New Delhi: Ane Books.

MARKETING MANAGEMENT-I

Course Code	:	MBA106
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Nature and Scope of Marketing: Understanding Marketing Management and Marketing Environment, Company Orientation towards the Market Place, Corporate Strategic Planning, Evaluating Business Portfolios, Growth Strategies, Marketing Plan, Value Chain and Value Delivery Process, Components of Marketing Environment.

Customer Value, Satisfaction and Consumer Behavior: Creating Customer Value and Satisfaction, Understanding Consumer Behavior and Buying Process, Organizational Buying Process.

Marketing Segmentation, Selecting Target Markets and Positioning: Differentiated and Undifferentiated Marketing, Segmentation, Targeting and Positioning. Creating Brand Equity, Branding Decisions, Crafting the Brand Positioning, Dealing with Competition.

Product and Pricing Decisions: Product Classification and Product Mix, New Product Development Process, Product Life Cycle Strategies, Developing Pricing Strategies and Programs.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to: "

1. Understand fundamental and advanced concepts of marketing, including the basic roles, skills, and functions of marketing manager;
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing and solve complex managerial problems.

TEXT BOOK

- Kotler, Keller, Koshy and Jha (2013). *Marketing Management*. New Delhi: Pearson Education.

REFERENCE BOOKS

1. Rajiv Lal (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company.
2. S. Ramesh Kumar (2012). *Case Studies in Marketing Management*. New Delhi: Pearson Education.
3. Rajan Saxena (2006). *Marketing Management*. New Delhi: Tata McGraw-Hill.
4. Tapan Panda (2009). *Marketing Management*. New Delhi: Excel Books.
5. Arun Kumar, N. Meenakshi 2nd ed. (2011). *Marketing Management*. New Delhi: Vikas Publishing
6. Ramaswami & Namakumari (2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

INFORMATION TECHNOLOGY FOR MANAGERS

Course Code	:	MBA107
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Computers: Components of a Computer System, Hardware and Software, Language Processors, Computer Languages, Evolution of Computers and various generations of computers.

Number Systems: Binary, Decimal, Octal, Hexadecimal, Base-n and Inter-conversions, Binary Arithmetic.

Operating System Fundamentals: Classification of Operating Systems, Introduction to popular operating systems, such as DOS, Windows and Unix.

Working with MS-Office: Working with basic packages in MS-Office Suite (MS Word, MS Excel and MS PowerPoint), Managerial Applications of these packages, Introduction to Open Office, Google Docs.

Computer Networks and Internet: Data Communication and Networking, Types of Computer Networks, Internet and its managerial applications, Basic Taxonomy of Internet, Intranets and Extranets.

Information Technology and Information Systems: Introduction to Information Technology, IT Applications and Implementation Issues, Issues and Impact of IT on business organizations, Overview of 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence and Information Super Highways.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the basic taxonomy of computers.
2. Work with basic computer software like MS-Windows and MS-Office.
3. Browse, search for and download information from Internet.
4. Be aware of state-of-the-art IT and networking applications.

TEXT BOOK:

- Leon, Alexis and Mathews Leon (2009). *Fundamentals of Information Technology*, 2e. Chennai: Leon Vikas.

REFERENCE BOOKS:

1. Rajaraman, V. (2010). *Fundamentals of Computers*, 5e. New Delhi: PHI Learning.

2. Balagurusamy, E. (2011). *Fundamentals of Computers*. New Delhi: Tata McGraw Hill.
3. Kumar, K. Mohan and S. Rajkumar (2010). *Computer Applications in Business, 2e*. New Delhi: Tata McGraw Hill.
4. Pierce, John. (2007). *2007 Microsoft Office System: Inside Out*. New Delhi: PHI Learning.
5. James, K.L. (2010). *The Internet: A User's Guide, 2e*. New Delhi: PHI Learning.
6. Rajaraman, V. (2010). *Introduction to Information Technology*. New Delhi: PHI Learning.

OPERATIONS RESEARCH

Course Code	:	MBA108
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Quantitative approach to management decision making, Analyzing and defining the problem, Developing a model, Selecting the inputs and putting the model to work, Typical applications of OR.

Linear Programming: Formulating maximization/ minimization problems, Graphical solution, simplex methods, Special cases of LP: Infeasibility, degeneracy, unboundedness and multiple optimal solutions, Duality of LP and its interpretation, Dual simplex methods, Post optimality/ sensitivity analysis, Applications of LP.

Transportation and Assignment problems: VAM method, Checking for optimality using MODI method, Unbalanced problem and degeneracy, Hungarian method for assignment problem, Traveling salesman problem.

Game theory: Pure and Mixed Strategy games, 2 Person zero sum games, Saddle point, Mixed strategies use of dominance rules, Solution by graphical methods.

Network Analysis: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost trade off.

Queuing Theory: Characteristics of a queuing system, Arrival and service patterns, Single and multiple channel, Queue models with Poisson arrival and exponential service times.

Simulation Modeling: Monte Carlo simulation, Using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

Replacement Models: Types of replacement problems, Replacement of assets that deteriorate with time, Determination of economic life using present value factors, Simple probabilistic models for assets which fails suddenly and completely.

Examples or Caselets: On application of OR techniques.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to be able to:

1. Understand the concepts of Operations Research.
2. Understand the applications of Operations Research Techniques in optimal Decision Making.

TEXT BOOK:

- J.K Sharma (2013). *Operations Research: Theory and Applications*, 5e. New Delhi: Macmillan India Ltd.

REFERENCE BOOKS:

1. A Ravindran, Don T Philips and James J Solberg (2001). *Operations Research*. Singapore: John Wiley & Sons.
2. Pannerselvam (2010). *Operation Research*. New Delhi: Prentice Hall of India.
3. Barry Render, Ralph M. Stair (2003). *Quantitative Analysis for Management*. New Delhi: Prentice Hall of India.
4. Peter C Bell (2003). *Management Science/Operations Research*. Thompson: South-Western.
5. Hamdy A Taha (2003). *Operation Research*. New Delhi: Prentice Hall of India.
6. Srivastava U.K., Shenoy G.V. and Sharma S.C. *Quantitative Techniques for Managerial Decisions*. New Age International.
7. Anderson, Sweeney, Williams, *Quantitative Methods for Business*, 10e. New Delhi: Cengage Learning.

FINANCIAL MANAGEMENT

Course Code	:	MBA201
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Scope and Objective of Financial Management : Introduction – Nature & Scope of Financial management, Source of Finance, Finance Functions – Goals of Financial Management, Financial Manager's Role, Time value of Money, Risk and Return, Valuation of shares and bonds, Profit Maximization and Wealth Maximization.

Capital Budgeting: Nature and Principles, Compounding and Discounting, Cash Flows, Non-Discounting cash flow techniques, Discounting cash flow techniques, Accept Reject Rules.

Cost of Capital: Concept of cost of capital, Determining Component of Cost of Capital, Factors affecting Cost of Capital, Uses of Cost of Capital, Weighted Cost of Capital.

Capital Structure and Leverage : Theories of Capital Structure, Net Income Approach, Traditional Approach, MM Hypothesis and Arbitrage, Designing Capital structure, Financial and Operating leverages.

Working Capital Management: Principles and Concepts of Working Capital, Operating Cycle, Determinants Of Working Capital, Assessment of Working Capital Requirement, Receivables Management, Inventory Management, Cash Management, Financing of Working Capital.

Dividend Policy: Objectives of Dividend Policy, Determinants of Dividend policy, Practical Consideration In Dividend Policy, Types of dividend, Dividend theories.

Contemporary Concepts: Behavioural Finance, Balance Scorecard, Financial Reengineering.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of financial management.
2. Learn project viability analysis.
3. Understand the cost involved in financing alternatives.
4. Understand the importance and dynamics of working capital.
5. Understand the dividend policies of organisations.

TEXT BOOK:

- Prasanna Chandra (2011). *Financial Management- Theory & Practice*. New Delhi: Tata McGraw- Hill Education Private Limited.

REFERENCE BOOKS:

1. I M Pandey (2010). *Financial Management, 10e.* New Delhi : Vikas Publishing Private Limited.
2. James C. Van Horne(2002). *Financial Management & Policy, 12e.* New Delhi : Pearson.
3. M.Y.Khan & P.K.Jain (2010). *Financial Management Text, Problems and Cases.* New Delhi : Tata McGraw- Hill Education Private Limited.
4. Lawrence J. Gitman (2006). *Principles of Managerial Finance, 11e.* New Delhi : Pearson.

MANAGEMENT INFORMATION SYSTEMS

Course Code	:	MBA202
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: MIS Concept, Role, Strategic Objectives, IS Dimensions, Socio-technical approach to Information Systems, Types of Information Systems.

Information Systems and Business Organizations: Features of Organizations, IS Impact on Organizations, IS for Competitive Advantage, Porter's Competitive Forces Model, Business Value Chain, Management Issues.

Ethical and Social Issues: Moral Dimensions, Ethics in an Information Society, Ethical Principles, Accountability, Liability and Control.

IT Infrastructure and Security: Components of IT Infrastructure, Emerging hardware and software trends, Database Management, Telecommunications, Internet, Vulnerability, Threats to IS Society, Business Value of Security, Tools for protecting Information Resources.

Key System Applications: Enterprise Applications, E-Commerce and E-Business, Knowledge Management and Collaboration, Systems for Decision Making.

Building Information Systems: System Development and Organization Change, Role of Users in System Development, System Development Approaches, Global Information Systems.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the types of information system;
2. Appreciate the facilitating role of information systems in transforming business organizations;
3. Understand the management, ethical and social issues in IS;
4. Gain knowledge about contemporary IS applications.

TEXT BOOK:

- Laudon, Kenneth C. and Jane P. Laudon (2013). *Management Information System: Managing the Digital Firm, 12e*. Delhi: Pearson.

REFERENCE BOOKS:

1. O'Brien, James A.; George M. Marakas and Ramesh Behl (2010). *Management Information Systems, 9e*. New Delhi: Tata Mc Graw Hill.
2. Jawadekar, Waman S. (2011). *Management Information Systems: Text and Cases, 4e*. New Delhi: Tata Mc Graw Hill.
3. Mahadeo Jaiswal and Monika Mital (2010). *Management Information Systems*. New Delhi: Oxford.
4. Stair, Ralph M. and George W. Reynolds (2009). *Principles of Information Systems: A Managerial Approach*. New Delhi: Cengage Learning.

RESEARCH METHODS

Course Code	:	MBA203
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Research: Importance of research in Management, Types of research, Market research, Scientific Research.

The Research process: Research Problem, Literature Review, Theoretical Framework, Hypothesis Development, Research design.

Measurement of Variables: Operational definition, Scaling, Reliability, Validity.

Data Collection Methods: Sources of Data, Methods for Data Collection, Advantages and Disadvantages, Issues in Data Collection.

Sampling: Basic Concepts, The Sampling Process, Types of Sampling, Appropriateness of Sampling Method, Sampling Design and size.

Quantitative Data analysis: Coding, Editing and Transformation of Data, Descriptive Statistics and Inferential Statistics using MS Excel and IBM SPSS, Introduction to other Data Analysis Packages.

Qualitative Data Analysis: Introduction, Reliability and Validity in Qualitative Research, Methods for Qualitative Data Analysis.

The Research Report: Contents of the Research Report, Presentation of Report, Applications of research findings for managers and management.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of research in business.
2. Know different terminology.
3. Design a research.
4. Do research.
5. Analyze data.
6. Write a report.

TEXT BOOK:

- Sekaran, U., & Bougie, R. (2012). *Research Methods for Business: A Skill-Building Approach*. New Delhi: John Wiley & Sons, Ltd.

REFERENCE BOOKS:

1. Cooper, D.R., Schindler, P.S., & Sharma, J.K. (2012). *Business Research Methods*, New Delhi: Tata McGraw-Hill.
2. Zikmund, W.G., Babin, B.J., Carr, J.C., & Griffin, M. (2013). New Delhi: Cengage Learning.
3. Gupta, M., & Gupta, D. (2011). *Research Methodology*, New Delhi: PHI Learning Pvt. Ltd.
4. Panneerselvam, R. (2012). *Research Methodology*, New Delhi: PHI Learning Pvt. Ltd.

MANAGERIAL COMMUNICATION

Course Code : MBA204
 Course Credits : 4
 Total Hours per Week : 3

COURSE SYLLABI:

Establishing a Framework for Business Communication: Nature and Scope of Business Communication, Communication Process, Communicating within organizations; External influences on Business Communication, Barriers to Intercultural Communication.

Interpersonal Communications: Non-verbal Communication, Listening Skills, Feedback Skills.

Focusing on Group Communication: Group conflict, Meeting Management, Effectiveness at Meetings

Use of Technology in Organisational / workplace Communications: Appropriate use of technology, web page communication, voice and wireless communication

Communication Through Reports and Business Presentations- Business Writing, Formal Report Writing, Long and Short Reports, Determining Purpose of Reports, Organising Information in Written Form as Reports.

Designing and Delivering Business Presentations: Presentation Techniques and Skills, special presentation situations.

Communication for Employment: Preparing for the job search, preparing Resume's Facing Interviews and Group Discussions; Types of employment interviews, preparing for the interview.

Etiquette Advantage in Business Communication: Business Etiquettes, Communicating Across Cultures.

LEARNING OUTCOMES:

1. Upon completion of the course, students should be able to:
 1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
 2. List the importance of effective communication to determine the organizational effectiveness.
 3. Utilize analytical and problem solving skills appropriate to business communication.
 4. Participate in team activities that lead to the development of collaborative work skills.
 5. Select appropriate organizational formats and channels used in developing and

presenting business messages.

6. Deliver an effective oral business presentation
7. Define and overcome communication barriers

TEXT BOOK:

- Lehman, Carol M.; DuFrene, Debbie D. and Sinha, Mala (2011). *BCOM: A South-Asian Perspective*. Delhi: Cengage Learning Pvt., Ltd

REFERENCE BOOKS:

1. Bove'e, Courtland L.; Thill, John V.(2006). *Business Communication Today*. New Delhi: Pearson.
2. Guffy, Mary Allen(2002). *Business Communication*. India: Thomson Krizan, A.C.; Merrier, Patricia; Logan, Joyce; Williams Karen (2008). *Effective Business Communication*. Delhi: Cengage Learning Pvt. Ltd.
3. Raman, Meenakshi and Singh, Prakash (2013). *Business Communication*. New Delhi: Oxford University Press
4. Mukerjee, Hory Sankar (2013). *Business Communication: Connecting at Work*. New Delhi: Oxford University Press

PRODUCTION & OPERATIONS MANAGEMENT

Course Code	:	MBA205
Course Credits	:	4
Total Hours per Week	:	3

COURSE OVERVIEW:

Introduction: The Field of Operations Management, Production Systems: Types of Production processes (Project/Job, Batch, Mass/Line, Continuous), OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management.

Operations Strategy and Competitiveness: Operations Strategy, Operations Competitive Dimensions, the Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.

Forecasting Technique: Moving Average Method , Weighted Moving Average Method, Exponential Smoothing (random , trend , seasonal). Subjective Techniques : Delphi ,Jury of Executive Opinion.

Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Process Analysis- Examples, Process Throughput Time Reduction.

Product Design and Process Selection: The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Global Product Design and Manufacturing, Measuring Product Development Performance.

Facility Location: Plant location methods- Factor rating, Transportation method, Centroid method, Locating service facilities.

Facility Layout: Basic Production Layout Formats, Process Layout, Product Layout, Group Technology (Cellular) Layout, Fixed-Position Layout, Retail Service Layout, Office Layout. **Strategic Capacity Management:** Capacity Management in Operations, Capacity Planning Concepts, Capacity Planning, Planning Service Capacity.

Aggregate Sales and Operations Planning: Overview of Sales and Operations Planning Activities, the Aggregate Operations Plan, Aggregate Planning Techniques, Yield Management.

Inventory Control: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, Fixed-Order Quantity Models, Fixed-Time Period Models, Miscellaneous Systems and Issues.

Material Requirements Planning: Where MRP Can Be Used, Master Production

Schedule, Material Requirements Planning System Structure, MRP Examples.

Total Quality Management: Total Quality Management, Quality Specification and Quality Costs, Six-Sigma Quality, the Shingo System: Fail-Safe, ISO 9000.

Just-In-Time and Lean Systems: JIT Logic, the Toyota Production System, JIT Implementation Requirements, JIT in Services.

LEARNING OUTCOMES:

1. The student should be able to understand the concepts of Production and Operations Management.
2. The student should be able to understand the applications of Operations Management Techniques in organizations.
3. Apply production and operations strategies and principles for domestic and international business situations.
4. To understand world class manufacturing practices.
5. To understand contemporary operations management practices.

TEXT BOOK:

- S. N. Chary (2011). *Production and Operations Management*. Tata McGraw Hill.

REFERENCE BOOKS:

1. Richard B Chase, Nicholas J Aquilano, and F Roberts Jacobs (2004). *Production and Operations Management, 10e*. New Delhi: Tata McGraw Hill.
2. Everette E. Adam and Ronald J Ebert (2004). *Production and Operations Management, 5e*. New Delhi: Prentice Hall of India.
3. Lee J Krajweski and Larry P Ritzman (2002). *Operations Management Strategy and Analysis 6e*. Delhi: Person Education.
4. Norman Gaither and Greg Fraizer (2002). *Operations Management*. Thomson Southwestern.
5. A. Muhlemann, J. Oakland & K. Lockyer. *Production and Operations Management*. McMillan.
6. E. S. Buffa & R. K. Sarin. *Modern Production/Operations Management*. John Wiley.
7. Panneerselvam. *Production and Operations Management*. PHI

COST AND MANAGEMENT ACCOUNTING

Course Code	:	MBA206
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Objective of Cost Accounting, Financial Accounting and Cost Accounting, Management Accounting, Purpose of Cost Audit. Types of costs; Costs and expenses, Functions of an organization- Business functions as Value Chain-Cost Management- Methods and techniques of costing- Evolution of cost accounting- Costing system,

Elements of Cost and Methods of Costing : Classification of costs, ,Need for Classification, Cost Sheet, Identification of Cost, Job Costing, Batch Costing, Unit Costing, Contract Costing, Process Costing.

Materials Cost Management: Managing purchase functions; Storing of materials; Issue of Material, Inventory Valuation, ABC Analysis, VED Analysis, EOQ, Perpetual Inventory System, JIT Inventory, Coding of Material

Labour Cost Management: Time Rate and Fixed Rate, Bonus and Incentive Plans, Job Analysis, Job Evaluation, Job Specification, Labour Turnover

Marginal Costing: Marginal Costing and Absorption Costing, Break Even Analysis of Single Product and multiple products, Managerial Decisions on Break Even Analysis

Standard Costing and Variance Analysis: Meaning, Fixation of Standards, Material Variance, Labour Variance, Overhead Variance, Use and Interpretation of Variances.

Cost Control: Budget Making Process, Functional Budgets and Master Budget; Flexible budgeting. Zero Base Budgeting, Activity Based Budgeting and costing, its advantages over traditional costing, Managing without Budget, ERP Solutions, Responsibility Accounting, target costing.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand the classification and analysis of cost .
2. Learn preparation of budget and variance analysis.
3. Understand cost accounting concepts for decision making.
4. Learn modern concepts of material , labour and overhead control.

TEXT BOOK:

- Charles T. Horngren, Gary L. Sundem, William O. Stratton, David Burgstahler, Jeff Schatzberg (2009). *Cost Accounting*, 14e. Pearson, New Delhi

REFERENCE BOOKS:

- Bhattacharya Ashish K (2009). *Principles and Practice of Cost Accounting*, 3e. PHI Learning Pvt. Ltd., New Delhi.
- Banerjee, Bhabtosh(2009).. *Cost Accounting -Theory and Practice*, 12e. PHI Learning Pvt. Ltd., New Delhi .
- M.Y.Khan & P.K.Jain(2010). *Management Accounting- Text Problem and Cases*, 5e. TMH Education Private Limited, New Delhi

MBA 207- MARKETING MANAGEMENT-II

Course Code	:	MBA207
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:**Integrated Marketing Communications Decisions:**

Managing Integrated Marketing Communications: Advertising, Sales Promotions, Event and Experience Marketing, and Public Relations, Managing Personal Communications, Direct and Interactive Marketing, Word Of Mouth, and Personal Selling.

Marketing Channels and Distribution: Designing and Managing Distribution Channels; Multi Channel Marketing, Direct Marketing and E-Commerce. Managing Retailing, Wholesaling and Logistics.

Marketing Intelligence and Marketing Research: Marketing Intelligence- Gathering Information from internal and external sources. Demand Measurement and Forecasting. Identifying and Solving Marketing Problems, Qualitative and Quantitative Research, Marketing Research System & Process.

Sustaining Growth and Value: Global Marketing, Services Marketing and Rural Marketing, Social, Ethical and Legal Issues in Marketing. Managing a Holistic Marketing Organization for the Long Run.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental and advanced concepts of marketing, including the basic roles, skills, and functions of marketing manager;
2. Develop analytical and conceptual abilities pertaining to marketing decisions;
3. Understand strategic and tactical issues related to marketing and solve complex managerial problems.

TEXT BOOK:

- Kotler, Keller, Koshy and Jha (2013). *Marketing Management*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Rajiv Lal (2005). *Marketing Management: Text and Cases*. Singapore: McGraw-Hill Book Company
2. S. Ramesh Kumar (2012). *Case Studies in Marketing Management*. New Delhi:

Pearson Education.

3. Rajan Saxena (2006). *Marketing Management*. New Delhi: Tata Mcgraw-Hill.
4. Tapan Panda (2009). *Marketing Management*. New Delhi: Excel Books.
5. Arun Kumar, N. Meenakshi 2nd ed. (2011). *Marketing Management*. New Delhi: Vikas Publishing
6. Ramaswami & Namakumari (2009). *Marketing Management: Indian context*. New Delhi: Macmillan (India) Limited.

MANAGING HUMAN RESOURCES

Course Code	:	MBA208
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to HRM: Meaning, Nature, Scope Function and Importance, Evolution of Concept & Changing Environment & Role of HRM, Strategic HRM.

HR Planning: Concept, importance, Objective, HRP Process, HRIS.

Job Analysis and Design: Job Analysis Job Description and Job Specification, Job Design.

Recruitment and Selection: Recruitment Policy, Procedure, Methods, Alternatives and Challenges, Diagnostic Approach to selection Process, Purpose & criteria.

Training & Development: Training Concept and Need, Identification, T&D Process, Methods and Evaluation.

Managing Organizational Change and Development.

Performance Management and Appraisal: Concept, Methods of Appraisal, Techniques of Appraisal and Limitations.

Compensation: Objectives and Factors Influencing it, Steps in establishing Pay Rates, Components of Pay, Managerial compensation & other trends in Compensation.

Employee Relations & Trade Unions: Ethic and Fair, Treatment at Work, Factors Building Ethical Behaviour, Trade Unions, Collective Bargain, Union Movement Today and Tomorrow.

Managing Global Human Resources: Internationalizations of Business Difference and Similarity in HR Practices Staffing of Global Organization Contemporary issues in HRM.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand fundamental concepts of human resource management, including its nature, scope, functions and importance.
2. Learn the human resource planning process and job analysis and design.
3. Diagnose the necessity and importance of training and development, performance appraisal of workforce.
4. Be familiar with fair compensation system and factors influencing it in order to achieve high performance.
5. Evaluate the importance of employee relationship and active role of trade unions.
6. Be aware of contemporary issues in HRM and change in human resource practices with internationalization of business.

TEXT BOOK:

- Dessler, G. and Varkkey, B. (2009). *Human Resource Management*. New Delhi: Pearson

REFERENCE BOOKS:

1. Aswathappa, K. (2008). *Human Resource Management Text and Cases*. New Delhi: Tata McGraw.
2. Rao, V. S. P. (2002). *Human Resource Management: Text and Cases*. New Delhi: Excel Books.
3. Ivansevich, J. M. (2010). *Human Resource Management*. New Delhi: Tata McGraw Hill.
4. Bernardi. *Human Resource Management*, 4e. New Delhi: Tata McGraw Hill.

SALES AND DISTRIBUTION MANAGEMENT

Course Code	:	MBAMK04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Selling as Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, Theories of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Sales Objectives and strategies: Sales Territories and Quota Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, formulating Selling Strategies.

Sales Force Management: Designing Sales Territories and Sales Quota; Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Sales Force Training and Compensation, Sales Incentives and Review of Performance.

Introduction to Distribution Management: Introduction, Need and Scope of Distribution Management, Importance of Channel, Types of Channels and Levels of Channels.

Channel Management Decisions: Components of Distribution System, Distributors Selection and Appointment, Channel Conflict and Their Resolutions, Training and Motivating the Channel Partners.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of Sales and Distribution Management.
2. Develop analytical and conceptual abilities pertaining to Sales and Distribution Decisions.
3. Understand strategic and tactical issues related to Sales and Distribution and solve complex managerial problems.

TEXT BOOK:

- Panda Tapan K., Sahadev Sunil (2012) *Sales & Distribution Management*. New Delhi: Oxford

REFERENCE BOOKS:

1. Still Richard R, Cundiff Edward W. and Govoni Norman A. P (2007) *Sales Management: Decisions, Strategies and Cases*. New Delhi: Pearson Education.
2. Krishna K. Havaladar, Vasant M. Cavale. (2011) *Sales & Distribution Management*. New Delhi: Tata McGraw Hill

INTEGRATED MARKETING COMMUNICATION

Course Code	:	MBAMK03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Integrated Marketing Communications: Objectives, Components and Effectiveness, Communication Process, Integrated Marketing Communication (IMC) Components (Promotion Mix), IMC Planning Process.

Situation Analysis and Analysis of Communication Process: Various Participants in IMC Process-Role of Advertising Agencies, Analysis of Consumer Behavior: Segmentation, Targeting and Positioning Strategies, The Communication Process and Models.

Objectives and Budgeting for IMC Programs: Establishing Objectives and budgeting for the Promotional Program.

Developing the Integrated Marketing Communications Program: Creative Strategy Planning, Development and Implementation. Media Planning and Implementation, Evaluation of Media: television, Radio, Print, Role of Support Media, Personal Selling, Direct Marketing, Digital Marketing, Search Engine Optimization, email marketing, Social Media Advertising, Online PR and Reputation Management, Affiliate Marketing, In-game Advertising, Role of Events and Experiential Marketing, Sales Promotion, Public Relations, Publicity and Corporate Advertising.

Special Topics and Perspectives: Measuring the effectiveness of the Promotional Program. International Advertising and Promotion, Regulation of Advertising and Promotion, Evaluating the Social, Ethical and Economic Aspects of Advertising.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of Integrated Marketing Communication.
2. Develop analytical and conceptual abilities pertaining to Communication decisions of the organization.
3. Understand strategic and tactical issues related to marketing communication and be able to design suitable communication plans.

TEXT BOOK:

- George Belch, Michael Belch & Keyoor Purani (2013). *Advertising & Promotion- An Integrated Marketing Communications Perspective* New Delhi: Tata McGraw-Hill

REFERENCE BOOK:

1. Kruti Shah and Alan D'Souza (2008). *Advertising & Promotions: An IMC perspective*. New Delhi: Tata McGraw-Hill
2. Damian Ryan and Calvin Jones (2012). *Understanding Digital Marketing*. USA: Kogan page.

CONSUMER BEHAVIOUR

Course Code	:	MBAMK02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Defining Consumer Behavior, Reasons For Studying Consumer Behavior, Consumer Research Process, Understanding Consumer and Market Segments.

Consumer as an Individual: Consumer Motivation and its Dynamics, Personality and Consumer Behaviour, Brand Personality, Self and Self-Image, Perception, Neuro Marketing.

Consumer Learning and Attitude Formation: Learning Process and Theories, Consumer Attitude Formation and Change, Communication and Consumer Behavior.

Consumer in Social and Cultural Settings: Family and Social Class, Cultural influences on Consumer Behavior, Cross-Cultural Consumer Behaviour.

Consumer Decision Making Process and Ethical Dimensions: Levels and Views of Consumer Decision Making, Decision Making Model, Marketing Ethics and Social Responsibility

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Encourage appreciation for the value of consumer behaviour in determining successful marketing strategies.
2. Review recent conceptual, empirical, and methodological developments in research on consumer behaviour.
3. Provide a coherent framework for interpreting consumer reactions to marketing stimuli.
4. Provide experience in applying behavioural principles to the analysis of marketing problems and the design of marketing strategy.
5. Learn the importance of ethics and impact of social responsibility on marketing practices.

TEXT BOOK:

- Schiffman, Kanuk & Kumar (2013). *Consumer Behavior*. New Delhi: Pearson Education.

REFERENCE BOOKS:

1. Majumdar, Ramanuj (2010). *Consumer Behavior: Insights from Indian Markets*. New Delhi: PHI
2. Loudon & Della Bitta (2002). *Consumer Behaviour*. New Delhi: Tata McGraw-Hill.
3. Hawkins, Best and Coney (2004). *Consumer Behavior*. New Delhi: Tata McGraw-Hill.
4. Evans, Foxall & Jamal (2009). *Consumer Behavior*. New Delhi: Wiley Indian Edition

SERVICES MARKETING

Course Code	:	MBAMK01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Understanding Service Products, Consumers and Markets: The nature of services, how to understand services, how consumer behavior relates to services, and how to position services. Building blocks for studying services and learning how one can become an effective service marketer.

Applying the 4 Ps of Marketing to Services: The development of the service concept and its value proposition, the product, distribution, pricing, and communications strategies that are needed for developing a successful business model. Revisiting the 4 Ps of the traditional marketing mix (*Product, Place, Price, and Promotion*), and expanding them to account for the specific characteristics of services that make them different from goods marketing.

Managing the Customer Interface: Managing the interface between customers and the service organization. The additional 3 Ps (*Process, Physical environment, and People*) that are specific to services marketing.

Implementing Profitable Service Strategies: Four key issues in implementing and managing effective services marketing. Building customer loyalty, complaint handling and service recovery, improving service quality and productivity, and striving for service

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand fundamental concepts and principles of Services Marketing;
2. develop analytical and conceptual abilities pertaining to marketing decisions in services and understand role of relationship management;
3. understand strategic and tactical issues related to marketing of services and solve complex managerial problems.

TEXT BOOK:

- Love Lock Christopher, Wirtz Jochen and Chatterjee Jayanta (2010) *Services Marketing: People, Technology and Strategy* New Delhi: Pearson Education

REFERENCE BOOKS:

1. Zeithmal V.A., Bitner M.J., Gremler D.D., and Pandit A. (2008) *Services Marketing: Integrating Customer Focus across the firm*. New Delhi: Tata McGraw Hill
2. Rajendra Nargundkar (2010) *Services Marketing: Text and Cases*. New Delhi: Tata McGraw Hill

11-12	Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.	Slides/Blackboard
13-15	International Financial System: Overview of International Monetary System, Bretton Wood twins – IMF and World Bank, Gold Standard, Economic and Monetary Union, International Banking, World Financial Crises.	Slides/Blackboard
16-18	Global Financial Markets; Domestic and Offshore Markets, Euromarkets, Interest Rates in the Global Money Markets, Overview of Money Market Instruments, Sovereign Wealth Funds.	Slides/Blackboard
19-24	Foreign Exchange Markets: Structure of Foreign Exchange Market, Transactions and Settlement, Exchange Rate Quotation and Arbitrage, Spot and Forward Rates, Premium And Discount In Forward Market, Cross Rates, Inverse Rates.	Slides/Blackboard
25-28	Exchange Rate Regimes and Foreign Exchange Market in India, Foreign Exchange Futures, Options and Swaps.	Slides/Blackboard
29-30	Exchange Rate Determination: Determination under Gold Standard and Paper Standard, Factors affecting Exchange Rates, Purchasing Power Parity Theory, Demand and Supply Theory.	Slides/Blackboard
31-34	Equilibrium Rate of Exchange, Interest Rate Parity Theory, Fluctuating versus Fixed Exchange Rates, Exchange Control, Objectives of Exchange Control, Exchange Rate Exposure & Risk Management.	Slides/Blackboard
35-37	Multinational Working Capital Management: Concept and Techniques, International Cash Management, Accounts Receivable Management, Inventory Management.	Slides/Blackboard
38-40	International Financial Instruments: ADR, GDR, IDR, Euro Currencies, Euro Bond, Foreign Bond, International Commercial Papers, Types of foreign currency borrowings in India, viz., ECB, FCCB.	Slides/Blackboard

STRUCTURE, REQUIREMENT AND PROCEDURES

The method of training would be through lectures, power point presentations, case studies, presentations by the students, practical exercises, assignments and class tests.

LEARNING OUTCOMES

This course will provide a conceptual understanding of :

- Basic Knowledge of International Trade and Balance of Payments
- Overview of International Financial System
- Global Financial Markets, especially, the Foreign Exchange Market
- Exchange Rate determination and Risk Management
- Multinational Working Capital Management
- International Financial Instruments

TEXT BOOK

- Apte, P.G. (2009). **International Financial Management**. 5/e. New Delhi: Tata McGraw-Hill Publishing Company Ltd.

REFERENCE BOOKS

- Avadhani, V.A. (2011). **International Finance**. 2/e. Mumbai: Himalaya Publication.
- Shapiro, A. (2009). **Multinational Financial Management**. 9/e. New Delhi: Wiley.
- Kevin, S. (2009). **Fundamentals of International Financial Management**. New Delhi: PHI Learning.
- Levi, M.D. (2009). **International Finance**. 5/e. London: Routledge.
- Agarwal, O.P. (2009). **International Financial Management**. Mumbai: Himalaya Publications.

SESSION PLAN

Session No.	Topic	Session Details
1-4	International Trade: Overview and Importance, Theories of International Trade, Theory of Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade versus Protectionism, Barriers To Foreign Trade, Tariff and Non-Tariff Barriers.	Slides/Blackboard
5-6	Financing Foreign Trade, Payment Terms, Documents, Export Credit Insurance, Financing Techniques in International Trade.	Slides/Blackboard
7-10	Balance of Payment: Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus.	Slides/Blackboard

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	:	MBAFM04
Course Credits	:	4
Total Hours Per Week	:	3

COURSE CONTENTS

International Trade: Overview and Importance, Theories of International Trade, Theory of Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade versus Protectionism, Barriers To Foreign Trade, Tariff and Non-Tariff Barriers, Financing Foreign Trade, Payment Terms, Documents, Export Credit Insurance, Financing Techniques in International Trade.

Balance of Payment: Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.

International Financial System: Overview of International Monetary System, Bretton Wood twins – IMF and World Bank, Gold Standard, Economic and Monetary Union, International Banking, World Financial Crises, Global Financial Markets, Domestic and Offshore Markets, Euromarkets, Interest Rates in the Global Money Markets, Overview of Money Market Instruments, Sovereign Wealth Funds.

Foreign Exchange Markets: Structure of Foreign Exchange Market, Transactions and Settlement, Exchange Rate Quotation and Arbitrage, Spot and Forward Rates, Premium And Discount In Forward Market, Cross Rates, Inverse Rates, Exchange Rate Regimes and Foreign Exchange Market in India, Foreign Exchange Futures, Options and Swaps.

Exchange Rate Determination: Determination under Gold Standard and Paper Standard, Factors affecting Exchange Rates, Purchasing Power Parity Theory, Demand and Supply Theory, Equilibrium Rate of Exchange, Interest Rate Parity Theory, Fluctuating versus Fixed Exchange Rates, Exchange Control, Objectives of Exchange Control, Exchange Rate Exposure & Risk Management.

Multinational Working Capital Management: Concept and Techniques, International Cash Management, Accounts Receivable Management, Inventory Management.

International Financial Instruments: ADR, GDR, IDR, Euro Currencies, Euro Bond, Foreign Bond, International Commercial Papers, Types of foreign currency borrowings in India, viz., ECB, FCCB.

COURSE OVERVIEW

This course is intended to provide the participants an introduction to the field of International Finance and make them aware about the working of the International Finance Institutions, Money Markets, Exchange Transactions and Capital Markets.

TEXT BOOK:

- Bhole, L.M. & Mahakud, J. (2009). *Financial Institutions and Markets, 5e.* TMH ,

REFERENCE BOOKS:

1. H.R Machiraju (2011) ,*Indian Financial Systems*, 4th Edition Vikas Publishing House Pvt. Ltd.
2. Meir Kohn(2003), *Financial Institutions and Markets*, McGraw-Hill, 2nd Edition
3. Bharati & V. Pathak(2011), *Indian Financial System: Markets, Institutions and Services*, 3rd Edition Pearson Education
4. Thummuluri Siddaiah(2011), *Financial Services*, 2nd Edition Pearson Education

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code	:	MBAFM03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview Of Financial Institutions : Structure of Financial Systems, Financial development, Pre and Post Liberalization Scenario, Role of financial assets and institutions in economic development.

Indian Financial Systems : Banking, Insurance, Bond Market, Public Deposits, Government Securities, Stock Market, Treasury Bills, Venture Capital Fund., microfinance, Mutual Funds, IPO and procedure of issue., Regulation for Secondary Market operation.

Commercial Banks : Organization and Functions - Nationalized and Private Banks, Liquidity management – Theories, Central Bank –Regulatory Framework of RBI, Management of loans Investment and Asset Liabilities Management : .Evaluation of Performance and deposits, interest rates, Non-Performing Assets(NPA), Bank capital -Adequacy norms, Profitability of Commercial Banks.

Role of Development Banks in India: Overview, Operational policies and practices – IDBI, IFCI, ICICI, SFCs, SIDCs, SIDBI, NABARD etc.

Management Of Other Financial Institutions : Investment institutions, Venture Capital, Merchant Banking.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. understand the basic economic principles and the role of savings and investments in the economy;
2. learn the function of banks and other financial intermediaries in lending and borrowing;
3. know the types of banks and banking activities.
4. know about the financial markets, the types of traded securities and the faction of the various parties involved.
5. be aware of the function and role of central banks and the governments and the regal and regulatory framework

FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Course Code	:	MBA FM 02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Derivatives: what are derivatives and why do they do. Development and Growth of Derivatives Markets.

Forwards and Futures Markets: Difference between forward and spot market, physical settlement, Delivery options and cash settlement

Cost of carry model for Futures and forwards: cost of carry model, Backwardation and contango.

Risk Management Using Futures and Forwards: Basis risk and optimal hedge ratio, measuring Risk exposures, Hedging currency risk of equity positions, Rolling Hedges

How and why do firms hedge, costs and Benefits of hedging, Hedging instruments, Risk management structures and policies.

Options and their Payoffs, Risk neutral valuation, Binomial option pricing model, Black-scholes option pricing Model, Volatilities and Implied volatilities, exotic options, warrants and convertibles, Interest rate and currency swaps

Volatility smiles and Implied Risk neutral Distributions, complex option strategies

LEARNING OUTCOMES:

After successful completion of the course, students are expected to

1. Understand the importance of Derivatives
2. Understand various option pricing models
3. Understand the importance of Hedging
4. Understand the importance of financial risk management

TEXT BOOK:

- Jayanth Rama Varma. *Derivatives and Risk Management*. Tata McGraw-Hill

REFERENCE BOOKS:

1. Rajiv Srivastava. *Derivatives and Risk Management*. Oxford University Press
2. Sundaram Janakiraman. *Derivatives and Risk Management*. Pearson
3. John .C. Hull. *Options and Futures*. New Delhi

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Get insight into the process of Investment and know about various Investment Alternatives.
2. Acquire insight about the relationship of the risk and return.
3. Understand the process of Securities Analysis.
4. Understand Portfolio Management concepts and practices in India.
5. Learn from the great investors in the market.

TEXT BOOK:

- Chandra, Prasanna (2009). *Investment Analysis and Portfolio management*. 3/e. New Delhi: Tata McGrawHill.

REFERENCE BOOKS:

1. Fischer, D.E. and Jordan, R.J. (2011). *Security Analysis & Portfolio Management*. 6/e. New Delhi: Pearson.
2. Pandian, Punithavathy (2010). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publication Pvt. Ltd.
3. Ranganatham, M. and Madhumathi, R. (2012). *Security Analysis and Portfolio Management*, 2/e. New Delhi: pearson.
4. Elton, E.J., Gruber, M.J., Brown, S.J., and Goetzmann, W.N. (2012). *Modern portfolio theory and Investment Analysis*, 8/e. New Delhi: Wiley India (P.) Ltd.
5. Bhat, S. (2009). *Security Analysis & Portfolio Management*. New Delhi: Excel Books.
6. Kevin, S. (2008). *Portfolio Management*. New Delhi: Prentice Hall India.
7. Avadhani, V.A. (2008). *Securities Analysis & Portfolio Management*. Mumbai: Himalaya Publications.
8. Alexander, G.J., Sharpe, W.F., and Bailley, J.V. (2001). *Fundamentals of Investment*. New Delhi: Pearson.

SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	:	MBAFM01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Investment Management: Investment versus Speculation, Financial Markets, Approaches to Investment Decision Making, Common errors in Investment Management, Qualities for successful investing, Investment Alternatives and their evaluation.

Securities Market: Participants in Securities Market, Legal framework, Securities Market Regulation, Primary market and Secondary Market, Government Securities Market, Corporate Debt Market, Money Market.

Risk and return: Concept of Return, Risk, Measuring Historical Risk and Return, Time Value of Money.

Securities Valuation : Bond Concepts, Price, Yield, Yield Curve, Determinants of Interest Rates, Bond Strategies, Equity Valuation, Various Approaches to Equity Valuation.

Security Analysis – Fundamentals: Macroeconomic and Industry analysis, Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, Intrinsic Value, Undervaluation versus Overvaluation, Equity Research in India.

Security Analysis – Technicals: Concept of Technical Analysis, Charting Techniques, Technical Indicators, Testing Technical Trading Rules, Evaluation of Technical Analysis.

Modern Portfolio Theory: Diversification and Portfolio Risk, Portfolio Return and Risk, Efficient Frontier, Optimal portfolio, The Single Index Model, Capital Asset pricing Model, Efficient Market Hypothesis, Behavioural finance.

Portfolio Management: Concept of Portfolio Management, Portfolio Management Process, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation.

Strategies of the Master Investors: Learnings from acclaimed investors – Benjamin Graham, Philip Fisher, Warren Buffett, John Templeton, Peter Lynch, George Soros, David Dreman, Charles Ellis, John Bogle, The Zurich Axioms, India's Money Monarchs.

International Investing: Benefits and Risks of Global Investing, Measuring the Return and Risk of Foreign Investments, International Capital Markets, Factors affecting Global Markets, Tracking Global Markets.

Practical exposure to the Analysis Software and Portfolio Management

TEXT BOOK:

- Crane, Andrew and Matten Dirk (2012). *Business Ethics*. New Delhi: Oxford.

REFERENCE BOOKS:

1. Kline, J.M.(2005). *Ethics for International Business*. London: Routledge.
2. Weiss, Joseph W.(2009). *Business Ethics: Concepts and Cases*. New Delhi: CENGAGE

BUSINESS ETHICS, CORPORATE GOVERNANCE & CSR

Course Code	:	MBA402
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Business Ethics: Introduction ,the Changing Environment.

Framing Business Ethics: Corporate Responsibility, Stake holders and Citizenship.

Evaluating Business Ethics: Normative Ethical theories.

Making Decisions in Business Ethics: Descriptive ethical theories.

Managing Business Ethics: Tools and Techniques, Code of ethics, Global code of ethics, social accounting, business ethics and leadership

Stakeholders and Business Ethics: understanding corporate governance, ethical issues in corporate governance, shareholders and globalization, shareholder democracy, shareholding for sustainability.

Employees and Business Ethics: Firm –employee relations, ethical challenges of globalization, corporate citizen and employee relations, sustainable employment

Consumers and Business Ethics: Limits of caveat emptor, ethical issues, marketing and the consumer, the ethical challenges of the global marketplace, consumer sovereignty, ethical consumption

Suppliers, Competitors, Civil Society and Business Ethics: Misuse of power, loyalty, conflicts of interest, aggressive competition, impacts on indigenous businesses, recognizing costakes, CSO tactics, Boycotts

Government, regulations and Business Ethics: Basic roles of government as a stakeholder, legitimacy, lobbying, party financing, government as regulators.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the importance of Business Ethics and corporate governance in determining the organizational effectiveness.
2. Draw business ethics indicators.
3. Classify the ethical and unethical practices in business at the individual, group and organizational level.
4. Comprehend how ethics can help in solving moral dilemmas.

TEXT BOOK:

- Henry, Anthony E. (2011). **Understanding Strategic Management**. New York: Oxford

REFERENCE BOOKS:

1. Jaunch R. Lawrence, Gupta Rajiv, and Glueck William F.(2004). **Business Policy and Strategic Management**. New Delhi: Frank Bros.& Co.
2. Kachru, Upendra (2005). **Strategic Management: Concepts and Cases**. New Delhi: Excel
3. Cherunilam, Francis (2002). **Business Policy and Strategic Management**. Mumbai: Himalaya Publishing.

STRATEGIC MANAGEMENT

Course Code	:	MBA401
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Strategy: what is strategy, why strategic management, strategic decision making processes.

Strategic Analysis: The General Environment why environmental analysis and diagnosis, analyzing the environment.

The Competitive Environment: Porter's Five Forces Frame work, Hyper-competition

Internal Analysis and Diagnosis: the internal factors, analysis of strengths and weaknesses, diagnosis. Value Chain Analysis, Resource based view of strategy, Sustainable competitive advantage

Assessing Organizational Performance: Maximizing shareholder's value, Balanced Scorecard, Benchmarking

Strategy Formulation: Business level strategy, Generic Competitive Strategies: stability strategies, expansion strategies, retrenchment strategies, combination strategies

Corporate level strategy: Growth Strategies, Related Diversification, Portfolio Analysis, Business level strategists, mission and objectives

International strategy and globalization: Globalization or Localization, international Strategy, types of international strategy, Entry mode strategies

Strategy Implementation: organizational systems and strategic change, organizational structures, organizational processes, strategic control systems.

Strategic Leadership: Leadership and Management, Emotional Intelligence, Narcissistic Leaders, Leading Strategic Change.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Evaluate alternative paradigms of strategy and their influence on strategic decision making.
2. Understand the difference in the concepts of strategy, strategic thinking, strategic planning and strategic Management.
3. Understand the functions of strategic management.
4. Use the generic tools.

REFERENCE BOOKS:

1. Pawan S. Budhwar and Arup Verma, (2009) *Doing Business In India*, Publication: Routledge
2. Rohini Agarwal, (2011) *Mercantile & Commercial Law*, New Delhi: Tax Man.
3. N.D. Kalpoor, (2011) *Elements of Mercantile Law*, New Delhi: Sultan Chand & Sons
4. P.R. Chandha, (2010) *Business Law*, New Delhi: Galgotia Publication
5. Roger LeRoy Miller (2010), *Business Law Today*. Boston: Stanford Edition.

BUSINESS LAW

Course Code	:	MBA303
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:**Indian Contract Act 1872- General Contacts**

Contract: meaning, essentials of a valid contract, types of contract.

Offer and acceptance: - rules regarding offer, communication, and revocation of offer and acceptance.

Consideration: -legal requirements regarding considerations, validity of agreement without consideration. Capacity of parties to contract, free consent, legality of object and consideration, Agreements declared void.

Special Contracts: Contingent and quasi contracts; Indemnity and guarantee; Bailment and pledge; Agency.

Indian Partnership Act 1932: Nature of partnership, Registration of firms, type of partners, Rights, Duties and Liabilities of Partners, Laws Related to Dissolution of Partnership.

The Companies Act-1956: Meaning Nature of Company, Classification of companies, Formation of company, Memorandum & Articles of Association, Prospectus, General Meetings and Proceedings, Management of a company, Winding up & Dissolution of companies.

The Sale of Goods Act 1930: Introduction, formation of the contract of sale, Goods and their classification, Express & Implied condition & warranties, Un-paid seller and his rights.

Government Regulation of Business: Securities law, Consumer Protection Act, 1986, Labour laws, Environment laws,

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Upon completion of the course, students are expected to be able to:
2. Understand legal business terminology
3. Understand the laws related to business contract.
4. Know the laws related to formation & functioning of partnership and companies in India.
5. Information about different laws relating to business.

TEXT BOOK:

- S.S. Gulshan & G.K. Kapoor.(2012), "*Business Law Including Company law*" by New Age International Publishers.

8. Understand the legal issues associated with starting a venture

TEXT BOOKS:

- Robert D Hisrich, Michael P Peters, Dean A Shepherd (2012). **Entrepreneurship**. New Delhi; Tata McGraw-Hill.

REFERENCE BOOKS:

1. Poornima M Charantimath (2012). **Entrepreneurship Development Small Business Enterprises**. New Delhi: Pearson.
2. Donald E Kuratko (2011). **Entrepreneurship: Theory, Process, and Practice**. New Delhi: Cengage Learning
3. Simon down (2010). **Enterprise, Entrepreneurship and Small Business**. New Delhi: Sage publications.
4. Rajeev Roy (2011). **Entrepreneurship**. New Delhi: Oxford.

ENTREPRENEURSHIP DEVELOPMENT

Course Code	:	MBA302
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction of Entrepreneurship: Concept, knowledge and skills requirement, Characteristics of successful entrepreneurs, Role of entrepreneurship in economic development, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Managerial vs. Entrepreneurial approach, emergence of entrepreneurship, Social entrepreneurship and Corporate entrepreneurship

Starting the Venture: Introduction of MSME, Creative and Innovation, Generating business idea, Sources of new ideas, methods of generating ideas, Creative problem solving, Opportunity recognition, Environmental scanning, Competitor and industry analysis, Feasibility study – market feasibility, technical/operational feasibility, financial feasibility

Promotion of the venture: The business model and business plan as entrepreneurial tools, presenting business plan to investors

Functional plans: Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning, Organizational plan – form of ownership, designing organization structure, job design, manpower planning, Financial plan – cash budget, working capital, break even analysis

Financing Entrepreneurial Ventures: Debt or equity financing, Commercial banks, Venture capital, Financial institutions supporting to entrepreneurs, Government Grants, Bootstrap financing, Developing entrepreneurial networking

Legal issues: Intellectual property rights, Patents, Trade Marks, Copy Rights, Trade Secrets, Licensing, Franchising

Business Growth Issues and Entrepreneurial Opportunities in India

LEARNING OUTCOMES:

Upon completion of the course, the student is expected to:

1. Enhance their entrepreneurial skills.
2. Able to generate new ideas and evaluate opportunities
3. Determine the prerequisites for starting the new venture
4. Design Business Model
5. Prepare Business Plan
6. Able to present the Business plan to investors
7. Raise the funds for the venture

TEXT BOOK:

- Janat Shah (2007). **Supply Chain Management-Text and Cases**. Delhi: Pearson Education.

REFERENCE BOOKS:

1. Sunil Chopra and Peter Meindl (2007). *Supply Chain Management, 3e*. Delhi: Pearson Education.
2. Robert B Handfield and Ernest L Nicholas, Jr (2004). *Supply Chain Redesign*. Delhi: Pearson Education.
3. Donald Walters. Palgrave (2003). *Logistics: An Introduction to Supply Chain Management*. New York: Macmillan.
4. David A Taylor (2004). *Supply Chains: A Manager's Guide*. Delhi: Pearson Education.
5. G Raghuram and N Rangaraj (2000). *Logistics and Supply Chain Management*. Delhi: Macmillan India.
6. Ronald H Ballou (2004). *Business Logistics/ Supply Chain Management, 5e*. Delhi: Pearson Education.
7. David Simchi-Levi, Philip Kaminsky. and Edith Simchi-Levi (2004). *Designing and Managing the Supply Chain*. Tata McGraw Hill.
8. K. Shridhara Bhat.(2009) *Logistics and Supply Chain Management*: Himalaya Publishing House

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Code	:	MBA301
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Supply Chain Management: Key Issues in Supply Chain Management- Supply Chain Performance- Green Supply Chain Management.

The Value of Information: The Bullwhip Effect – Quantifying the Bullwhip Effect – Methods for Coping with the Bullwhip Effect - Designing the Supply Chain for Conflicting Goals.

Logistics Network Configuration: Data Collection – Potential Warehouse Locations – Key Features of a Network Configuration DSS.

Outsourcing: Make versus Buy Continuum, Sourcing Strategy, Impact of Internet on Sourcing Strategy.

Transportation: Drivers of Transportation Decisions, Modes of Transportation, Devising a strategy for Transportation.

Inventory Management and Risk Pooling: The Economic Lot Size Model – The Effect of Demand Uncertainty – Supply Contracts – Continuous Review Policy – Periodic Review Policy – Risk Pooling – Managing Inventory in the Supply Chain – Forecasting– Selecting the Appropriate Forecasting Technique.

Supply Chain Integration: Push, Pull and Push-Pull Systems – Identifying the Appropriate Supply Chain Strategy – The Impact of the Internet on Supply Chain Strategies –Distribution Strategies – Direct Shipment – Cross-Docking – Transshipment.

Supply Chain Restructuring: Supply Chain Mapping, Supply Chain Restructuring process, Restructuring the Supply Chain Architecture.

Global Supply Chain Management: Global Market Forces – Technological Forces – Global Cost Forces – Political and Economic Forces – Risks and Advantages of International Supply Chains.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand the concepts of Supply Chain Management.
2. Understand how the performance of the supply chain can be improved with the integration of various tiers in the chain.

RELATIONAL DATABASE MANAGEMENT SYSTEMS

Course Code	:	MBAIT01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Basic Concepts, Purpose of Database Systems, Views of Data, Relational Databases, Database Users, Database System Structure.

Relational Databases: Relational Model, Relational Algebra, Codd's Rules, SQL.

Database Design and Normalization: Overview, E-R Model, E-R Diagram, Constraints, Normalization and various Normal Forms, Decomposition using FDs/MVDs/JDs.

Transaction Management: Transaction Concept, ACID Properties, Concurrency Control.

Database System Architecture: Centralized and Client Server Architecture, Parallel Databases, Distributed Databases.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the significance of database approach.
2. Understand the ER modelling techniques.
3. Design and optimize organizational databases.
4. Use SQL commands to access relational databases.
5. Be familiar with web databases.

TEXT BOOK:

- Korth, Henry, Abraham Silberschatz and Awad, Elias M. and Hassan Ghaziri (2009). *Database System Concepts*. New Delhi: TMH.

REFERENCE BOOKS:

1. Elmasri, Ramez and Shamkant B. Navathe (2009). *Fundamentals of Database Systems, 5e*. New Delhi: Pearson.
2. Date, C.J.; A. Kannan and S. Swamynathan (2008). *An Introduction to Database Systems*. New Delhi: Pearson.
3. Kroenke, David M. And David J. Auer (2010). *Database Processing: Fundamentals, Design and Implementation, 11e*. New Delhi: PHI.
4. Leon, Alexis and Mathews Leon (2010). *Database Management Systems*. Chennai: Leon Vikas.
5. Connolly, Thomas and Carolyn Begg (2009). *Database Systems: A Practical Approach to Design, Implementation, and Management*. New Delhi: Pearson Education.
6. Lans, Rick F. van der (2010). *Introduction to SQL: Mastering the Relational Database Language*. New Delhi: Pearson Education.

DATA WAREHOUSING & DATA MINING

Course Code	:	MBAIT02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Modern Data Warehousing, Roles and Structure, Data Marts, Functions of Data Warehouse, Approach to Data exploration and OLAP Tools

Data Warehouse: Stores, Data Warehouses and Data Marts; Architecture, Metadata; Implementing Data Warehouse

Data Mining and Data Visualization: Data Mining, OLAP Techniques, Data Visualization, Current limitations and Challenges in Data Mining

Machines Learning: Fuzzy logic, Artificial Neural Networks, Genetic Algorithms, Executive Information Systems

Designing and Building Data Warehouse: Enterprise Model, Project Plan, Data Warehouse Architecture Specification and Development, Future Trends

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the fundamentals of data warehousing and data mining.
2. Understand the issues involved in creating and maintaining data warehouses.
3. Appreciate the role data mining in business decision making.
4. Be aware of the fuzzy logic, artificial neural networks and genetic algorithms.

TEXT BOOK:

- Marakas, George M. (2010). *Modern Data Warehousing, Mining and Visualization: Core Concepts*. New Delhi: Pearson.

REFERENCE BOOKS:

1. Prabhu, C.S.R. (2009). *Data Warehousing: Concepts, Techniques, Products and Applications*. New Delhi: PHI Learning.
2. Miller, Thomas W. (2008). *Data and Text Mining: A Business Applications Approach*. New Delhi: Pearson Education.

BUSINESS PROCESS REENGINEERING

Course Code	:	MBAIT03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Business Processes and Dimensions, BPR – Need and Benefits, Role of Leader, Enablers of BPR.

BPR and IT: Relationship between BPR and IT, Role and Criticality of IT in BPR.

Implementation Methodology: Attributes of BPR methodology, BPR Team Characteristics, BPR Model, Alternative BPR Methodologies.

Success Factors of BPR: Reengineering Success Factors, Managing Barriers to BPR Success, BPR and TQM.

ERP and Lean Manufacturing: Definition and Importance of ERP and LM, Characteristics of ERP, Components of ERP, BPR and ERP, Key Performance Indicators.

LEARNING OUTCOMES:

Upon successful completion of the course, students are expected to:

1. Understand the principles and multidimensional nature of BPR.
2. Appreciate the role of IS/IT in BPR exercise.
3. Be aware of the pitfalls associated with BPR.
4. Be knowledgeable about the BPR implementation and evaluation methods.

TEXT BOOK:

- Radhakrishnan, R. and S. Balasubramanian (2008). *Business Process Reengineering: Texts and Cases*. New Delhi: PHI.

REFERENCE BOOKS:

1. Hammer, M. and J. Champy. *Reengineering the Corporation: A manifesto for Business Revolution*. Harper Collins.
2. Sethi, Vikram and William R. King (2009). *Organizational Transformation through Business Process Reengineering: Applying the Lessons Learned*. New Delhi: Pearson Education.
3. Jeston, John and Johan Nelis (2008). *Business Process Management: Practical Guidelines to Successful Implementations*. Noida (India): Elsevier.
4. El Sawy, Omar. *Business Process Reengineering Workbook*. New Delhi: TMH
5. Poirier. *Business Process Management Applied: Creating the Value*

Managed Enterprise. New Delhi: Cengage.

6. Khosrowpour, Mehdi. *Cases on Information Technology and Business Process Reengineering*. USA: Idea Group.
7. Jayaraman, Natarajan and Angaramanujan. *Business Process Reengineering*. New Delhi: TMH.

MANAGEMENT OF INFORMATION TECHNOLOGY

Course Code	:	MBA IT 04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction: Managing in the Information Age, Evolution of IT Management, IT Management Issues, Critical Success Factors for IT Managers

Strategic Importance of IT: Strategic Issues for Senior Executives, Visualizing Competitive Forces and Strategic Thrusts, Value Chain Reconstruction for E-Business

IT Strategy Planning and Development: Types of Strategies, Strategy Development Process, IT Strategy Statement, IT Planning Horizon, Components of an IT Plan, Planning Model

Technology, Legislative and Industry Trends: Hardware and Software Trends, Modern Telecommunication Systems, Information Infrastructure

Managing Software Applications: Application Portfolio Management, Managing Application Development, Development and Acquisition Alternatives, E-Business Applications

Superior Practices in System Management: Managing Customer Expectations, Managing Computer and Data Resources, Managing E-Business and Network Systems

Controlling and Securing Information Resources: Measuring IT Investments and Returns, IT Controls, Asset Protection and Security

Preparing for IT Advances: People, Organizations and Management Systems, Essential People-Management Skills, Role of Chief Information Officer

LEARNING OUTCOMES:

Upon successful completion of the course, student is expected to –

1. Understanding the role of IT in a modern day organization
2. Appreciate the strategic significance of IT
3. Develop an insight into the critical success factors of an IT Plan
4. Develop a business sense of IT investments
5. Analyze the contemporary trends in IT Management

TEXT BOOK:

- Frenzel, C.W. and Frenzel, J.C. (2007). *Management of Information Technology, 4e*. New Delhi: Course Technology

REFERENCE BOOKS:

1. Kulkarni, P. and Chande, P.K. (2010). *IT Strategy for Business*. New Delhi: OUP
2. Gupta, P; Prakash; S. and Jayaraman U. (2011). *IT Infrastructure and its Management*. Noida:TMH.

TRAINING & DEVELOPMENT

Course Code	:	MBAHR01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Employee Training & Development: Forces influencing working and learning, snapshot of training practices and infrastructure

Strategic Training: Aligning training to business needs and performance; training needs in different strategies marketing the training function

Training Needs Assessment: Need Assessment process scope of needs assessment

Learning and Transfer of Training: Learning theories, learning process and learning outcomes training programme design; Transfer of Training; Work and organizational environment characteristics encouraging transfer.

Training Evaluation: Overview of evaluation process, Outcomes evaluated, evaluation designs, measuring human capital and training activity.

Methods of Training and Employee Development: Traditional training methods, E-Learning and Use of Technology; Employee Development; Careers and Career Management; Special Challenges in Career Management, Future of Training and Development.

TEXT BOOK:

- Noe, Raymond A. (2008). *Employee Training and Development*. New Delhi: Tata McGraw Hill.

REFERENCE BOOKS:

1. Blanchard, P. Nick and Thacker, James W. (2008). *Effective Training: Systems, Strategies and Practices*. New Delhi: Prentice Hall.
2. Lynton, Rolf P. and Pareek, Udai (1990). *Training for Development*. New Delhi: Sage.

LEADERSHIP AND CHANGE

Course Code	:	MBAHR02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Individuals as Leaders: Leadership Managerial Roles, Leadership Theory Paradigms,

Leadership traits and Ethics: Personality Traits and Leadership, Leadership Attitudes, Ethical Leadership.

Leadership Behaviour and Motivation: Leadership behavior and styles.

Influencing Power, Politics, Networking and Negotiation: power, organizational politics, networking, negotiation.

Contingency Leadership Theories: Contingency theory and model, normative leadership theory and model, Leadership Substitutes Theory.

Team Leadership: Communication, feedback, coaching, managing conflict.

Leader/Follower Relations: vertical didactic vertical linkage, leader member exchange theory, followership, delegation.

Team Leadership and Self- Managed teams: the use of teams, decision making in teams, leadership skills for effective team meetings.

Organizational Leadership: Charismatic and Transformational Leadership, Leadership of Culture and Diversity and the Learning Organization.

Strategic Leadership and Managing Crises and Change: crisis leadership, leading change.

LEARNING OUTCOMES:

1. Upon successful completion of the course, students are expected to:
2. Understand the importance of Leadership in determining the organizational effectiveness.
3. Draw how a leader can identify the organizational effectiveness indicators.
4. Classify the leadership competencies that can determine organizational effectiveness.
5. Evaluate how far contingency approach can help in anticipating, adapting and managing change.
6. Comprehend how leaders can become change catalysts.

TEXT BOOK:

- Lussier, Robert N. and Achua, Christopher F. (2007). *Effective Leadership*. New Delhi: CENGAGE.

REFERENCE BOOKS:

1. Adair, John (2005). *How to Grow Leaders: The 7 Key Principles of Effective Leadership Development*. London: Kogan Page.
2. Daft, Richard L. (2005). *Leadership*. New Delhi: CENGAGE.
3. Hughes, Richard L.; Ginnett Robert C.; Curphy, Gord J. (2008). *Leadership: Enhancing the Lessons of Experience*. New Delhi: Tata McGraw-Hill.

ORGANIZATION DEVELOPMENT

Course Code	:	MBAHR03
Course Credits	:	4
Total Hours per Week	:	3

Course Syllabi

Introduction: Definition, Introduction & Foundations of Organisational Development: Conceptual Framework of OD, History of OD, First order & Second order Change, Values, assumptions & believes in OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures

Managing the OD Process: Components of OD process, Diagnosis, Diagnosing the system, its subunits & processes, diagnosis using the Six-box Organisational Model, the program management concept: phases of OD programs, Third Wave Consulting: The Action component: nature of OD intervention, analyzing discrepancies.

OD Interventions: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams), technical (structures, technologies, positions etc) & strategic interventions (techno structural).

Organizational Change: Concept, Scope, Models and Theories of Planned Change: Force Field Analysis, Systems Theory, Normative Reduction Strategy, Resistance to Change: Individual Resistance, Organizational Resistance to change, Overcoming Resistance to Change. Approaches to Managing Organizational Change: Lewin's Three-Step Model, Action Research, Change Agents', external and internal change agents, Skills, Knowledge and Style of change agents, Role of change agents in Effective Change

Contemporary Issues: The Future & OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD' future, OD consultants role, issues in consultant-client relationship.

Text Books:

- **Organizational Development:** Behavioral Science Interventions, French.L.Wendell, Bell.H.Cecil, Pearson Education

Reference Books:

1. **Organization Design & Development:** Concepts & applications, Dr. Bhupen Srivastava, Biztantra
2. **An experiential approach to Organization Development,** Harvey, D.F. & Brown, D.R., 3rd edition, PH.
3. **Organizational Development: Behavioral Science Interventions,** French.L.Wendell, Bell.H.Cecil, Pearson Education

4. ***Organization Development-Values, Process & Technology***, Margulies, N. & Raia, A.P., TMH.
5. ***Organizational Theory & Design***, Richard L Draft, Cengage Learning, 8th Edition
6. ***"OD Intervention and Change Management: In search of Rhythm Devine"***, Aniruddh Banerjee & Rajlakshmi Saikia, The Human Factor, May-July 2006, Vol. 1, Issue 2, pp. 7-13.
7. ***"No quick fix in managing change"***, Nilesh Mitra, The Human Factor, May-July 2006, Vol.1, Issue 2, pp. 81-84.

LABOUR LAWS AND INDUSTRIAL RELATIONS

Course Code	:	MBAHR04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction of Industrial Relations: Historical evolution of IR, IR in India, International regulatory and normative organizations such as ILO.

Trade Unions: Status of trade union, Trade Unionism, Trade unions in the era of liberalization.

Labour Problems: Collective Bargaining, Employee grievances, Discipline, Workers participation in Management.

Introduction of Indian Labour Legislations: The Factories Act, 1948, Industrial Dispute Act, 1947, Workmen Compensation Act, 1923, Payment Wages Act, 1936, Minimum Wages Act, 1948, Employee Provident Funds Miscellaneous Provisions Act, 1952, Payment of Bonus Act, 1965.

LEARNING OUTCOMES:

Upon completion of the course, students are expected to be able to:

1. Understand some legal business terminology
2. Know basics of industrial relations and some acts
3. Information about different industrial laws
4. Understanding practical difficulties associated with the implementation of laws

TEXT BOOK:

- S C Srivastava, (2000). *Industrial Relations and Labour Laws*. New Delhi: Vikas.

REFERENCE BOOK:

1. Venkata Ratnam (2006). *Industrial Relations*. New Delhi: Oxford.
2. Arun Monappa (2006). *Industrial Relations*. New Delhi: Tata McGraw-Hill Edition

INTERNATIONAL BUSINESS ENVIRONMENT

Course Code	:	MBAIB01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

International Business Environment: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

International Financial Flows. Significance of managing international fund. Issues involved in international finance. International Monetary System: Balance of Payments, International Monetary System, An Overview of International Financial Markets, IMF, World Bank, Formation of Trading Blocks OPEC, European Community (EC), The North America Free Trade Agreement (NAFTA) UNCTAD, GATT, Subsequent WTO Developments, TRIPS, TRIMS, GATS.

Financial Markets : FII, FDI, GDR, ADR, International Bond Market, Choice of International Funding, Legal Framework in India, Growth of FDI in India vis a vis China.

International Trade Theories: Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Model - Imitation-Gap Theory - International Product Life Cycle Theory.

Parity condition in International Market: Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

Foreign Exchange Rate Mechanism: Intricacies of foreign exchange market, Spot and Foreign Exchange Rates, Quotation and Market Rules, Convertibility of rupee and its implications, Factors affecting exchange rates, Forex forecasting- Time series forecasting models.

Foreign Exchange Risk Management: Conceptual Overview, Nature of Exposure (Economic, Translation, Transaction), Hedging and Speculation, Derivatives and Exposure Management- Currency Forwards, Futures, options, swaps, interest risk management.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand International Business Environment and its implications for Managerial Decisions.
2. Understand International Business Theories.

3. Understand Instruments of Trade Policy and Foreign Exchange Determination System.
4. Understand importance of International Institutions and Regional Economic Integration.

TEXT BOOKS:

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

REFERENCE BOOK:

1. P.G.Apte (2011). *International Financial Management*. New Delhi: TMH
2. Vij Madhu. *International Financial Management*. New Delhi: Excel Books.

EXPORT MANAGEMENT AND DOCUMENTATION

Course Code	:	MBAIB02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Institutional infrastructure for Exports: Institutions for financing exports-EXIM Bank. ECGC, Other types of support-packing, marketing etc. Commodity Boards, Export Promotion Councils. IIFT, IIP Federation of Indian Export Organisation. Indian Council of Arbitration, Export Development Authority. Agricultural and Processed Foods Export Development Authority, ITPOs, STCs, Advisory Boards,

Export Documentation: Exim policy, other acts relating to export/import, formalities for commencing, export documentation, project exports, export of services, export of excisable goods, 100% export oriented units Notified and Specified Goods.

Prohibition/Restrictions on Import and Export of Goods : Preparation of Invoices, Advance Rulings. Surveillance on Conveyances, Clearance of Goods, Goods in Transit, Warehousing, Baggage, Postal Parcels and Stores, Coastal Goods.

Export Finance: Basic concepts of foreign exchange, Methods of International Payment Settlement, International Commercial Terms, Letter of Credit, Exchange Control Regulations for imports and exports, Pre-Shipment finance, Post Shipment Finance, EXIM Bank of India, ECGC, Demand Guarantees and Standby Letter of Credit, Forfeiting and Factoring, Shipping & Marine Insurance Terminology: General Info on Shipping, Types of Containers and Ships, Containerization, Marine Insurance, Air Transportation, Bill of Lading/Air Way Bill/Sea Way Bill, Maritime Fraud ,

Packaging Product Specific Exports : Agriculture exports, Apparel Exports, Carpet Exports, Gem and Jewelry Export, Handloom Export , Marine Product Export, and other exports. - export processing zones - special economic zones -

Duty Drawback Procedure: export incentives Export Promotion – Duty Drawback- Eligibility, Conditions, Types. Special Economic Zones. EPZ/EOU

LEARNING OUTCOMES:

The main knowledge and capabilities intended for the student are to:

1. Understanding avenues of finance for export.
2. Acquire knowledge about theoretical aspects of export management;
3. Acquire knowledge about procedural aspects of export management
4. Understand the dynamics of product specific export
5. Acquire knowledge on Incentive provided by Government on Export.

TEXT BOOK:

- Dr. B.S.Rathor and J.S.Rathor (2010). *Export Marketing, 3e.* Revised Edition- - HPH.

REFERENCE BOOKS:

1. Gerald Albaum, Jesper Strandskov & Edwin Duer (2011). *International Marketing & Export Management, 5e.* Pearson Publication.
2. Thomas E Johnson & Donna L Bade (2010). *Export Import Procedures & Documentation.* AMACOM.
3. V.S. Datey (2011). *Indirect Taxes- Law and Practice, 27e.* Taxmann
4. Prof. N.S. Govindan, C.Sitaram. *Export Management.* Vikas Publishing House Pvt. Ltd.
5. Francis Cherunilam, (2010). *International Trade and Export Management, 6e.* HPH

INTERNATIONAL LOGISTIC MANAGEMENT

Course Code	:	MBAIB03
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Export Management, Logistics Excellence.

Structure of Shipping Industry and World Seaborne Trade: Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

Freight Structure and Role of Intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

Indian Shipping and Containerization: Ports in India, Developments in India Shipping, Ports Infrastructure' Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air Transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

LEARNING OUTCOMES:

Upon completion of the course

1. The student should be able to understand the concepts of Logistics Management.
2. The student should be able to understand how the organizations can optimize on their logistics or transportation cost.

TEXT BOOK:

- Khanna K K (2007). *Physical Distribution Management: Logistical Approach*. Himalaya.

REFERENCE BOOKS:

1. Johnson J, Wood D. *Contemporary Logistics*.
2. Krishnaveni Muthiah (2007). *Logistics Management and World Seaborne Trade*. Himalaya.

INTERNATIONAL MARKETING

Course Code	:	MBAIB04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Overview of World Business and Framework of International Marketing: Definition of International Marketing, International Marketing- characteristics and components, Domestic V/s International Marketing, Process of Internationalization, Benefits of International Marketing.

International Marketing Environment: Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Measures to minimize Political Risks. Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch ZV/s Subsidiary, Counterfeiting, Gray Market. Cultural Environment- Culture and its characteristics, Management styles and Business Systems.

Planning For International Marketing: Marketing Research, Marketing Information System, Foreign Market Entry Strategies- Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Management Contracts, Turnkey Operations, Free Trade Zones.

International Marketing Decisions: Product Planning and Policy- Product Adaptation vs. Product Standardization, Developing an International Product Line and Building International Brands, Packaging, Warranties and Services for International Markets, International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and means of Payment. International Channels of Distribution- Structure of International Distribution System & Strategy, Channel Management, Retailing in International Scenario, Managing Global Logistics, Trade Operation and Documentation.

international promotion strategies: Promotion Mix, Global communication and culture, Communication Tools for global Marketing, International Sales Negotiation, International Advertising- Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized V/s Adaptation, Role of Exhibition, Trade Advertising etc International Organization Control.

LEARNING OUTCOMES:

Upon completion of the course, students will be able to:

1. Understand fundamental concepts and principles of International Marketing, including the basic roles, skills, and functions of a manager working in Global environment.
2. Develop analytical and conceptual abilities pertaining to International marketing decisions.

3. Understand strategic and tactical issues related to International marketing solve complex managerial problems.

TEXT BOOK:

- Cateora, Philip R., Graham, John L (2007). *International Marketing*. New Delhi: Tata McGraw-Hill

REFERENCE BOOKS:

1. Czinkota, Ronkainen (2006). *International Marketing*. New Delhi: Thompson Learning
2. Cherunilam Francis (2010). *International Trade and Export*. Mumbai: Himalaya Publication

PROJECT MANAGEMENT

Course Code	:	MBAOM01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Basics of Project Management

Project Selection and Portfolio Management

Scope Management. Work Breakdown Structure

Project Team Building, Conflict, and Negotiation

MS Project Exercise

Cost Estimation and Budgeting and Risk Management

Project Scheduling: Networks, Duration Estimation, and Critical Path.

Project Scheduling: Lagging, Cashing, and Activity Networks

Resource Management

Project Evaluation and Control

LEARNING OUTCOME:

At the end of the course participants will be able to gain a thorough knowledge on project management from planning phase to handover. In general students will be able to

1. Create a project task list
2. Estimate project resources and costs
3. Determine project risks and constraints
4. Interpret and create a work breakdown structure (WBS), a GANTT chart, a PERT diagram
5. Determine a project's critical path and a critical chain
6. Build and lead a project team and maintain high team morale
7. Choose an appropriate management style, maintain and enhance team and client communication

TEXTBOOK:

- Jeffrey K. Pinto, (2009) 'Project Management- Achieving Competitive Advantage', Pearson Education, Indian Edition.

REFERENCE BOOKS:

1. Project management-A Managerial Approach, 4th edition (5th ed), by Meredith, J.R., and Samuel J. Mantel, Jr., John Willy & Sons, New York, 2001 (2003)
2. A guide to the project management body of knowledge (PMBOK), 2008 Edition, Project Management Institute (PMI), Newton Square, PA, USA – available in library as reference

TQM & SIX SIGMA

Course Code	:	MBAOM02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

Introduction to Quality Management, its Philosophies and TQM : The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management, introduction to total quality management, the evolution of total Quality.

Principles and Design for Six Sigma : Kaizen, Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Statistical Process Control: Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction, Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement.

Quality Systems: ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications.

LEARNING OUTCOMES:

1. The student should be able to have detailed knowledge of quality management.
2. The student would be able to understand the application of quality concepts in organizations.

TEXT BOOK:

- J M Juran & Frank M Gryna. *Quality Planning & Analyzing*, TMH

REFERENCE BOOKS:

1. D.A Garvin. *Managing Quality*, The Free Press.
2. Evan J.R. *Total Quality Management*, Excel Book.
3. K.Maitra& S K Ghosh. *Total Quality Management*, OPH
4. B.L. Hansan& P.M. Ghare. *Quality Control & Application*, Prentice Hall of India.
5. Hagan. *Mgmt. of Quality*, OUP
6. Mohanty & Lakhe. *Hand Book of TQM*, Jaico
7. A.V Feigenbaum. *Total Quality Control*, McGraw Hill
8. N L Enrick. *Quality, Reliability & Process Improvement*, Industrial Press Inc.
9. Bhatt, *TQM*, Himalaya

WORLD CLASS MANUFACTURING

Course Code : MBAOM03
 Course Credits : 4
 Total Hours per Week : 3

COURSE SYLLABI:

World-Class Manufacturing: *World Class Manufacturing* includes agenda to guide innovators toward manufacturing excellence, by reducing error in production, and deciding manufacturing strategy.

The course begins by looking at the relationship of manufacturing strategy with marketing and corporate strategies and the Trade-offs in manufacturing objectives. In this part we will learn how the methods and tools of WCM improving Product and Process Design – Lean Production - SQC (statistical Quality Control), FMS (Flexible Manufacturing Systems), Rapid Prototyping, Poka Yoke, 5-S, use of IT (Information Technology), JIT (Just in Time), TQC (Total Quality Control), TPM (Total Productive Maintenance), TQM (Total Quality Management) and TIE (Total Industrial Engineering) provide competitive advantages to manufacturing firms.

Performance Measurement Framework for Analyzing Manufacturing Effectiveness

:Next we will learn the measurement tools and cost accounting-based measurement and non-financial performance management techniques for assessing the effectiveness and efficiency and benchmarking.

Manufacturing Strategy in the Global Context :This section addresses the global management paradigm and the extended enterprise; Internationalization strategies and core competencies of cooperation; Alliance advantages and technology transfer.

LEARNING OUTCOMES:

With this foundation, performance measurement and strategic focus of the course students will be able to:

- 1 See opportunities to improve manufacturing operations
- 2 Diagnose the problems and barriers to create superior products
- 3 Design effective and efficient solutions
- 4 Apply concepts to solve manufacturing and operational problems

TEXTBOOK

- Richard J. Schonberger. *World Class Manufacturing*, Free Press, ISBN-1416592547; ISBN-13: 9781416592549.

CONTEMPORARY PRACTICES IN OPERATIONS MANAGEMENT

Course Code	:	MBA OM 04
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI: Seminar course. The syllabus will comprise of selected readings on recent trends and contemporary issues in Operations Management.

LEARNING OUTCOMES:

With this foundation, performance measurement and strategic focus of the course students will be able to:

- 1 Understand and evaluate contemporary practices in Operations Management.

TEXT BOOK: no standard text books required for the course.

MANAGEMENT AND OPERATIONS CONSULTING

Course Code	:	MBA GM 01
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The aim of the course is to provide the participants with theoretical and practical knowledge in consultation work. It deals especially with understanding the need for consultancy, the nature of consultation work and different methods of performing consultancy. The course places emphasis on oral and written presentations and active involvement of the participants on real life consulting through a field project and the development of certain high impact skill areas in proposal writing, pricing, data gathering and client presentations.

INTENDED LEARNING OUTCOMES:

After successful completion of the course, the student will:

- Gain knowledge and understanding of many aspects of the management consulting industry and its major practices
- Strengthen one's ability to define key factors relevant to marketing and conducting a successful consulting engagement.
- Improve one's ability to analyze and frame business issues facing a client so as to interest them in purchasing a project and assure their later commitment to implementation.
- Gain exposure to a variety of intervention approaches essential for assuring change in solving a client's problem.
- Acquire practical skills in certain key areas of consulting.
- Gain practice in performing a field-consulting project.

TEXTBOOK:

1. Joe O'mahoney, Management Consulting, Oxford University Press, 2010, ISBN: 9780199577187

CASEBOOK:

- Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. The Contemporary Consultant – Casebook. Thomson South-Western Publishing, 2004; ISBN-10: 0324290195; ISBN-13: 978-0324290196.

REFERENCE BOOKS:

1. Alan Weiss, Getting Started in Consulting (Paperback), Wiley; 3rd edition (March 23, 2009); ISBN-10: 0470419806; ISBN-13: 978-0470419809.
2. Block, Peter. Flawless Consulting Set, Flawless Consulting (Second Edition) And The Flawless Consulting Field book [With Fieldbook], Pfeiffer; 2 edition (November 15, 2000), ISBN-10: 0787957127; ISBN-13: 978-0787957124.
3. Sugata Biswas S. Biswas, D. Twitchell, Management Consulting: A Complete Guide To

The Industry, 2nd Ed., John Wiley & Sons (October 2001), ISBN: 978-0-471-44401-5

4. Greiner, Larry E. and Poulfelt, Flemming. The Contemporary Consultant – Insights from Experts. Thomson South-Western Publishing. 2004; ISBN-10: 0324290195; ISBN-13: 978-0324290196.

ENERGY, ENVIRONMENT, INNOVATION AND GEOPOLITICS

Course Code	:	MBA GM 02
Course Credits	:	4
Total Hours per Week	:	3

COURSE SYLLABI:

The energy industry is the world's largest and arguably most important economic activity, yet it is also unsustainable in its current form. This course is for individuals interested in developing and commercializing innovative energy technologies for increased sustainability with respect to energy generation, energy use, and environmental impact. We will examine a wide range of technological, environmental, geopolitical, regulatory, economic, and consumer factors that are changing the energy landscape and creating new opportunities for innovation. The course will assess the commercial viability of new technologies, evaluate alternative energy business strategies, and explore productive partnerships in the energy industry.

LEARNING OUTCOMES:

The Participants of this Course will:

1. Enhance understanding the broad interconnections among economic growth, energy resource supply, geopolitical energy security, climate change and the development of energy policy of India and Asia;
2. Provide opportunity to review and revisit the technologies and economics of electricity production, transmission, distribution and consumption/conservation;
3. Have opportunity to review current policy issues in India's electricity policy, particularly in respect of the use of oil, coal, natural gas, renewable and nuclear energy as well as conservation; and
4. Maximize the interaction with practicing policy advisers on current energy issues and policy options.

TEXT BOOK:

- Carlos Pascual and Evie Zambetakis (eds), *Energy Security: Economics, Politics, Strategies and Implications*, (Washington DC: Brookings), 2010.

ADDITIONAL READINGS:

1. Daniel Yergin, *The Prize: The Epic Quest for Oil, Money, and Power* (Free Press, 2008).
2. Gal Luft and Anne Korin (eds.), *Energy Security Challenges for the 21st Century* (Santa Barbara, CA: Praeger Security International), 2009.
3. Charles Weiss (Prof., Georgetown Univ.) and William B. Bonvillian, *Structuring an Energy Technology Revolution* (MIT Press, April 2009)
4. Pernik and Wilder, "The Clean Tech Revolution: The Next Big Growth and Investment Opportunity", 2007

STRATEGIC FINANCIAL MANAGEMENT

Course Code	:	MBA GM 03
Course Credits	:	4
Total Hours per Week	:	3

COURSE CONTENTS

Introduction to Strategic Financial Management: Meaning of SFM, evaluation of cost and benefits, reasons for managing business financially, strategy and strategist, 9-S model of SFM.

Cost of Capital: Concept, importance, Measurement of specific cost- Cost of debt, Cost of preference shares, Cost of equity capital, Cost of Retained Earnings. Computational of overall cost of capital, Cost of capital practices in India.

Capital Structure Decision: EBIT-EPS Analysis, ROI-ROE Analysis, Leverage Analysis – Operating leverage, Financial leverage and Combined leverage. Capital structure Theories – Net Income Approach, Net Operating Income Approach, Modigliani- Miller Approach.

Funds Flow Statement analysis and Cash Flow Statements analysis: Theory and Problems.

Strategic Wage Management: Need of compensation management, types of employees and compensation strategy, design of wage policy, design and implementation of VRS, Implication of FBT.

Financial Aspects of Supply Chain Management: Vendor management, purchasing, distribution management, relationship with dealers, product pricing, and market cost analysis.

Leasing: Essential Elements, , Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision. Higher Purchase Finance- Meaning & Characteristics, Lease financing v/s Hire purchase financing, Taxation Aspect.

Corporate Restructuring -- Forms of corporate structuring, Financial Aspects of Corporate Restructuring. Mergers and acquisition as a Growth strategy, motives and synergies. Takeover and Defensive tactics, Legal and Procedural Aspects of Merger. Acquisition of Corus by Tata Steel. Merger of ICICI with ICICI Bank.

Business Valuation: Conceptual Framework of Valuation, Methods of Valuation and Approaches to Value Measurements – Market Value Added (MVA) approach, Economic Value Added approach (EVA), Valuation, Innovative Financial Engineering.

COURSE OVERVIEW

This course is intended to give participants an overview and a good understanding of the Strategic financial management. SFM refers to study of finance with a long term view considering the strategic goals of the enterprise. Financial management is nowadays increasingly referred to as "Strategic Financial Management" so as to give it an increased frame of reference. The objective of the Financial Management is the maximization of shareholders wealth. To satisfy this objective a company requires a "long term course of action" and this is where strategy fits in. This understanding is quite important for every finance professionals to work in operational and strategic finance functions.

STRUCTURE, REQUIREMENT AND PROCEDURES

The method of training would be through lectures, power point presentations, case studies, presentations by the students, practical exercises, assignments and class tests.

LEARNING OUTCOMES

This course will provide an indepth understanding of :

- Strategic analysis of financial structures, policies, decisions and models.
- Provides an interface between strategy and finance, it facilitates both, strategic thinking and financial acumen.
- Strategic management of finance and financial evaluation of strategies

TEXT BOOK

- Jakhotiya, G.P. (2011). Strategic Financial Management, Vikas Publishing: New Delhi.

REFERENCE BOOKS

1. Godbole, G.P. (2013). Mergers, Acquisitions and Corporate Restructuring. 2/e, Vikas Publishing: New Delhi.
2. Prasanna Chandra (2012). Financial Management. 8/e. McGraw- Hill Education (India) Pvt. Ltd.: New Delhi.
3. I M Pandey (2010). Financial Management. Vikas Publishing House, New Delhi,

10th Edition.

4. Sofat, Rajni, & Hiro, Preeti (2011). Strategic Financial Management. PHI Learning Pvt. Ltd.: New Delhi.
5. Weaver, Samuel C., & Weston, J. Fred (2008). Strategic Financial Management - Applications of Corporate Finance. Thomson South-Western: USA.
6. Grundy, Tony, Johnson, Gerry, & Scholes, Kevin (1998). Exploring Strategic Financial Management. Prentice Hall Europe.

Institute of Management, JKLU, Jaipur

Corrigendum of Course Booklet

Programme Name: MBA

Batch: 2015-17

1. Code of Soft Skills-II should be read as MBA209
2. Code of Case Analysis & Presentation should be read as MBA210
3. Code of Security Analysis and Portfolio Management should be read as MBAFM301
4. Code of Management of Financial Institutions & Services should be read as MBAFM302
5. Code of Services Marketing should be read as MBAMK301
6. Code of Consumer Behaviour should be read as MBAMK302
7. Code of Project Management should be read as MBAOM301
8. Code of TQM & Six Sigma should be read as MBAOM302
9. Code of Training and Development should be read as MBAHR301
10. Code of Leadership & Change should be read as MBAHR302
11. Code of International Financial Management should be read as MBAFM401
12. Code of Integrated Marketing Communication should be read as MBAMK401
13. Code of Sales and Distribution Management should be read as MBAMK402
14. Code of World Class Manufacturing should be read as MBAOM401
15. Code of Contemporary Practices in Operations Management should be read as MBAOM402
16. Code of Labour Laws & Industrial Relations should be read as MBAHR402
17. Code of Organization Development should be read as MBAHR403
18. MBA202 should be read as Management Information System
19. MBA208 should be read as Managing Human Resource
20. MBA210 should be read as Case Analysis and Integration
21. MBAMK302 should be read as Consumer Behaviour
22. MBAMK401 should be read as Integrated Marketing Communication
23. Syllabi of following courses are missing:

S. No	Semester	Code	Course Name	Credit
1	1	MBA109	Comprehensive Viva	1
2	1	MBA110	Soft Skills-I	1
3	2	MBA210	Case Analysis and Presentation	1
4	2	MBA209	Soft Skills-II	1
5	3	MBA304	Summer Training Project Report	4
6	3	MBA305	Major Research Project-I	2
7	3	MBA306	Simulation Exercise	1
8	3	MBA307	Soft Skills-III	1
9	4	MBA403	Major Research Project-II	2
10	4	MBA404	Comprehensive Viva (CV)	1
11	4	MBA405	Soft Skills-IV	1
12	4	MBAFM402	Banking & Insurance Management (Elective)	4

which should be considered as follows:

COMPREHENSIVE VIVA

Course Code : **MBA109**
Course Credits : **1**

Course Description:

The first comprehensive viva is scheduled at the end of I Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of first Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught and see their relevance not only in the practical field but also their inter relationship. The viva is of 100 marks to be conducted by the external examiner appointed by the University.

SOFT SKILL - I

Course Code : **MBA110**
Course Credits : **1**

Course Syllabi:

Basic Communication Skills: Understanding of Communication Process Model, Channels and Barriers in Communication. Adopting a simple, concise and direct language. Identifying basic communication principles.

Application of Communication Model: Setting clear goals for clear communication, initiating communication, avoiding communication breakdown, taking personal responsibility and translating across Communication Styles (after identifying four communication styles). Importance of Listening for improved understanding.

Course Learning Outcomes:

Upon completion of the course, the student is expected to:

- Identify and react accordingly on one-way and two-way communication scenarios.
- Define the communication style followed by him / her.
- Demonstrate active-listening skills
- Deal with challenging emotions
- Overcome cross-cultural barriers
- Recognize filters in himself / herself and others.
- Express the Anger constructively.
- Use grammatically correct language.
- Speak impromptu on any business topic / current affairs.
- Work effectively in diverse teams (As a part of Course activities and role plays).

Reference Books:

- Simon Sweeney. *English for Business Communication*, Cambridge University Press.
- Grant Taylor, *English Conversation Practice* (TMH Edition), TMH.

CASE ANALYSIS AND INTEGRATION

Course Code : MBA210
Course Credits : 1

Course Description:

This single credit course has been introduced with the objective to make students undergo a Comprehensive Case covering most of the functional areas in management. This develops managerial decision making keeping all the aspects in mind. The faculty can select the Case for this purpose. This may be conducted as a two day exercise or appropriately spread over few weeks.

SOFT SKILL - II

Course Code : MBA209
Course Credits : 1

Course Syllabi:

Verbal Communication Enhancement: Pronunciation and Accent Neutralization, Inter and Intra personal Communication, Behavioral aspect of Communication and its implementation, Removing Stage fear, Ability to speak and analyze instantaneously (Business Extempore).

Listening for Improved Understanding: Tools for active listening and Interpreting Non-Verbal Cues such as Intonation, rate of speech, volume, gestures, facial expressions, posture, dress and eye contact.

Learning Outcomes:

Upon completion of the course, the student is expected to:

- Identify and react accordingly on one-way and two-way communication scenarios.
- Define the communication style followed by him / her.
- Demonstrate active-listening skills
- Deal with challenging emotions
- Overcome cross-cultural barriers
- Recognize filters in himself / herself and others.
- Express the Anger constructively.
- Use grammatically correct language.
- Speak impromptu on any business topic / current affairs.
- Work effectively in diverse teams (As a part of Course activities and role plays).

Reference Books:

- Simon Sweeney. *English for Business Communication*, Cambridge University Press.
- Grant Taylor, *English Conversation Practice* (TMH Edition), TMH.

SUMMER TRAINING PROJECT REPORT

Course Code : **MBA304**
Course Credits : **4**

Course Description:

As part of the MBA Programme, the 1st Year students undergo an eight weeks training at an industry of their choice or one allocated by the University placement cell after the Second Semester. This is mostly scheduled during the months of May and June.

Upon their return from STP, they undergo the process of evaluation where they need to submit the STP Report and make presentations.

MAJOR RESEARCH PROJECT – I

Course Code : **MBA305**
Course Credits : **2**

Course Description:

As part of the MBA Programme, the first year students may take up a Research Project under the faculty mentor / guide. They would need to submit the MRP Report and make presentation on the same in the third semester.

SIMULATION EXERCISE

Course Code : **MBA306**
Course Credits : **1**

Course Description:

This single credit course has been introduced with the objective to make students undergo a Business Simulation training exercise and get evaluated on their performance during the process.

SOFT SKILL - III

Course Code : **MBA307**
Course Credits : **1**

Course Syllabi:

Written Communication: Writing effective emails, preparing powerful presentations and writing Business Reports.

English Grammar Capsule: Noun, Preposition, Conjunction, Pronoun, Verb, Tenses, Modifiers and Prepositional Phrases and their implementation.

Enhancing Conversational Skills: Improving Verbal English through practice exercises comprising of day to day conversational situations. Practice exercises to strengthen lexical / structural knowledge of English.

Course Learning Outcomes:

Upon completion of the course, the student is expected to:

- Identify and react accordingly on one-way and two-way communication scenarios.
- Define the communication style followed by him / her.
- Demonstrate active-listening skills
- Deal with challenging emotions

- Overcome cross-cultural barriers
- Recognize filters in himself / herself and others.
- Express the Anger constructively.
- Use grammatically correct language.
- Speak impromptu on any business topic / current affairs.
- Work effectively in diverse teams (As a part of Course activities and role plays).

Reference Books:

- Simon Sweeney. *English for Business Communication*, Cambridge University Press.
- Grant Taylor, *English Conversation Practice* (TMH Edition), TMH.

MAJOR RESEARCH PROJECT – II

Course Code : MBA403
Course Credits : 2

Course Description:

As part of the MBA Programme, the final year students may take up a Research Project under the faculty mentor / guide. They would need to submit the MRP Report and make presentation on the same in the final semester.

COMPREHENSIVE VIVA - II

Course Code : MBA404
Course Credits : 1

Course Description:

The second comprehensive viva is scheduled at the end of 4th Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of last Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to understand what is being taught and see their relevance not only in the practical field but also their inter relationship. The viva is of 100 marks to be conducted by the external examiner appointed by the University.

SOFT SKILL - IV

Course Code : MBA405
Course Credits : 1

Course Syllabi:

Achieving Genuine Communication: Creating openness, matching body language to message, working constructively with emotions, dealing with anger and managing emotionally charged situations. Managing Cross Cultural Communication and working with filters and assumptions.

Business Etiquette: Art of effective networking and Introductions. Power of handshake, Business Card Protocol, Telephone, cell phone and email etiquette. Pre-meeting strategies. Corporate Dressing, Effective usage of gestures during communication in a formal environment and balancing between Speaking and Listening to arrive at an equilibrium, Negotiations and conflict management.

Course Learning Outcomes:

Upon completion of the course, the student is expected to:

- Identify and react accordingly on one-way and two-way communication scenarios.
- Define the communication style followed by him / her.
- Demonstrate active-listening skills
- Deal with challenging emotions
- Overcome cross-cultural barriers
- Recognize filters in himself / herself and others.
- Express the Anger constructively.
- Use grammatically correct language.
- Speak impromptu on any business topic / current affairs.
- Work effectively in diverse teams (As a part of Course activities and role plays).

Reference Books:

- Simon Sweeney. *English for Business Communication*, Cambridge University Press.
- Grant Taylor, *English Conversation Practice* (TMH Edition), TMH.

BANKING AND INSURANCE MANAGEMENT

Course Code : MBAFM402

Course Credits : 4

Course Syllabi:**Part I: Banking**

- **Overview of Banking Industry:** Banking Structure in India: public sector banks, private sector banks, scheduled commercial banks and their Role, Banking Regulator - RBI and its functions, Banking Sector Reforms, SLR, CRR, PLR, CAR.
- **Banking Products and Channels:** Traditional Banking, Branch Banking, Technology Based Channels, Different types of Accounts, Types of Loans - Consumer Credits, Auto Loans, Home loans, Education and Personal Loans, Plastic Money, Debit and Credit Card, Demat services, Banc assurance, Retail Banking - Customer Relationship Management (CRM), Customer Interaction Management (CIC), Know Your Customer (KYC) Norms, Retail Lending and Deposit Schemes, Interest Rates.
- **Credit and Risk Management:** Types of Risks in Banking and Measurement, Credit Policies, Evaluations of Loan Proposal, Credit Analysis, CIBIL, Bank Capital and Liquidity, Cost of Fund, Managing Liabilities and NPAs, Basel Norms, Evaluation of Banking Performance – Ratio Analysis, CAMELS.
- **Settlement Systems, Service Quality and IT:** ECS, RTGS and Clearing House, Concept of Customer Satisfaction, Six Sigma and ISO 9000 certification in Banking, IT based Services, Customer Relationship through Portals, Core Banking Solutions, Universal Banking.

Part II: Insurance

- **Insurance:** Introduction, Definition, Classification of Insurance – Life and Non-life, Seven Basic Principles of Insurance, Types of Policies – Personal Policies, Health Policies, Motor Insurance, Fire Insurance, Marine Insurance, Life Policies.
- **Life Insurance:** Purpose and Objective of Life Insurance, Modern concepts of Life Insurance, Type of Life Insurance, Types of Financial Planning of an individuals,

Different components of Life Cycle Calculation of Premium, Concept of Mortality, Actuarial Science and Actuary.

- **Non-Life Policies:** Family Risk Management, Accident and Health Insurance, Mediclaim Policy, Types of Motor Vehicles Policies and their Characteristics, Classifications of Marine Insurance, Application and Basic Principles of Fire Insurance.

Course Learning Outcomes:

The following would be the learning outcomes for the students studying this subject:

- Students would be able to empathize upon the role and significance of banking sector for the economy.
- They would be able to understand the wide gamut of services provided by banks and learn how a bank is managed.
- The students would have a hands-on exposure to the Banking Software's and Technology and functioning of the Banks.
- Students would also learn about the other important part of BFSI sector, i.e., Insurance and understand its finer nuances.

Text Book:

- Padmalatha, S. and Paul, J. (2010). *“Management of Banking and Financial Services”*, New Delhi: Pearson Education.

Reference Books:

- Iyengar, V. (2009). *“Introduction to Banking”*, 1/e, New Delhi: Excel Book.
- Indian Institute of Banking and Finance (2010). *“Banking Product and Services”*, New Delhi: Taxmann Publication.
- Indian Institute of Banking and Finance (2010). *“Basics of Banking”*, New Delhi: Taxmann Publication.
- Choudhary, M. (2007). *“Bank Asset and Liability Management: Strategy, Trading, Analysis”*, New Delhi: Wiley Finance.
- Reserve Bank of India, Latest Annual Report.
- Mishra, M.N. and Mishra, S.B. (2010). *“Insurance Principles and Practice”*, 5/e, New Delhi: S. Chand & Co.
- Tripathy, N.P. and Pal, P. (2008). *“Insurance – Theory and Practice”*, 1/e, New Delhi: Prentice Hall of India.
- Institute of Chartered Accountants of India (2008). *“Principles and Practice of General Insurance”*, 4/e, New Delhi: ICAI Press.
- Mishra, K. (2010). *“Fundamental of Life Insurance Theory and Applications”*, New Delhi: JBA Publication.
- Insurance Regulatory and Development Authority (2012). *“Life Insurance”*, New Delhi: IRDA Press.