

OPJS University, Churu

Syllabus

School of Management

Master of Business Administration Syllabus

Master of Business Administration

MBA I Semester:

Sr.No.	Code	Name of Subject	L	P	U
1.	MBA 111	Management Concepts	4	0	4
2.	MBA 112	Business Communication	4	0	4
3.	MBA 113	Managerial Economics I	4	0	4
4.	MBA 114	Business Statistics	4	0	4
5.	MBA 115	Accounting for Managers	4	0	4
6.	MBA 116	Computer Applications in Management	4	4	8
7.	MBA 117	Organizational Behavior	4	0	4
8.	MBA 118	Marketing Management	4	0	4
9.	MBA 119	Exploring Corporate Strategy-I	4	0	4

MBA II Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 221	Human Resource Management	4	0	4
2	MBA 222	Financial Management	4	0	4
3	MBA 223	Production & Operations Management	4	0	4
4	MBA 224	Business Research Methodology	4	0	4
5	MBA 225	Management Information System	4	0	4
6	MBA 226	Quantitative Techniques in Management	4	0	4
7	MBA 227	Macro Economics	4	0	4
8	MBA 228	Educational Leadership & Management	4	0	4
9	MBA 229	Exploring Corporate Strategy-II	4	0	4

MBA III Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 331	International Business Management (M)*	4	0	4
2	MBA 332	Business Environment (M)	4	0	4
3	MBA 333	Strategic Retail Management-I (M)	4	0	4
4	MBA 334	Social Entrepreneurship (M)			
		Marketing (M)			
4	MBA-MM-335	Advertising Management	4	0	4
5	MBA-MM-336	Consumer Behavior	4	0	4
6	MBA-MM-337	Brand Management	4	0	4
7	MBA-MM-338	Industrial Marketing	4	0	4
		Human Resource (O)*			
1	MBA-HR-339	Performance Management	4	0	4
2	MBA-HR-340	Training & Development	4	0	4
3	MBA-HR-341	Labour Legislation	4	0	4
		Finance (O)			
1	MBA-FM-342	Project Appraisal Planning & Control	4	0	4
2	MBA-FM-343	Management of Financial Services	4	0	4
3	MBA-FM-344	Tax Planning & Management	4	0	4

* Mandatory

* Optional

MBA IV Semester

Sr.No.	Code	Name of Subject	L	P	U
1	MBA 441	Business Law (M)*	4	0	4
2	MBA 442	Entrepreneurship Development (M)	4	0	4
3	MBA 443	Strategic Management (M)	4	0	4
4	MBA 444	Environment Management (M)	4	0	4
		Marketing (M)			
4	MBA-MM-445	Services Marketing	4	0	4
5	MBA-MM-446	International Marketing	4	0	4
6	MBA-MM-447	Sales and Distribution Management	4	0	4
7	MBA-MM-448	Rural Marketing	4	0	4
		Human Resource (O)*			
1	MBA-HR-449	Compensation Management	4	0	4
2	MBA-HR-450	Manpower Planning	4	0	4
3	MBA-HR-451	Performance Management	4	0	4
		Finance (O)			
4	MBA-FM-452	Security Analysis & Investment Management	4	0	4
5	MBA-FM-453	International Financial Management	4	0	4
6	MBA-FM-454	Working Capital Management	4	0	4
7	MBA-FM-455	Derivatives	4	0	4

* Mandatory

* Optional

I Semester

Management Concepts

MBA

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Objective: To provide a basis of understanding to the students with reference to working of business organization through the process of management. On completion, student will understand the basic principles of management -will acquaint himself with management process, functions and principles. Student will also get the idea about new developments in management.

Module 1:

Basic Concept of Management - Management Defined, Functions of Management, Managerial Roles, Levels of Managers , Managerial Skills , Competencies for Managers in 21st century. Historical Foundations of Management - Classical Perspective - Scientific Management, Administrative Management, Bureaucratic Management Behavioral Perspective, Contributions of Mary Parker Follet, Elton Mayo, Douglas McGregor and Chester Bernard. Quantitative Perspective, Systems Perspective, Contingency Perspective, Introduction to Organizations - Defining "Organization" , Discipline of Organizational Behavior , The Organizational Context of the 21st Century

Module 2:

Introduction of Planning - Meaning, Nature, Importance, Process.
Introduction of Organizing - Meaning, Nature, Importance, Process, Formal and informal Organization. Introduction of Staffing - Meaning, Nature, Importance, Process.
Introduction of Directing - Meaning, Nature, Importance, Process. Supervision, Communication, Motivation. Introduction of Controlling - Meaning, Nature, Importance, Process.

Module 3:

Decision Making - Definition and Classification of Decisions, Decision Making Process, Creativity in Decision Making, Knowledge Management

Module 4:

Cases and Problems

Suggested Readings:

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra: Organizational Behaviour. Vikas Publishing.

Business communication

MBA 112

Objective: To develop proficiency in communication techniques laying emphasis on oral and verbal communication.

Module 1-

Importance, Nature and Role, Legal aspects of Business communication, Negotiation.

Module 2-

Process of business communication, objectives, media of business communication, Non-Verbal Communication, Oral communication, public speaking, body language, leading and participation in meeting and conferences

Module 3-

Types of communication, barriers in communications, principles of communication, essentials of good communication,

Module 4-

Business report writing, structure, steps toward report writing, style of report writing, written & oral presentation of reports, and preparation of office orders, memo, and circulars.

Module 5-

Letter Writing Principals, structure, planning, types of letters in Business Communication, Modern office techniques.

Suggested Readings:

1. Pal, Rajendra & Korlahalli, J.s. :- “Business communication” Sultan chand & sons
2. Rai, S.m. & Urmila “Business communication” HPH
3. Sinha, k.k. “Business communication”.

Objective: The course is to familiarize the students with basic concepts and techniques of micro economic analysis and its applications to managerial decision making.

Module 1: Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. microeconomics and business.

Module 2: Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants. Demand as multivariate function.

Module 3: Theory of Consumer Behavior: Utility analysis, indifference curve analysis, applications of indifference curves.

Module 4: Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

Module 5: Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly, kinked demand curve and price leadership.

Suggested Readings:

1. Peterson – HC and Lewis – Managerial Economics, 3rd 1995 (Himalaya)
2. Trivedi – Managerial Economics (Tata McGraw-Hill, 2002)
3. Dwivedi – Managerial Economics (Vikas, 6th edition) 2001
4. Gupta – Managerial Economics (Tata McGraw-Hill, 1990, 8th ed.)
5. Koutsyannis A – Modern Microeconomics (Macmillan), 1979, 6th ed.
6. Maheswari and Gupta – Managerial Economics (Sultan Chand)

Objective: The objective of this course is to familiarize students with the statistical framework in business and to understand its applications.

Module I: Introduction, definition of statistics, statistical data, statistical methods, function of statistics, scope of statistics, limitations of statistics, collection of data, secondary data, internal data, primary data, presentation of data, classification of data, formation of frequency distribution, classification according to class intervals, principals of classification, tabulation of data.

Module 2: Measures of central tendency

Objective of averaging, characteristics of a good average, arithmetic mean, geometric mean, harmonic mean, median, mode, skewness, and kurtosis.

Module 3: Probability

What is probability, elements of set theory, counting techniques, events, additive law, conditional probability, multiplication law, dependent events, independent events, Bayes theorem, and problems?

Module 4: Probability distributions

Random variable, probability function, Binomial distribution, Poisson distribution, Normal distribution, Uniform distribution, Exponential distribution.

Module 5: Tests of Hypothesis and chi square and t square test

Introduction, procedure of testing hypothesis, type I & Type II errors, one-tailed and two-tailed tests, test hypothesis concerning large samples, testing hypothesis about population mean, Chi-square distribution, Chi-square test

Core Text Book: G V Shenoy, VK Shrivastava and S C Sharma. Business Statistics

Reference Books:

- R. S. Bhardwaj. Business Statistics
- S P Gupta. Business Statistics

Objective: The objective of this course is to familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards. Students are expected to analyze and interpret financial statements in this course.

Module 1:

Concept, importance, scope of financial and management accounting and basic accounting standards, principles and concepts, overview of accounting process, Concepts and conventions, Indian Accounting Standard vs. International Accounting Standard.

Module 2:

Double Entry System of Accounting, Journalizing of Transactions, Profit and Loss Account, Balance Sheet, Adjustments in Final Accounts, Policies Related with Depreciation; and inventory and intangible assets valuation and estimation.

Module 3:

Ratio Analysis; comparative Statements; Trend Analysis; Cash Flow Analysis; Funds Flow Analysis; Common Size Statement, Comparative balance & trade analysis of manufacturing, service & banking organizations, Financial Statement Analysis

Module 4:

Meaning and concept of Budget, Budgeting and Budgetary control, Types of Budget, Fixed and Flexible, Performance budgeting; and zero-based budgeting. Forecast and Budget, Budgetary control as a management tool.

Suggested readings

1. Wheldon : Cost Accounting and Costing Methods.
2. Homgren Charges I: Intorduction to Management Accounting.
3. Keller and Ferrara : Management Accounting for Profit Control.
4. Accounting for Managers : S.K. Bhattacharya & John Dearden.
5. Management and Cost Accounting : Robert S. Kaplan.

Computer Applications in Management

MBA 116

Objective: To develop basic understanding of computers and their application in management.

Module 1 : Introduction to Computers

Components of a computer system; input/output devices; on line and off line devices; secondary storage devices; generations of computer technology and programming languages; data communication and networking, distributed data processing; software; and popular operating system.

Module 2 : Applications of Computer

Role of computer in management; computers and various functional areas of management; file organization; master and transaction files; personal computers and their use in business, common application packages in business computer based information systems and managing data processing in organization.

Module 3 : Practical I

GUI (Graphical user interface), Advantages of GUI, Introduction to Windows, Introduction to Excel, Entering Text, values, formulas, range shortcut, menus, tool bars, copying, moving entries, inserting, deleting cell, formatting basic graphics function.

Module 4 : Practical II

Introduction to MS Word, modifying document, formatting text, work processing tools, introduction to Access, database management tools.

Module 5 : Practical III

Practice of financial package (Tally), multi media preparation (Power Point) and SPSS package.

Suggested Readings:

- Saxena: A first Course in Computers. Vikas Publishing House.
- Computer fundamental – P.K. Sinha.
- Fundamental of computer and IT-D.P. sharma, Amit Choudhary

Objective: To enhance understanding of the dynamics of interaction between individual and the Organization to facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. It is also to develop greater insight into their own behavior in interpersonal and group team situations and acquire skills in influencing people in organizations.

Module 1: Introduction to Organizations - Defining "Organization" , Discipline of Organizational Behavior. Individuals in Organizations. Personality - Personality Formation , Self Esteem , Locus of Control , Type A and B Personalities. Perception- The Perceptual Process , Stereotyping , Halo-and Horn Effect.

Module 2: Attitudes - Attitudes Formation, Attitude Change, Job-Related Attitude ,Groups in Organisations , Formal & Informal Groups , Stages of Group Development , Group Cohesiveness, Group Effectiveness ,Self Managed Teams ,

Module 3: Conflict in Organisation - Functional and Dysfunctional Conflict, Conflict Management. Stress in Organisations- Nature and causes of stress , Individual and organizational Consequences of Stress , Burnt , Managing Stress. Contemporary Issues in Organization Behaviour and Management. Ethics in Organization - Ethical and Unethical Behaviour, Managing for Ethical Behaviour. Multiculturalism and Cross cultural Differences, Learning Organisations

Module 4:
Cases and Problems

Suggested Readings

- Udai Pareek, Understanding Organisational /Behaviour, Oxford
- Mishra : Organizational Behaviour Vikas
- Luthans, Fred : Organizational Behaviour
- Mirza Saiyadain : Organizational Behaviour, TH
- Chandan : Organizational Behaviour, Vikas
- Helga Drummond : Organizational Behaviour, Oxford
- Senge, Peter : The Learning Organization
- Harriss & Martman : Organizational Behaviour, Jaico.

Objective: To understand macroeconomic theories and their relation to the overall business environment.

Module 1: Macroeconomics: meaning, nature and scope. Basic concepts used: Stock and flow variables, partial and general equilibrium, static and dynamic analysis. Economy as a circular flow of income and expenditure.

Module 2: National income: Concepts and measurement through double entry, sectoral accounting and matrix approaches. Classical theory of output and employment, Say's law of markets.

Module 3: Keynesian theory of income determination, determinants of Macro equilibrium with aggregate demand and aggregate supply functions under employment equilibrium.

Module 4: Consumption: Meaning determinants and importance. Theory of consumption: Absolute income hypothesis, relative income hypothesis, permanent income hypothesis, life cycle hypothesis.

Module 5: Theory of investment: Types of investment determinants of investment, marginal efficiency of capital, net present value, and internal rate of return, interest rate determination, and classical, neoclassical and Keynesian theories.

Module 6: Theory of multiplier: Income generation in a static and dynamic setting, tax multiplier, foreign trade multiplier, balanced budget multiplier, leakages from multiplier, relevance of multiplier to developing countries.

Module 7: Inflation: Meaning, types, and theories.

Module 8: Stabilization policies: Monetary and fiscal policies.

Module 9: Money & its function and role: Quantity theory of money, Fisher and Cambridge equations. Keynes views about money and prices

Core Text Book: Ahuja, H.L. Macroeconomics: Theory & Policy. S. Chand Publishers

Suggested Readings:

- Ranagarajan, C. & Dholakia, B.H: Principles of Macroeconomics. Tata McGrawHill.
- Gupta, G.S. Macroeconomics- Theory and applications. Tata McGraw Hill.

Exploring Corporate Strategy-I

MBA 119

Objective: To develop an understanding of the main elements & concepts of corporate strategy and to know how they are making and breaking businesses. This would entail a deeper understanding of strategic management in businesses.

Module 1: Introducing Strategy- The nature of strategy and strategic decisions, Levels of strategy, Strategic management, Strategic choices, Strategic management in different contexts

Module 2: Understanding Strategy development- The strategy lenses, Strategy as ideas, Strategy development processes in organizations, Implications for strategy development, Strategic Leadership, Strategic management in uncertain and complex conditions

Module 3: The Environment- The macro environment, PESTEL framework, Differential impact of environmental influences, The five forces framework, Strategic groups, Organizational fields, Market segments, SWOT analysis

Module 4: Strategic Capability- Roots of strategic capability, Critical success factors, The strategic importance of resources, Competencies and core competences, Delivering value for money, Performing better than competitors, Robustness

Module 5: Expectations and purposes- Corporate governance, Stakeholder expectations, Business ethics, The cultural context, Communicating organizational purposes

Core Text Book: Johnson, Gerry & Scholes Kevan. Exploring Corporate Strategy. Pearson Education

Suggested Readings:

- Rowe, A.J. Others (1994)-Strategic Management A Methodological Approach, Reading, Mass: Addison-wesley.
- Prasad, L.M. (1995)-Business Policy & Strategy (New Delhi: Sultan Chand & Sens.)
- Jouch, L.R. & Glueck, W.F.-Business Policy and Strategy Management, (MC Grawhill).
- Michael, V.P. Globalisation, Liberalisation & Strategic Management, (Mumbai: Humalaya Publishing).
- Ramaswamy V.S. & Namakumari, S-Strategic Planning-formulation of Corporate Strategy, (Delhi:Macmillian India)
- Kazmi, Azhar: Business Policy and Strategic Management, Tata MCGraw Hill, New Delhi.

II Semester

Human Resource Management

MBA 221

Objective: To familiarize students with the functioning of the Human resource department and its interconnected dynamics.

Module 1:

HRM : Introduction, Definition, Objectives, Scope and Significance, Human Resource Management in Changing Environment, Human Resource Planning, Career Planning and Succession Planning. Job Analysis and Role Description

Module 2:

Recruitment – Methods and Techniques, Selection Process, Induction, Transfer, Promotion & Separations. Manpower Training and Development, Performance Appraisal, Job Evaluation – Wage once salary Administration

Module 3:

Employee Welfare and Benefits, Industrial Relations and Trade Unions, Dispute Resolution and Grievances Management, Employee Empowerment.

Suggested Reading:

1. C. B. Mamoria : Personnel Management
2. K. Aswathappa : Human Resource and Personnel Management
3. Robins S. P. & DA De Cenvo : Human Resource Management

Objective: To help students develop the requisite skills for interpreting business information and application of financial theory in managerial decision making.

Module 1:

Introduction to Financial Management: Nature of Financial Management – Scope and Objectives of Financial Management, Related disciplines, Financial Management & Accounting Management, Cash flow and Taxes, Analysis of financial statements, Financial Planning and forecasting financial statement, The financial Environment: Markets, institutions, and Interest rates.

Module 2:

Fundamental Concepts in financial management: Risk and return: The basics, Portfolio theory and Asset pricing Models, Time value of money

Module 3:

Securities and Their Valuation: Bonds and Stocks Valuation

Module 4:

Current Assets Management : Working Capital Management & Policy, Management of Cash and Marketable Securities, Receivables & Inventory Management, Short term sources of financing.

Module 5:

Corporate Valuation: Cost of Capital, Corporate valuation and value based management, Dividend Policy and Valuation

Module 6:

Capital Budgeting: Evaluating cash flows, Cash flow estimation and risk analysis, Techniques of capital budgeting, long term sources of financing

Module 7:

Strategic Financing decisions: Capital structure decisions: The basics, Extensions, Distributions to shareholders: Dividends and repurchases.

Module 8:

Tactical Financing decisions: IPO, Investment banking and financial restructuring, Lease financial, Hybrid financing: Preferred stocks, Warrants and Convertibles

Module 9:

Special topics: Leasing and Hire Purchase, Mergers and Amalgamation, Acquisition and take over, LBO's Bankruptcy, reorganization and Liquidation, Multinational financial management.

Suggested Readings:

- Financial Management by Eugene F. Brigham & Michael C. Ehrhardt, Brealey & Myers-Principles of corporate finance.
- Reference Books: Financial Management by I. M. Pandey, Prasanna Chandra, Financial Management By Khan & Jain.

Objectives: To develop understanding of the concepts and techniques of production & operations management.

Module 1: Operations Management- A systems view of Operations, framework for managing Operations, strategic role of Operations, trends in Operations Management

Module 2: Operations strategies for competitive advantage- Strategic planning, productivity and quality, international operations management, technology & mechanization

Module 3: Forecasting- forecasting models, behavioral dimension of forecasting

Module 4: Designing products, services and processes- product development, manufacturing process technology, Flexible Manufacturing Systems, Computer Integrated Manufacturing

Module 5: Operations capacity- capacity planning environment, capacity planning modeling

Module 6: Locating production and service facilities-facility location models, need for facility location planning, free trade and location alternatives

Module 7: Layout Planning- layout concepts, developing the process layout, developing the product layout, manufacturing cellular layouts

Module 8: Job design, Production and Operations standards, and Work Measurement- job design, work measurement

Module 9: Project Management- Project planning, project scheduling models

Module 10: Scheduling systems and Aggregate planning for production and services- Operations planning and scheduling systems, master scheduling, aggregate planning

Module 11: Operations scheduling- Intermittent systems, Loading, priority sequencing, finite loading, expediting, Optimized Production Technology (OPT)

Module 12: Inventory control fundamentals- Inventory concepts and costs, modeling

Module 13: Inventory control applications- Deterministic inventory models, stochastic inventory models, inventory control in application

Module 14: Materials requirements planning- applying MRP, detailed capacity planning, Manufacturing resource planning (MRPI) purchasing

Module 15: Japanese contributions to world class manufacturing- Just-in-Time manufacturing, application of Japanese manufacturing in the United States

Module 16: Quality analysis and control- process variation, statistical process control, inspection, acceptance sampling

Core Text Book: Adam, Everett E. & Ebert, Ronald. J. Production and Operations Management. Prentice Hall, India.

Suggested Readings

- Buffa E. S. & Sarin R. K. "Modern Production/ Operation Management John Wiley, New York, 1987.
- Chary S "Production and Operations Management" Tata McGraw Hill, New Delhi, 1988.
- Taha, A.H. Operation research: An introduction. Pearson/Prentice Hall

- Aronson, J.E & Zions. Stanley. Operations Research: Methods, models & applications. Greenwood Publishing
- Kasana, H.S. & Kumar, K.D. Introductory Operations Research: Theory & applications. Springer publications, Germany.

Objective: To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.

Module 1: Concept of Scientific Enquiry-Formulation of Research Problem. Hypothesis Building-Characteristic and Testing, Review of Literature. Exploratory, Descriptive and Experimental research Design. Qualitative Research Design. Data Collection-Sources, Constructing a questionnaire, the Interview, observation and Survey, Recording Information, Conducting Studies, Probability and Sampling

Module 2: Analysis of Data- Uni-variate, Bi-variate and Multi-variate Analysis. Using Software for analysis. Level of Significance-Parametric and Non-Parametric Test.

Module 3: Attitude Measurement-Motivational Research, Focus Group; Scaling Techniques-Socio-Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing-Organizing, Presentation, Bibliography and References.

Module 4: Cases and Problems.

Suggested Readings:

1. Goode, W.J. and Paul Hatt: "Methods in Social Research, McGraw Hill Book Co., Auckland
2. Siegal and N Castellan: Non Parametric Statistics for the Behavioural Sciences, McGraw Hill International Ed., New York.
3. Maxwell, Joseph : Qualitative Research Design-An Interactive Approach, Sage Publications, London.
4. Galting, John : Theory and Methods in Social Research.

Management Information System

MBA 225

Objectives: To create understanding of the concepts, techniques and application of management information systems and awareness about the role of information and computers in managerial decision making.

Module 1 : Introduction to Management Information Systems (MIS)

Concept, meaning, elements and characteristics of MIS organization, MIS Planning & building a business model, structure; elements of communication systems and distributed data processing.

Module 2 : Database and Communication

Definition requirements and user view of database, database material, DBMS, RDBMS Softwares; file, Structure; and distributed data processing.

Module 3 : MIS Technology

Definition of computer technology system and application software elements and support services elements.

Module 4 : Building and Installing MIS

Application Development Cycle, Analysis, Synthesis, and implementation of MIS, feasibility of installing MIS system.

Module 5 : Management and MIS

MIS aided decision making; DSS and EIS; education and training for MIS; management role in system development, Analysis of cases on MIS. Recent development in MIS.

Suggested Readings :

Davis G. B. and Olson M. H. "Management Information Systems", 2nd ed. McGraw-Hill, New York, 1985

Quantitative Techniques in Management

MBA 226

Objective: To develop an understanding of Quantitative Techniques used in management decision making,

Module 1: Introduction- management and decision making, Decision making and Quantitative Techniques

Module 2: Linear Programming I: Formulation and Graphic solution- formulation of Linear Programming problems, assumption underlying Linear Programming

Module 3: Linear Programming II: Simplex Method- conditions for application of Simplex method, solutions to maximization & minimization problems, Big-M method

Module 4: Linear Programming III: Duality & Sensitivity Analysis- Duality, economic interpretation of Dual, Sensitivity analysis

Module 5: Specially structured Linear Programmes I: Transportation and Transshipment problems- Production Scheduling and Inventory control- An application

Module 6: Specially structured Linear Programmes II: Assignment Problem- Assignment problem: A variant of the Transportation Problem

Module 7: Goal Programming- Integer & Goal programming, modified simplex method

Module 8: Sequencing- problems and illustrations

Module 9: Inventory management- Types of inventory, inventory management systems

Module 10: Queuing Theory- Queuing systems, characteristics and models

Module 11: Replacement theory- problems and illustrations

Module 12: PERT and CPM- PERT/CPM networks, resource analysis & allocation

Module 13: Decision Theory- Decision trees, Utility theory, Bayesian Decision rule

Module 14: Markov Chains- Brand switching example, Markov processes

Module 15: Theory of Games- Game models, problems & illustrations

Module 16: Simulation- Process of Simulation, problems & illustrations

Module 17: Investment analysis & break-even analysis- Time value of money, methods of incorporating risk into Capital Budgeting, Break-Even analysis

Module 18: Forecasting- Qualitative models of Forecasting, Time series models of Forecasting, Causal Models of Forecasting

Core Text Book: Vohra, N.D. Quantitative Techniques in Management. Tata McGraw Hill.

Suggested readings:

- Taha, A.H. Operation research: An introduction. Pearson/Prentice Hall
- Aronson, J.E & Zions. Stanley. Operations Research: Methods, models & applications. Greenwood Publishing
- Kasana, H.S. & Kumar, K.D. Introductory Operations Research: Theory & applications. Springer publications, Germany.

Objective: To introduce the students with basic concepts of marketing, various orientation that guide marketing and its key concepts, modern marketing – customer relationship management.

Module 1: Market, Marketing & Marketing Environment

Introduction – Meaning, Importance, Modern marketing concept, Social marketing, marketing process, functions, integrated marketing, marketing mix, relevance of marketing in a developing economy. Marketing Environment – Meaning, Definition, Environmental, threats & Opportunities, Environmental factor – Economic, Social, Political, Natural, Cultural etc. Organisational Environment, Market Environment, Demographic Environment, Social-Cultural Environment.

Module 2: Market Segmentation : Meaning and Definition, Ways to segment : No Segmentation, Complete Segmentation, Segmentation according to income, age, literacy etc. Characteristics of effective segmentation, Strategies towards market segmentation. Product Development and Product Life Cycle – Meaning, Process, Product concept, New Product Development, Product life cycle strategies.

Module 3: Pricing – Significance, Factor affecting price, pricing objective, Pricing of New Product, Skimming pricing, Product Mix Pricing. Channels of Distribution – Characteristics, Importance, Selection, Types & Services, Vertical, Horizontal, Multichannel.

Module 4: Advertising and Sales Promotion : Meaning, Publicity, Propaganda, Sales promotion and personal selling, DAGMAR approach, Media Selection, Media Mix, Message, Advertising effectiveness, Sales Promotion, Methods of Sales Promotion.

Core Text Book: Philip Kotler : Marketing Management (Analysis Planning and Control), Prentice Hall of Indian Pvt.Ltd., New Delhi.

Suggested Readings:

1. Ramaswamy & Namakumari : Marketing Management-MacMillan, New Delhi.
2. Raja Gopal : Marketing Management, Vikas.
3. William J.: Fundamentals of Marketing, McGraw Hill Ltd., New Delhi
4. Chudiff Still and Govoni : fundamentals of Modern Marketing, Prentice Hall of India Pvt.Ltd., Delhi.
5. Kaushal : Case Study Solutions-Marketing, McGraw Hill Ltd., New Delhi.
6. George D. Downing : Basic Marketing Charles E. Meril Publishing Company, Columbus, Ohino, USA.
7. Subhash C. Mehta: Marketing Environment, Concepts and Cases, Tata McGraw Hill, New Delhi.
8. Dholakia : Marketing Management-Cases and Concepts-MacMillan New Delhi.
9. Kottler/Armstrong : Principles of Marketing
10. Namakumari, Ramaswami: Marketing Management.
11. Czinkota Kotabe: Marketing Marketing Management.
12. Varshney Maheshwari : Marketing Management
13. U.C. Mathur : Marketing Management.
14. Skinner : Marketing Management
15. Nag : Marketing Stragegy-MacMillan, New Delhi.

Objective: To familiarize students with the conceptual framework of educational leadership and management. Students will learn different models of leadership and management and their correlation and application to educational institutions.

Module 1: The importance of leadership and management for education- What is educational management? What is educational leadership? Decentralization and Self-management, Instructional leadership

Module 2: Models of educational leadership and management- Formal Model: Bureaucratic models, Structural models, system models, Rational models, Heirarchical models

Module 3: Collegial models- Collegial models in higher education, secondary and primary schools. Transformational leadership, participative leadership, collegiality and gender

Module 4: Political models- Baldrige's political model, sources of power in education, political strategy in education, Transactional leadership

Module 5: Subjective models- Goals, structure, environment & leadership, postmodern leadership, Applying the model- Rivendell school

Module 6: Ambiguity models- The garbage can model, Applying the model- Oakfields school, contingent model

Module 7: Cultural models- societal culture, Handy's four culture models, developing a culture in South Africa, Moral leadership

Module 8: Conclusion- comparing the management models, comparing the leadership models, applying the models to schools and colleges

Core Text Book- Bush, Tony. Theories of educational leadership & management. Sage publications

Suggested readings:

- Kaushik Vijaya, K. Organization & management in secondary schools, 1998
- Vashisht, S.R. Educational administration in India. 1992

- Vashisht, S.R. Theories of Educational administration in India. 1992
- Lunenburg, Fred.C. & Ornstein, Allan.C. Education Administration-Concepts & practices. Thomas Brooks publishing.
- Rao. Management of education. 2009

Exploring Corporate Strategy-II

MBA 229

Module 6: Corporate Level Strategy- The corporate parent, The corporate rationale, The corporate portfolio, The extent of corporate diversity, Corporate control, Corporate-level competition

Module 7: Business Level Strategy- Force influencing business strategy, Bases of competitive advantage, sustaining competitive advantage, Competition and collaboration, Game theory, Competitive strategy in hypercompetitive conditions

Module 8: Directions and methods of development- Directions for strategy development, methods of strategy development, success criteria

Module 9: Organizing for success- Structural types, Processes, Relationships and boundaries, Configurations, Organizational dilemmas

Module 10: Enabling success- Managing people, managing information, managing finances, managing technology, integrating resources

Module 11: Managing Strategic Change- Diagnosing the change situation, Change management; styles & roles, Levers for managing strategic change

Core Text Book: Johnson, Gerry & Scholes, Kevan. Exploring Corporate Strategy. Pearson education

III Semester

International Business Management

MBA 331

Objective: To familiarize students with the importance of doing business in the international environment and the risk and challenges it offers.

Module 1:

International Business Concept, Approaches, International Business Decision, Domestic and International Business, Process of Internationalization (Globalization) -Decision Framework for Internationalization. International Trade Theories, Foreign Direct Investment Theories International Business Environment- Social, Political, Cultural and Legal.

Module 2:

Regionalization: MNCs, Regional Economic Integration in Europe, NAFTA , Role of Regional and International Institutions : WTO, IMF, UNCTED , SAARC in International trade, Foreign Exchange Market, International Monetary System.

Module 3:

Methods of Entry in Foreign Markets, Balance of Payment, International Business-Product Decision, Market Selection, Distribution Channel, International Pricing-Factors,.

Module 4:

Cases and Problems.

Suggested Readings:

1. Francis Cherunilam : International Business, Text and Cases, 3rd edition, Prentice Hall of India, New Delhi.
2. Charles W.L. Hill : International Business 4th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
3. John D Daniel. Lee H Radebaug : International Business Environment & Operations, 9th edition, Pearson Education, New Delhi.
4. Anant K Sundaram et al : The International Business Environment Text and Cases. Prentice Hall of India, New Delhi.

5. Warren J. Keegan : Global Marketing Management, Prentice Hall of India New Delhi.

Objective: To create an awareness of the external environment including the role of government and its impact on business.

Module 1: Business Environment and Society

Nature of Business environment; factors in business environment and their interaction, business ethics; social responsibility and social audit; consumerism and other environmentalist movements; sociocultural factors affecting business decision.

Module 2: Business and Economy

Circular flow of economics activities, national income in India; salient features of the Indian economy; inflation and its impact on business, emerging trends and structure of Indian economy; decision application of economic statistics.

Module 3: Business and Government

Political environment; Economic role of government planning in India and its implications for business decision.

Module 4: Business and Governmental Policies

Government policies and their implications for the business decision, policies towards sick units, BIFR.

Module 5: Business and Law

Main provision of company Act, 1956; Main provision of MRTP, competition Act, FEMA, and Consumer Protection Act; Regulation of stock exchange; and the role and functions of SEBI, current developments and analysis of business.

Suggested Readings:

1. Amarchand D “Government and Business” Tata McGraw Hill, New Delhi, 1991.
2. Ray S. K. “Indian Economy”, Prentice Hall, New Delhi 1987.

Objective: To familiarize students with the retail management concepts with strategy as the central issue. It would strive to enable the reader to become a good retail planner and decision maker and to help focus on change and adaptation to change.

Module 1: An overview of strategic retail management- frame work of retailing, importance of a retail strategy, building and sustaining relationships in retailing, value chain, retailer relationships, technology and relationships in retailing, strategic planning in retailing, situation analysis, identification of consumer characteristics and needs, opportunities and threat in global retailing

Module 2: Situation analysis- retail institutions by ownership, Franchising, retail institution by store based strategy mix, retail life cycle, mergers, diversification and downsizing, food oriented retailers, general merchandise retailers, forms of non traditional retailing, direct selling, electronic retailing

Module 3: Targeting customers and gathering information- identifying and understanding consumers, consumer needs & desires, shopping attitudes and behavior, retailers with mass, concentrated & differentiated marketing strategies, promotion strategy, methods of communication with customers, selection of promotion mix, environmental factors affecting consumers, information gathering and processing in retailing

Module 4: Choosing a store location- the importance of location to a retailer, Trading-area analysis, characteristics of trading areas, the nature of competition and the level of saturation, site selection

Module 5: case study discussions

Core Text Book: Berman, Barry & Evans, Joel.R. Retail management: A strategic approach. Prentice Hall of India

Objective: To help students understand the world of social entrepreneurs and their enterprises. To acknowledge social entrepreneurs' contribution to the society and to develop a deep interest in social entrepreneurship

Module 1: Defining Social Entrepreneurship- What is social entrepreneurship? When did it emerge as a global movement? Who are pioneers? What does a social enterprise do? What are social entrepreneurs like? What is the difference between social & business entrepreneurship? How is social entrepreneurship different from activism? Six qualities of a successful social entrepreneur

Module 2: Challenges of causing change- What are the main financial constraints? How to social entrepreneurs finance organization and enterprise? How to social entrepreneurs evaluate their impact? What is stopping social change?

Module 3: Envisioning an innovative society- How is social entrepreneurship changing minds? How could schools nurture social innovators? How is social entrepreneurship influencing business?

Module 4: Case study discussions

- Mohammad Yunus- Grameen Bank, Bangladesh
- Fabio Rosa- Rural electrification, Brazil
- Florence Nightangle- Nursing, England
- Javed Abidi- Disability rights, India
- James Grant- The child survival solution, USA
- Jeroo Billimoria- Child protection, India
- J.b.Schrammy- College access, USA
- Veronica Khosa- case for AIDS patients, South Africa
- Vikram Akula- SKS microfinance, India
- Erzsebet Szekers- Assisted living for the disabled, Hungary.

Core Text Books:

- Bornstein, David. How to change the world- Social entrepreneurship and the power of new ideas. Oxford University Press.
- Bornstein, David. Social entrepreneurship: What everyone needs to know. Oxford University Press.

Suggested Readings:

- Nichollas, Alex. Social entrepreneurship- new models of sustainable change. Oxford University Press.

Objective: To understand the dynamics of advertising and to learn the concepts and strategies for creating a successful advertisement

Module 1: The field of advertising management- The advertiser, facilitating institutions, perspectives on Advertising

Module 2: Advertising planning and decision making- marketing strategy and situation analysis, marketing plan, advertising plan, social, legal and global factors

Module 3: Integrated marketing communications- role of advertising within the marketing program, direct or database marketing, sales promotion, public relations

Module 4: Setting goals & objectives- functions of objectives, The DAGMAR approach

Module 5: How advertising works- Different research streams

Module 6: Segmentation & Positioning- segmentation & positioning strategy

Module 7: Attention & comprehension- from attention to recall, interpretation & comprehension, attention vs. comprehension

Module 8: Associating feelings with the brand- modeling the feeling, the role of classical conditioning, attitude towards advertisement

Module 9: Group influence and word-of-mouth advertisement- reference groups, influences on brand choice, word-of-mouth, How Ads can give Brands cultural meaning

Module 10: The Art of copywriting- the creative process, layout, types of television commercials, creative styles, Is execution more important than content?

Module 11: Advertising copy testing & diagnosis- copy testing strategy, tracking studies, validity & reliability

Module 12: Production and implementation- the advertising production process, a model of the creation and production process, the client agency relationship

Module 13: Media strategy: setting media budgets- economic analysis in setting and allocating budgets, studies of optimal repetition frequency

Module 14: Media tactics- media class decisions, media vehicle decisions, media option decisions, scheduling and timing, media buying, the media plan

Module 15: Advertising regulation- what is deceptive advertising? Remedies, self regulation

Module 16: Advertising and society- effects on values and lifestyles, economic effects

Module 17: Global marketing and advertising- globalization of the markets, global production and marketing, global branding and positioning, message strategy

Core Text Book: Aaker, David A., Myera John G., & Batra, Rajiv : Advertising Management (Pearson Education)

Suggested Readings:

- Zeigler et. AL. : Advertising; Mc Graw Hill Publications.
- Dirksen Kroeger and Nicossia : Advertising Principles Problems and Cases: D.B. Taraporewala & Sons, Bombay.
- A Borden and Marashall : Advertising Management-Text and Cases; D.B. Taraporewala & Sons, Bombay.

- Choudhary, Pran, Elliott, Ricky & Toop Alan: Successful Sales promotions. Orient Longman Limited, Hyderabad.
- Advertising & promotion management. Blech & Blech. Tata McGraw Hill.
- Ogilvy D.Longman publication : Ogilvy on Advertising
- Chunnawala : Advertising Management

Objective: To understand the basic tenets of consumer behavior and how they are affecting the purchase decisions.

Module 1: Consumer Behavior-Introduction, consumer needs and buyer motivation personality, self-concept and consumer behavior, consumer perception, consumer attitude, consumer as a learner, cases. Consumer psychographic, psychographics Vs. demographics. Group dynamics and consumer reference groups, family as a consuming unit.

Module 2: Social class, influence of culture and sub culture on behavior. Consumer i internation perspective. Consumer decision process-Pre and post purchase behavio, purchase process. Rationality in buying. Models of buyes-Nicosia, Howard Sheth, Engle Blackwell Kollat Model.Organizational Buying Behavior.

Module 3: Marketing Research and marketing Information System. Defining and Planing Research, Research Design, Marketing Research Plans and Proposals. Data Collection, Sampling-Process, selection and size. Data processing, analysis and interpretation. Application of marketing research in new product development, Monitoring the product position, market analysis and forecasting advertising research, motivational research, industrial marketing research Marketing reseach softwares and latest development.

Module 4: Cases Study discussions

Suggested Readings:

- Schiffman and Kanuk : Consumer Behavior, Prentice Hall 4th ed.
- Sumathi : Marketing Research and consumer Behavior, Vikas Puth House.
- Shaughessy John O : Why People Buy ? Oxford University Press.
- Hill Rey W and Millar : Organizational Buying Behavior.
- Luck, wales, taylor, Rubin : Marketing Research.
- Green and Tull : Research for Marketing Decision.
- R.S. Alexander, James S : Industrial Marketing.

Objective: To help students conceptualized the theme of Brand Management and to understand what Brand is and how to build & sustain it

Module 1: Brand equity in question- Goodwill, source of value to the consumer and the company, brand assets to financial value

Module 2: The new rules of brand management- What does branding means? A brand is a contract, obstacles to the branding principles, implications of the brand equity concept, the logic of co-branding

Module 3: Brand identity: identity and image, the six facets of identity, sources of identity, analyzing a brand's potential

Module 4: Launching new brands- defining the brand's platform, brand campaign or product campaign? Choosing a name for a brand

Module 5: Sustaining a brand long term- the equilibrium of added value, renovations & innovations, invest in communication, create entry barriers, reinforcing brand loyalty, from brand equity to customer equity

Module 6: Brand Architecture- Branding strategies, product names: autonomy or affiliation, failure in brand product relationships, corporate brands and product brands

Module 7: Brand extension- why extend the brand? Economic consequences of brand extension, typology of brand extensions, a few classics errors, the marketing mix of brand extension

Module 8: Multi-brand portfolios- brand portfolios and market segmentation, multi brand strategies, the case of industrial brands, distributor's own brand portfolios

Module 9: Handling name changes and brand transfers- types of brand transfers, reasons for brand transfer, from Philips to Whirlpool, from GE to Black & Decker, from Chambourcy to Nestle, which brand to retain after the merger

Module 10: Declining, ageing & revitalization- the factors of decline, the ageing of brands, rejuvenating a brand,

Module 11: Making brands go global- geographical extension, from single name to global brands, conditions favoring global brands, disruption vs. optimization marketing, barriers to globalization

Module 12: Financial evaluation and accounting for brands- why include brands on the balance sheet, the accounting treatment, cost-based brand valuation methods, valuation by market price, and valuation by potential earnings

Module 13: Case Study Discussions

Core Text Book- Kapferer, Jean. Neol. Strategic Brand Management. Kogan page publishing

Industrial Marketing

MBA-MM-338

Objective: To familiarize students with the basic concepts of Industrial goods marketing and how it is different from other kinds of marketing,

Module 1: Dimensions of industrial marketing- nature of industrial marketing, understanding industrial markets, the industrial marketing environment

Module 2: Organizational buying and buyer behavior- the nature of industrial buying, the interpersonal dynamics of industrial buying behavior

Module 3: Strategy formulation in the industrial market- the strategic planning process, assessing market opportunities, industrial market segmentation, target marketing and positions.

Module 4: Formulating product planning- developing product strategy, strategic innovation and new product development

Module 5: Formulating channel strategy- marketing channel participants, marketing logistics: physical distribution and customer service

Module 6: Formulating marketing communication planning- developing the industrial sales force, planning organizing and controlling the selling function, managing advertising, sales promotion and publicity strategy

Module 7: Formulating pricing policies- Price determinants: customers, competition and costs, pricing decision analysis

Module 8: International industrial marketing- industrial marketing in the international environment

Module 9: Case study discussions

Core Text Book: Reeder, Robert, R., Brierty, Edward, G. and Reeder, Betty, H. Industrial Marketing. Prentice Hall of India

Suggested readings:

- Hawaldar, Krishna, K. Industrial marketing- text and cases. Tata McGraw Hill
- Webster, Frederic, E. Industrial marketing strategy. John Wiley & Sons

Objective: The purpose of this course is to develop an understanding of the various facets of Industrial Relations & Legal Environment

Module 1: A General Survey, Need, Objectives and Principles of Legal Environment. Legal Enactments in India, Influence of ILO on Indian Legislation.

Module 2: Quality of Work Life - Meaning, Specifications, Quality of Work Life and Productivity, Barriers, Strategies for improvement of QWL.

Module 3: Workers' Participation in Management and Quality Circles, Concepts to make Quality Circle process Effective, Objective of WPM, Essential conditions for Successful working of WPM, forms of WPM.

Module 4: Industrial Relations - Conceptual Analysis, Trade Unions, Grievance Procedure and Disciplinary Procedure, Collective Bargaining, Industrial Conflicts - Types, Working of different dispute prevention and Settlement Machinery.

Module 5: Public Policy on Industrial Relations, Tipcart, Legal Framework, Aspects of Employment, Dearness Allowances. Fringe Benefits & bonus Issues.

Suggested Readings:

- Yoder, Dale - Personnel Management and Industrial Relations, Prentice-Hall India, New Delhi.
- Myers, Charles A and Kannappan. S. -Industrial Relations in India, Asia Publication House,
- The Industrial Relations: CB Mamoria
- Human Resource Management: K. Ashwathapa

Objectives: In the context of global competition, Organizations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D). The broad objectives of the course are as follows:

Module 1: Overview, objectives, definition, system view, needs assessment, organizational analysis, employee obsolescence, multi skilling, Assessment of Training Needs-Triggers for Training, Needs Assessment Methods & Techniques.

Module 2: Job Analysis, Personal Analysis, designing a learning environment, learning patterns-what is to be learnt; building effective instruction; incorporate learning principles, conditions of transfers of learning.

Module 3: Development of training materials, training methods (benefits, limitations)- Traditional Instructional Approaches; On the Job Training; Classroom Instruction; Self Directed Learning Programmes; Simulated Work Settings; Emerging Training Technologies. Special training programs; employee orientation programs, training for teams, creativity training ,cross training, training for international assignments.

Module 4: Evaluation and Audit- Training Evaluation and validation ,Barriers to Evaluation, Criteria for Evaluation, Evaluation Process, Method of Evaluation.

Module 5: Learning System-Training & Learning Organization;Characteristics of Learning Organization,models,,Learning Organization, Challenges to become Learning Organization.

Core Text Book: Udai Pareek Training instruments for Health Management, Tata Mc Graw Hill, ND

Objectives: The purpose of this course is to provide an exposure to the students of PM&IR into the labour law administration.

Module 1:

Factories Act, 1948

Module 2:

Industrial Employment (Standing Order) Act, 1936,

Module 3:

Trade Union Act, 1926.

Module 4:

Industrial Disputes Act, 1947.

Module 5:

Payment of Wages Act, 1936.

Module 6:

Minimum Wages Act, 1948.

Module 7:

Payment of Bonus Act, 1965.

Module 8:

Maternity Benefit Act, 1961.

Module 9:

Employees Provident Funds (and Misc. Provisions) Act, 1952

Module 10:

Employees' State Insurance Act, 1948 (ESI Act)

Module 11:

Payment of Gratuity Act, 1972 (PG Act)

Suggested Readings:

- Indrajeet Singh: Labour Laws
- Mishra: Labour Legislation
- Kumawat: Labour Legislation
- N.D. Kapoor: Labour Laws

Objective: To learn and apply the concepts of Project Appraisal, Planning and Control

Module 1: Overview and feasibility study of capital investments, Strategic planning and capital allocation Generation and Screening of project Idea; Capital Expenditure ;Importance and Difficulties.

Module 2: Market Demand and Situational Analysis, Technical Analysis, Financial Analysis-Estimates and projections.

Module 3:Investment Criteria and cash flow estimation ,Analysis of Project Risk, Firm risk and Market risk; Social Cost and benefit Analysis, Multiple projects and Constraints.

Module 4: Financing of projects in national and international market, Network Techniques for Project Management.

Module 5: Project Financing in India Problem of Time and Cost Overrun in Public Sector Enterprises in India, Project Review and Administrative Aspects;

Suggested Readings:

- Prasanna Chandra “ PROJECT PLANNING ,ANALYSIS AND MANAGEMENT “
- V.K.Bhalla “ Financial Management And Policy “

Objective: To understand the functioning of financial institutions and services and to learn the running the financial system.

Module 1: Financial system, Function of Financial System, Financial markets, Money Market, Capital Market, Financial Institutions: Reserve Bank, Regulation of Money and Credit, Monetary Policy, General Credit Control, Fiscal Policy, Foreign Exchange Market.

Module 2: Rate of exchange, Major Foreign Exchange Instruments, Spot Market, Forward Market, Currency Option, Currency Futures, Financial Sector Reform in India, Financial Services, Banking services, Types of financial services.

Module 3: Commercial Bank, Function of Banks, Banking system, Banks in India, Interest Rate, Sources of funds and their utilization, Liquidity and Profitability, Management of Capital Fund, Commercial bank and Industrial Finance.

Module 4: Securitization, Mortgage Backed Securities (MBS), Development Bank, Indian Financial Institution- A Profile: IDBI, ICICI, IFCI, SIDBI, SFCs, SIDC, UTI, LIC, NHB, NABARD, RRBs, NBFCs.

Module 5: Life Insurance Corporation: Meaning, Benefit, Objective, Policies, Investment Pattern, General Insurance: Products, GIC and its Subsidiaries, Mutual Fund: Investment Options, Importance, Classification, Choosing a Mutual Fund, Mutual Fund Scheme in India

Suggested Readings:

- Prasanna Chandra : Financial Management?
- Pezzullo: Marketing Financial Services-MacMillan, New Delhi

Tax Planning & Management

MBA-FM-344

Objective: To understand the concepts of Tax planning and efficient Tax management

Module 1: Taxes: Characteristics, Objective, Types, Tax Planning Management, Scheme of Taxation, Tax Planning, Tax Management.

Module 2: Residential Status and tax Liabilities, Head of Income: Salary, Allowances, Perquisites, Valuation of Motor Car, Fringe Benefits, Deduction from Salaries (Section 16), Calculation of Tax, Tax Planning for Employer.

Module 3: Corporate Tax

Module 4: Wealth Tax

Module 5: Central Excise Act, 1944, Types of Excise Duties, Goods, Manufacturer, Valuation of Excisable Goods, CENVAT, Assessment, Demand, Recovery & Refund, Custom Act, 1962, Duty Draw Back

Suggested Readings:

- Agarwal, Kaushal Kumar. Corporate Tax Planning. Atlantic Publishers, New Delhi

IV Semester

Business Law

MBA 441

Objective: To understand the laws governing the businesses and their implications

Module 1: The Indian Contract Act, 1872; Essential of a valid contract, void agreement, performance of contracts, breach of contract and its remedies. Quasi-Contracts.

Module 2: The Companies Act, 1956; Nature and types of companies; formation; memorandum and articles of association, prospectus, shares and share capital, allotment of shares. Membership; borrowing powers, management and meetings account and audit comprise arrangements and reconstruction; prevention of oppression and mismanagement; winding up.

Module 3: The Sale of Goods Act, 1930; right of an unpaid seller, Consumer Protection Act

Module 4: The Negotiable Instruments Act, 1881; nature and types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument. Arbitration and Conciliation Act, 1996.

Suggested Readings:

- M.C. Kunchhal, Business Law
- N.D Kapoor, Elements of Mercantilelaw

Objective: To create a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup.

Module 1: Entrepreneurship: Definition of entrepreneur, entrepreneurial motivation & barriers, Internal & External Factors, Types of entrepreneurs, Theories of Entrepreneurship, And Classification of Entrepreneur.

Module 2: Creativity & Innovation- Creative Problem Solving, Creative Thinking, Lateral Thinking of De-Bono.

Module 3: Creative performance in terms of motivation and skills, idea generation, screening & project identification, creative performance.

Module 4: Feasibility analysis: economic, marketing, finance & technical, project planning, evaluation, monitoring & control, segmentation, targeting & positioning of product.

Module 5: Institutional support for new ventures, supporting organization, incentive and facilities, financial institution and small scale industries, govt. policies for SSI's, family and non-family entrepreneurs, role of professionals, professionalism vs. family entrepreneur, role of woman entrepreneur, sick industries, reason for sickness, remedies for sickness.

Suggested Readings:

- Desai A.N. "Entrepreneurship And Environment" 1990
- Bhargava, Arun. Everyday entrepreneurs-The harbingers of prosperity and creators of jobs. Vikas publishing house.
- Roy, Rajeev. Entrepreneurship Management. Oxford University Press
- Singh, Naunihal. Effective Entrepreneurship Management. Anmol Publications, New Delhi

Module 6: Managing a retail business- retail organization and human resource management, setting up a retail organization, organizational patterns in retailing, human resource management in retailing, operations management, profit planning, asset management, budgeting, resource allocation, store format, size and space allocation

Module 7: Merchandize management and pricing- developing merchandise plans, category management, implementing merchandise plans, logistics, supply chain management, inventory management, financial merchandise management, inventory valuation, merchandise forecasting, unit control systems, pricing, external factors affecting a retail price strategy, developing a retail price strategy

Module 8: Communicating with the customer- establishing and maintaining a retail image, encouraging customer to spend more time shopping, promotional strategy, elements of the retail promotional mix, planning a retail promotional strategy

Module 9: Integrating and controlling the retail strategy- retail audit, planning procedures and opportunity analysis, scenario analysis, retail effectiveness checklist,

Core Text Book: Berman, Barry & Evans, Joel.R. Retail management: A strategic approach. Prentice Hall of India

Objective: To spread the awareness about environmental degradation and how can it be contained. To learn the accountability issues of businesses towards the environment

Module 1: Environment management concepts- sustainable development, stakeholder concept, major environmental problems, environmental resources, environmental conflict

Module 2: Environmental Law- Stockholm conference, The Earth summit-the Rio declaration, environmental governance in India since 1972, environmental protection & fundamental rights, public participation

Module 3: Environmental Impact assessment- planning, relevance, significance, environmental impact assessment practices in India, future trends in environmental impact assessment

Module 4: Emergence of industrial response for environmental issue in India- regulatory and economic instruments, corporate environmental responsibility, ISO 14000 and environmental systems.

Module 5: Environmental ethics- ethical theories, ethical dilemma, environmental ethics & population, environmental ethics & pollution, environment and technology

Module 6: WTO & environmental issues- Trade & environment, The WTO, General agreement on Trade & services (GATS)

Module 7: Solid waste management- disposal of garbage, effects of garbage dumping, solid waste management in Mumbai

Module 8: Hospital waste management & biomedical waste management rules- hazardous wastes, standards for treatment & disposal, The 3R's of waste management

Case study discussions:

- EcoTaj (Taj Group of hotels)
- CNG and pollution in Delhi

Core Text Book:

Krishnamoorthy, Bala. Environment Management. Prentice Hall of India

Suggested readings:

Sawhney, Aparna. The new face of environment management in India. Ashgate publishing, England.

Objectives: To understand the importance of services marketing and its various dynamics.

Module 1: Understanding Service Products, Consumers, and Markets- Introduction to services marketing, consumer behavior in service encounters, positioning services in competitive markets

Module 2: Key Elements of Services Marketing- Creating the service product, designing the communication mix for service, pricing and revenue management, distributing services

Module 3: Managing the Service Delivery Process- designing and managing service processes, balancing demand and capacity, planning the service environment, managing people for service advantage

Module 4: Implementing Services Marketing- Managing relationships and building loyalty, customer feedback and service recovery, improving service quality and productivity, organizing for service leadership

Module 5: Analysis of cases and current developments.

Core Text Book: Lovelock, Christopher & Wirtz, Jochen. Services Marketing- People, Technology, Strategy. Pearson Education.

Suggested Reading:

1. Honon Woodruffe: Services Marketing, MacMillan India Ltd. New Delhi
2. Harsh V. Verma : Marketing of Services, Global Business Press, New Delhi
3. Adrian Payne: Services Marketing, PHI, New Delhi.
4. Ronald T Rust, Anthony J Zahorik and Timothy L. Koninghani Service Marketing, Harper Collins, New York.

5. Valario A. Zeithami, A. Parasuraman and Leonard L. Berry Delivering, Quality Service, The Free Press, New York.

International Marketing

MBA-MM-446

Objective: The purpose is to learn the techniques of International marketing, understand its significance in the global scenario and to distinguish the same from domestic marketing.

Module 1: Introduction: International Marketing Definition, Scope of international marketing, Factor effecting: controllable and uncontrollable factors, Different between international marketing, international trade and international business, Tariff and non-tariff barriers.

Module 2 : International institutions: World Bank (IBRD), International Monetary Fund, UNCTAD, WTO, Export promotion institutional infrastructure, Export promotion council, GATT, ECGC, IMF vs. World Bank.

Module 3 : International Investment, factors effecting international investment, Euro Currency market, Risk in International Market, Risk Management, Foreign Market identification and selection..

Module 4: Export finance, EXIM Bank, Dumping, anti- dumping, modes of entry in foreign market, export procedures and documentation.

Module 5: International distribution channel, international pricing, factor effecting price, price strategy, International product life cycle theory, identification of foreign market, classification of world market, international marketing research.

Suggested Reading:

1. Bhattacharya B “Export Marketing, Strategies for Success” Global Business Press, New Delhi, 1991.
2. Indian Institute of Foreign Trade “Cases in International Marketing, Indian Experience” IIFT, New Delhi, 1970
3. Pathak A. V. “Managing Multinational Corporations” Prager, NY 1974.
4. Terpstra V “International Marketing” Dryden Press, Chicago 1989.

Sales & distribution Management

MBA-MM-447

Objective: The purpose here is to understand the intricacies of S&D management

Module 1: Distribution channel management, creating and managing the dealers network, dealer selection, introducing the new dealers, managing the new dealers, component tasks in managing the dealers, determining the trade relation mix, serving and administering the dealers, securing shelf space and merchandising, support front dealers, dealer motivation, performance appraisal of dealers.

Module 2: dealer training and development, resolving channel conflicts, channel conflicts, types of conflicts, nature/causes of conflicts, channel conflict as a process, conflict resolution mechanisms, managing the conflict, negotiation as a mechanism for resolving conflict.

Module 3: Distribution management, characteristics of distribution channels, objective of distribution channels, function of distribution channel, factors influence channel decisions, role of the channels of distribution, types of channels, direct marketing channel (Zero Level), indirect marketing channel, typical indirect channels of distribution, factors determining length of channels.

Module 4: Participants of channel system, primary participants, wholesalers, function of wholesalers, types of wholesaler, services rendered by wholesalers. Strategic management of wholesalers,

Module 5: Retailers, function of retailers, essential elements for a successful retail trade, retailing functions in distribution, designing a channel system, distribution policies and strategy, distribution channel strategy, selling distribution objective.

Core Text Book: Still, Cundiff & Govani. Sales management. Prentice Hall India.

Suggested Readings:

- Sahu. Salesmanship & sales management. Vikas Publishing House
- Lancaster. Selling & sales management. MacMillan, New Delhi
- C. Glen Watters. Marketing Channels. Good Year Publishing Company. USA
- S.L.Gupta. Sales distribution Management

Objective: To familiarize students with the key concepts and strategies for rural marketing.

Module 1: Introduction: The state of the art, Corporate interests in rural markets, market size & penetration, rising disposable income

Module 2: Liberalized economy: impact on rural marketing, economic reforms, corporate response to the change, marketing in pre-reforms era, rural marketing in changed scenario

Module 3: The rural consumer in India- geographical spread, diversity, literacy. Lifestyles, brand preferences & loyalty, place of purchase

Module 4: Marketing of Agricultural Inputs- Agronomic potential, afro-economic potential, actual consumption, demand, media & competition, information & communication technology in rural India

Module 5: Marketing Research Methods & MIS- research in rural markets, major techniques of market research, multidimensional scaling (MDS) , Rural marketing information system (RUMIS)

Module 6: Marketing of consumer goods & durables- classification of products & markets, marketing myths undermined

Module 7: Rural distribution channels- village retailers, corporate strategy, Haats & fairs, mobile trader

Module 8: Marketing of services- Herbal hardsell, agricultural insurance, crop insurance

Module 9: Marketing for social development- marketing considerations, communication & promotion, corporate social responsibility

Module 10: Rural retailing- growth of rural markets, retail business in India

Module 11: Problems & challenges of rural marketing

Module 12: Rural marketing strategies for India

Core Text Book: Dogra, Balram & Ghuman, Karminder. Rural Marketing- concepts & practices. Tata McGraw Hill Publishing

Suggested readings:

- Singh, Awadhesh Kumar. Rural Marketing-India perspective
- Rao, G. Srinivas. Rural marketing in India- A case study. Anmol publications, Delhi
- Rajgopal. Understanding Rural marketing. Daya Publishing house, Delhi.
- Krishnamacharyulu, S.G & Ramakrishnan, Lalitha. Rural marketing- Text & cases. Pearson education

Objectives: The course is designed broadly to familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs; promote understanding of the nature of industrial employees compensation package ;principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy; impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Module 1: Historical Development of Payment Systems-Basic Concept-Definition of Compensation, an Introduction to Job Evaluation, Methods of Job Evaluation- the ranking method : description, advantage and limitations; the classification method : description, advantages and limitations ; factor comparison method : description, advantages and limitations; point rating methods : description, advantages and limitations; Hay guide chart – profile method : description, advantages and limitations.

Module 2: Wage Structure in the Plant, Labour Market: Concept, Broad Types of Labour Market, National Wage Policy: Objectives, Concepts, Wage Legislations-Payment of wages Act, Minimum wages Act, Payment of Bonus Act

Module 3: Company Wage Policy: Wage Determination, Pay Grades, Economic Principles, External Equity: Wage Surveys, Wage Components

Module 4: Dearness Allowance : Computation of CPI – Exercise; Wage Incentives – Concept; different kinds of wage incentives plans and their application, pay for performance, competency based pay; Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus; Fringe Benefits : Underlying Principles, Different Kinds of Fringe Benefits. Wage Administration: Pay Roll Management, Deductions etc.

Suggested Readings:

- Bhattacharya , Dipak Kumar” Human Resource Planning “Excel Books, Delhi
- Rynes, Sara, L. & Gerhart, Berry. Compensations- Theory, evidence & strategic implications. Sage publications
- Updhyay, S.S. Compensation Management: Rewarding Performance. Global India Publications, New Delhi
- Chingos, Peter, T. Paying for performance: a guide to Compensation Management. John Wiley & Sons
- Dewaker, Goel. Performance appraisal & Compensation Management: A modern approach. Prentice Hall India.

Objective: Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside so as to advise and assist the authorities concerned in their manpower planning and development activities. Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

Module 1: Manpower Planning-Objectives (Micro and Macro Levels), Benefits, Advantages, Limitations and Problems. HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.

Module 2: Manpower Planning: Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification, Job Evaluation, Skill, Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspect, Qualitative Aspects, Methodology

Module 3: Organisation as a Matrix of Jobs, Organisation Structuring, Traditional Concepts, Recent Trends, Role Clarity Job Enrichment/Job Enlargement, Career Planning/Succession Planning.

Module 4: Human Resource Planning (HRP) Process, Productivity & Technology, Recruitment, Selection & Induction. Human Resource Information System, Human Resource Costs, Recent Trends and issues in HR Planning.

Suggested Readings:

Bhattacharya , Dipak Kumar” Human Resource Planning “Excel Books, Delhi

Objective: To give students complete exposure to all aspects of performance appraisal and counseling, post appraisal and performance mgt.

Module 1: Performance Appraisal- Human Resource Development and Performance Appraisal: Meaning, Need, Purpose, Content. Designing your Performance: Key Business Process; Competitive Advantage; role Clarity, accountability and effectiveness Increasing Self awareness & understanding Self appraisal.

Module 2: Performance Appraisal Process & Methods- Performance Appraisal Process, Identifying KRAs KPAs, SMART goals; Focus and Priority Matrix; Preparing a Performance Plan ,Recent Performance Appraisal techniques:360 feedback system, HR accounting, Assessment centers, MBO & BARS

Module 3: Performance Scorecard- Balanced Score card, Employee Scorecard, HR scorecard, PcMM Model

Module 4: Performance Counseling and Mentoring- Meaning and Definition ;Principles of counseling;Process.Directive and Non Directive types of Counseling ;Characteristics of good counselor ;Post appraisal interviews; Potential Appraisal Performance Improvement Strategies.

Module 5: Performance Evaluation- Performance Evaluation,Common Performance Characteristics,Development & Implementation,Training,Frame of Reference Training.

Suggested Readings:

- Human Resource Management by Gary Desler pearson / PHI education 10th Edition
- Appraising and Developing Managerial Performance by T . V. Rao, Excel Books
- 360 Appraisal & management by T V Rao & Udai Pareek
- Performance Appraisal Methods (Chapter 14th) ‘Personnel and Human Resource Management’ by David Decenze & Stephen P Robbins – PHI Publications
- Managing Human Resource (Chapter 7, part IV) by Luis Gomez Mejia, David Balkin & Robert Cardy
- Performance Appraisals by Bob Havard – Kogan page publications
- Human Resource Development – by Randy Desimme, Jon Weener & David

Security Analysis and Investment Management MBA-FM-452

Objectives: The objectives of this course are to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Course Contents: Investment-Return and Risk; Operation of Indian Stock Market; New issue Market Listing of Securities; Cost of Investing in Securities; Mechanics of investing; Markets and Brokers; Investment Companies; Market indices and Return; Security Credit Ratings, Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market; Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Development in the Indian Stock Market.

Suggested Reading:

- Amling, Frederic. Investment. Englewood Cliffs, New jersey, PHI, 1983.
- Bhalla, V. K. Investment Management: Security Analysis and Portfolio Management., 8th ed., New Delhi, S. Chand, 2001.
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6th ed., New Delhi, PHI, 1995.

Objective: The purpose is to understand how International financial system works and how its constituents are managed.

Module 1: Foundations of International Financial Management

Globalization and Multinational firm, International monetary system, Balance of payments, The Markets for foreign exchange, International parity relationship and forecasting foreign exchange rates.

Module 2: World financial markets and institutions

International banking and Money markets, International Bond and equity markets, Capital and money markets – GDRs, ADRs, ADS – Bonds, FRNs –Cross currency rates and interest rate arbitrage, Future and Options on foreign exchange, Currency and interest rate swaps.

Module 3: Foreign exchange and exposure

Management of economic, transaction and Translation Exposure

Module 4: Financial Management of the Multinational firm

FDI, International capital structure and the cost of capital, International capital budgeting, Exports and imports. Dividend Policy of the Multinational Firm; Taxation of the Multinational Firm; Country Risk Analysis; Long Term Financing

Suggested Readings:

- Cheol S. Eun & Bruce G. Resnick (TATA McGraw-Hill Edition)
- Abdullah, F A. Financial Management for the Multinational Firm, Engteewood Cliffs. New Jersey, Perntice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management; 2nd ed., New Delhi, Anmol, 2001.
- Buckley, Adrian. Multinational Financial. New York, PHI 1996
- Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb, 1993.
- Shapiro, Alan C. Multinational Financial Management, New Delhi, PHI, 1995

Working Capital Management

MBA-FM-454

Objective: To develop an understanding of Working Capital Management and its role in managerial decision making

Module 1: Introduction to Working Capital Management- Short term funding, Management of cash, Receivable management, Inventory management, Working capital and dividend policy

Module 2: Management of cash- Motives of holding cash; Transaction motive, precautionary motive, speculative motive, cash management objectives and decisions

Module 3: Inventory management- Investing in inventory, Optimal levels of inventory, Inventory carrying costs, Economic order quantity

Module 4: Working Capital Management & Dividend policy- Management of dividends, factors influencing dividends policy, alternative dividend policies

Suggested readings:

- Rangarajan, Krish & Mishra, Anil. Working capital management. Excel Book publishing.
- Krishnamurthy, Gopal G. Towards better working capital management. ICAI press
- Kumar, Vijay, A. Working capital management. Northern book center
- Gupta, Sunita. Management of working capital. New Century publications.
- Gopalkrishnan, P. Inventory & working capital management. Macmillan India publishing.

Objective: To understand what derivatives are and to learn how risks are managed in a volatile market

Module 1: Introduction to derivatives- What are derivatives, types of derivatives, use of derivatives, derivative disasters

Module 2: Forward and future markets- Forward contracts, spot market, future contracts, commodity futures, individual equity futures, stock index futures, currency futures

Module 3: Cost of carry model for futures and forwards: Cash & carry arbitrage, the cost of carry model, consumption assets and convenience yields, Relationship between futures and expected spot prices

Module 4: Risk management using futures and forwards: Perfect hedges and known exposure, basis risk and optimal hedge ratio, measuring risk exposure, hedging currency risk of equity positions

Module 5: How and why do firms hedge: cost and benefits of hedging, hedging instruments, Risk management structures and policies

Modules 6: The Black-Scholes option pricing model: The model of stock price behavior, The Black- Scholes formula, options on currencies, options on futures and commodities

Module 7: Uses of Options: Simple option strategies, Range forwards

Module 8: Caps, Floors and Swaptions- The Libor market model, Caplet and cap volatilities, Swaptions and callable bonds, Swaption volatilities

Module 9: Risk management in financial institutions- Value at risk, Historical simulation, Delta-normal approximation, Monte Carlo simulation, Modelling and estimating correlations

Suggested reading:

- Derivative and Risk management. Jayanth Rama Verma. Tata McGrawhill Publications

- Hull, John, C. Options, futures and other derivatives
- Whaley, Robert, E. Derivatives- Markets, valuation & risk. John Wiley & Sons