

# Central University of Haryana

Mahendergarh



DEPARTMENT OF MANAGEMENT STUDIES

Syllabus

MBA PROGRAMME

September 2017

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CUH MBA Syllabus

## Programme Structure - Semester-I (24 Credits)

S.No.	Course code	Course title	L	T	P	Credit
1.	SLM MGT 01 101 C 3104	Principles of Management	3	1	0	4
2.	SLM MGT 01 102 C 3104	Managerial Economics	3	1	0	4
3.	SLM MGT 01 103 C 3104	Financial and Management Accounting	3	1	0	4
4.	SLM MGT 01 104 C 3104	Business Statistics and Research Methods	3	1	0	4
5.	SLMMGT 01 105 C 3104	Personality Development and Communication Skills	3	1	0	4
6.	<b>To be taken from other department</b>					4
<b>Offered to Other Departments</b>						
1.	SLM MGT 01 101 GEC 3104	Business Communication	3	1	0	4
2.	SLM MGT 01 102 GEC 3104	Business Environment	3	1	0	4

## CORE COURSES – SEMESTER I

### PRINCIPLES OF MANAGEMENT

**Course Code-** SLM MGT 01 101 C 3104

**Credit:** 4

**Objective:**

*The objective of this course is to acquaint the students with issues involved in managing organizations operating in multiple cultures and competitive environment.*

**Contents:**

#### UNIT I

Introduction: Meaning and Nature of Management; Managerial Functions – An Overview; Co-ordination: Essence of Managership; Evolution of Management Thought: Classical Approach – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach, Fayol's Principles of Management, Taylor's Scientific Management, MBO – Peter F. Drucker, Re-engineering – Hammer and Champy, Fortune at the Bottom of Pyramid – C.K Prahalad; Management as Science and Art

#### UNIT II

Planning: Types of Plan – An Overview to Highlight the Differences; Strategic Planning – Concept, Process, Importance and Limitations; Environmental Analysis (Internal and External) – Importance of Techniques (SWOT, BCG Matrix, Computer Analysis), Business Environment; Concept and Components.

#### UNIT III

Organising: Concepts and Process of Organizing – An Overview, Span of Management, Different Types of Authority (Line, Staff and Functional), Centralisation, Decentralisation, Delegation of Authority; Formal and Informal Structures; Principles of Organising; Network Organisation Structure; Staffing: Concept and Process; Motivation: Importance, Extrinsic and Intrinsic Motivation, Major Motivation Theories – Maslow's Need Hierarchy Theory; Herzberg's Two-factor Theory; Vroom's Expectation Theory.

#### UNIT IV

Leadership: Concept, Importance, Major Theories of Leadership (Trait Theory, Managerial Grid Theory, Path Goal Theory, Transactional Leadership, Situational

Leadership, Transformational Leadership, Charismatic Leadership); Communication: Concept, Purpose, Process of Communication, Types of Communication, Barriers to Communication, Overcoming Barriers to Communication; Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of Control – Budgetary Control.

**Suggested Readings:**

1. Heinz, Weihrich., Cannice, M.V., & Koontz, Harold. (2013). *Management* (14 ed.). New Delhi: McGraw Hill.
2. James A.F. Stoner, R. Edward Freeman and Daniel, R., Gilbert (2013). *Management* (6th ed.). New Delhi: Pearson Education
3. Koontz, Harold., & Weilrich Heinz (2015). *Essentials of Management* (10 ed). New Delhi: McGraw Hill
4. Prasad, L.M. (2015). *Principles and Practice of Management* (9 ed.). New Delhi: S. Chand & Sons
5. Robbins, S.P., & Decenzo, D. (2017). *Fundamental of Management*. New Delhi: Pearson Education

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## **MANAGERIAL ECONOMICS**

**Course Code-** SLM MGT 01 102 C 3104

**Credit:** 4

### **Objective:**

*The objective of this course is to acquaint the students with the application of principles of economics in managerial decision-making.*

### **Contents:**

#### **UNIT I**

Managerial Economics: Definition, nature and scope; Managerial Economics and Microeconomics; Managerial Economics and Macroeconomics; Applications of Economics in Managerial decisions making; Objectives of the firm: Managerial theories of firm, Behavioural theories of firm; Theory of Consumer Choice: Cardinal utility approach, Indifference approach, Revealed preference approach.

#### **UNIT II**

Theory of Demand: Demand Analysis; Elasticity of demand: Types and significance; Demand Forecasting: methods of demand forecasting; Supply Analysis: Supply function, the Law of Supply, Elasticity of Supply.

#### **UNIT III**

Production Analysis: Production function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Production function with one and two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale, Technological progress and global competitiveness.

#### **UNIT IV**

Price and output determination: Pricing decisions under different market forms like perfect competition, monopoly, monopolistic competition, oligopoly; Pricing methods and strategies; Government and Business: Need for Government intervention in the market, Price Controls: Support Prices and Administered Prices; Prevention and control of monopoly; Protection of consumers' interest; Economic Liberalization.

### **Suggested Readings:**

1. Gupta, G.S. (2011), Managerial Economics (2 ed.) New Delhi: McGraw Hill Education.
2. Hirschey, M. (2009). Fundamentals of Managerial Economics (9 ed.) USA: Cengage.



3. Koutsoyiannis, A. (2015). *Modern Micro Economics*. (2 ed.) New Delhi: Atlantic Publishers & Distributors (P) Ltd
4. Petersen, H. C., Lewis, W., & Jain, S. (2006) *Managerial Economics* (4 ed.) New Delhi: Pearson Education.
5. Salvatore, D., & Srivastava, R.(2012). *Managerial Economics: Principles and Worldwide Applications*. (7 ed) USA: Oxford

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

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## FINANCIAL AND MANAGEMENT ACCOUNTING

**Course Code-** SLM MGT 01 103 C 3104

**Credit:** 4

### **Objective:**

*The objective of this course is to acquaint students with the principles and practice of financial and management accounting in to make them understand and analyse financial statements in contemporary business context.*

### **Contents:**

#### **UNIT I:**

Financial Accounting for business, Accounting as a language of business and information system, nature, role and limitations of accounting, users of accounting information; Financial, cost and management accounting. Basic accounting terminology.

#### **UNIT II:**

Concept of accounting theory; Accounting Principles: Generally Accepted Accounting Principles (GAAP); Introduction to IFRS; accounting cycle, systems of accounting, Journal, ledger, preparation of trial balance; Rectification of errors.

#### **UNIT III:**

Financial Statements: Introduction to the 'Revised Schedule VI' : Statement of profit and loss and Balance sheet; Statement of Cash flows, Analysis of cash flow; Ratio Analysis for decision making.

#### **UNIT IV:**

Absorption costing and variable costing; Concept of marginal costing: Advantages and limitations of marginal costing, Break-even point analysis; BEP chart, assumption and limitations, contribution, P/V ratio, Margin of safety, decision involving alternative choices. Budgeting and budgetary control: Meaning and importance of Budgets and budgetary control, types of budgets and their preparation, Flexible budgets, Zero-base budgeting.

**Suggested Readings:**

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2010) *Accounting: text and cases* (13 ed) New Delhi: McGraw Hill.
2. Ernst, & Young. (2017). *International GAAP under IFRS*. New Delhi: Wiley India Pvt Ltd.
3. Fridson, M., & Alvarez, F. (2011) *Financial Statement Analysis: A practitioners' guide* (4 ed.). New Jersey: John Wiley & Sons Inc.
4. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014) *Introduction to management accounting* (16 ed.) New Delhi: Pearson Education.
5. Khan, M.Y., & Jain, P.K. (2013) *Management Accounting :Text, Problems and cases*. (6 ed) New Delhi: McGraw Hill Publication

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## **BUSINESS STATISTICS AND RESEARCH METHODS**

**Course Code-** SLM MGT 01 104 C 3104

**Credit:** 4

### **Objective:**

*To get the students acquainted with the tools and techniques of applied research useful in business decision making.*

### **Contents:**

#### **UNIT I**

Introduction to Business Research: Meaning, Relevance and Significance of Research in Business; Types of Research; Research Process; Research Design: Types, Role and Relevance of Research Designs-Pure Research vs. Applied Research, Qualitative Research vs. Quantitative Research, Exploratory Research, and Descriptive research; Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling.

#### **UNIT II**

Data Collection: Primary Data and Secondary Data, Sources of Primary and Secondary Data, Tools and Techniques of Collecting Data, Methods of Collecting Data: Questionnaire Preparation; Types of Questionnaires, Pilot Testing of Questionnaire and Schedule of Questions; Measurement Concepts: Measurement and Scaling Concepts, Questionnaire Design. Levels of Measurement and Types of Scales.

#### **UNIT III**

Criteria for good measurement: Reliability and Validity – Meaning, Types and their Measurement, Steps to Improve the Reliability and Validity of Data Collected; Research Methods: Intensive Interviews, Focus Group, Case Studies, Observational and Field Studies, Projective Tests, Survey Methods; Data Processing and Analysis: Arrangement of the Data Collected – Tabulation, Diagrams and Graphs and Frequency Distributions; Summarization of the Data using Certain Statistics – Measures of Central Tendency and Dispersion.

#### **UNIT IV**

Statistical Inference: Estimation and Hypothesis testing; Parametric Tests and non-Parametric tests; Analysis of Variance – One-way and Two-way ANOVA; Correlation;

Simple and Multiple Regression Analysis, Factor Analysis, Cluster Analysis and Multiple Discriminant Analysis; Application of Computer Software in Business Research with focus on SPSS and EXCEL; Report Writing: Types of Research Reports – Planning, Organizing and Prerequisites for Research Report, System of Referencing – Bibliography, References Footnotes, Checklist; Evaluation of Report.

**Suggested Readings:**

1. Cooper, D., Schindler, P. S., & Sharma, J. (2012). *Business Research Methods* (11 ed.). New Delhi: McGraw Hill Publication
2. Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2016). *Statistics for Management* (7 ed.). New Delhi: Pearson Education
3. Levine, D. M., Krehbiel, T. C., Berenson, M. L., & Viswanathan, P. K. (2011). *Business Statistics - A First Course* (5 ed.). New Delhi: Pearson Education
4. Malhotra, N., & Dash, S. (2017). *Marketing Research – An Applied Orientation* (7 ed.). New Delhi: Pearson Education
5. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A., & Griffin, M. (2016). *Business Research Methods: A South-Asian Perspective* (8 ed.). New Delhi: Cenage Learning

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS

Course Code- SLM MGT 01 105 C 3104

Credit: 4

### Objective:

*The objective of this course is to facilitate students to understand their personality traits and to help them to develop holistic view of personality*

### Contents:

#### UNIT I

Personality: meaning and definition, Types, theories of personality, Understanding perception and attitude; Learning: theories of learning, Motivation, Understanding Self; SWOT analysis, Johari Window.

#### UNIT II

Developing Professionalism for Individual Excellence: Presenting oneself professionally. Mock, Interviews, Planning and managing your career, Developing Skills to Work in Teams: Understanding dynamics of working in teams, Developing Interpersonal Skills, Conflict Resolution Techniques, Group Discussions/ Team Activities

#### UNIT III

Communication, Types of communication; Strengthening Oral Communication: Presentations, Extempore, Role Playing, Debates and Quiz, Art of public speaking

#### UNIT IV

Strengthening Written Communication: Exercises on official writing : various types of official communications: Notifications, Circulars, memos,, Creative Writing, Writing for Employment, official communication: E mail and Social media.

### Suggested readings:

1. Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*. (10th ed.). New Delhi: Pearson
2. Covey, S.R (2015). *The 7 Habits of Highly Effective People*. New York : Free Press
3. Gallagher. (2010). *Skills Development for Business & Management Students* (1 ed.) New York: Oxford University Press.

4. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*. (13th ed.). New Delhi: McGraw Hill Education
5. Mcgrath E. H. (2011) *Basic Managerial Skills* (9 ed). New Delhi: Prentice Hall India Learning Pvt Ltd.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

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## OFFERED TO OTHER DEPARTMENTS – SEMESTER I

### BUSINESS COMMUNICATION

**Course Code-** SLM MGT 01 101 GEC 3104

**Credit:** 4

**Objective:**

*The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.*

**Contents:**

#### UNIT I

Introduction and classification of communication: purpose of communication; process of communication; importance of communication in management; communication structure in organization; barriers & gateway in communication; 7 C's of communication; Impact of cross cultural communication.

#### UNIT II

Employment Communication : Writing CVs & Application Letter; Group discussions; interview; types of interview; candidates preparation; Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing.

#### UNIT III

Written communication and Oral communication: purpose of writing, pros & cons of written communication; principles of effective writing; writing technique; business letters and reports, reports: definition & purpose; types of business reports; reports writings ;oral communication; principles of successful oral communication; two sides of effective oral communication; effective listening; non-verbal communication; body language.

#### UNIT IV

Group communication and Meetings: need, importance & planning of Meetings; drafting of notice; agenda, minutes & resolutions of Meeting; writing memorandum; press



release;press conference,;Business etiquettes; etiquettes; telephonic & table etiquettes;  
PRESENTATION SKILLS :Welements of presentation; designing a presentation,  
advanced visual support for business presentation;types of visual aid, appearance &  
posture, practicing delivery of presentation.

**Suggested Reading:**

1. Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*. (10th ed.). New Delhi: Pearson
2. Chaturvedi, P. D. and Chaturvedi, Mukesh (2011). *Business Communication, Concepts: Cases and Applications*. (2nd ed.). New Delhi: Pearson
3. Gupta Mukherjee, Jaba (2011). *Management Communication – A Case Analysis Approach*.( 4th ed.) Noida: Pearson.
4. Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*. (13th ed.). New Delhi: McGraw Hill Education
5. O'Rourke, James S. IV and Gupta, Jaba Mukherjee (2011). *Business Communication: A Case – Analysis Approach*. (4th ed.). New Delhi: Pearson

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## **BUSINESS ENVIRONMENT**

**Course Code-** SLM MGT 01 102 GEC 3104

Credit: 4

### **Objective:**

*The objective of this course is to equip the students with the basic knowledge of environment in which contemporary business exist. Students will also learn the impact of this environment on business.*

### **Contents:**

#### **UNIT I**

Business and Business Environment: Basic Understanding; Micro Environment: Internal Environment – Value System, Mission, Objectives, Organizational Structure and Resources. External Environment: Firm, Customers, Suppliers, Distributors, Competitors, Society

#### **UNIT II**

Macro Environment: Basic Understanding. Components of Macro Environment: Demographic Environment - Population size, income level, falling birth rate and changing age structure., Political Environment- Functions of state and political dynamics of India.

#### **UNIT III**

Social Environment: Impact of society and culture on business, Economical Environment - Structure of the economy, Changing structure of the economy, Globalization, liberalization, and privatization.

#### **UNIT IV**

Technological Environment - Innovation, technology and competitive advantage. Natural Environment – Natural Resources, Sustainability and Business Practices, Climate Changes. International, and Legal Environment. Consumerism.

### **Suggested Readings:**

1. Aswathappa, K. (2014). *Essentials of Business Environment*. New Delhi: Himalaya Publishing House.
2. Cherunilam, F. (2014). *Business Environment Text & Cases*. New Delhi: Himalaya Publishing House.

3. Dutt, Gaurav., & Mahajan, Ashwani. (2016). *Indian Economy* (72 ed). New Delhi: S Chand.
4. Feys, Brigitte. (2015). *PESTLE Analysis: Understand and plan for your business environment*. Business 50Minutes.
5. Paul, Justin. (2010). *Business Environment: Text & Cases* (3 ed.). New Delhi: McGraw Hill Education

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

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## Programme Structure - Semester-II (26 Credits)

S.No	Course Code	Course Title	L	T	P	Credit
1.	SLM MGT 01 201 C 3104	Operations Research	3	1	0	4
2.	SLM MGT 01 202 C 3104	Marketing Management	3	1	0	4
3.	SLM MGT 01 203 C 3104	Financial Management	3	1	0	4
4.	SLM MGT 01 204 C 3104	Human Resource Management	3	1	0	4
5.	SLM MGT 01 205 C 3104	Organizational Behavior	3	1	0	4
<b>Courses to be Offered to Other Departments (This course is compulsory for the students of Department of Management)</b>						
5.	SLM MGT 01 201GEC 2002	Legal Aspects of Business	2	0	0	2
<b>Elective course for students of Department of Management Studies (One of the two)</b>						
1.	SLM MGT 01 201DCEC 3104	Production and Operations Management	3	1	0	4
2.	SLM MGT 01 202DCEC 3104	International Business	3	1	0	4

## CORE COURSES – SEMESTER II

### OPERATIONS RESEARCH

Course Code- SLM MGT 01 201 C 3104

Credit: 4

#### Objective:

*This subject imparts skills to the students for using Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process.*

#### Contents:

##### UNIT-I

Introduction Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

##### UNIT-II

Linear Programming: Model Formulation, Graphical Methods, Simplex Method, Big M Method, Two Phase Technique, Maximization and Minimization of L.P.P, Degeneracy in L.P.P. Dual Simplex Method.

##### UNIT-III

Transportation Problems Concepts, Formulation of Transportation Problem, Balanced and Unbalanced Problems, Minimization and Maximization Problems, North -West Corner Rule, Vogel's Approximation Method, MODI Method, Degeneracy. Assignment Problems; In

##### UNIT-IV

Game Theory Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application . Inventory and Replacement Models Types of Failure; Queuing Theory Concepts, Managerial Implications in Decision making.

**Suggested Readings:**

1. Kalavathy, S. (2013). *Operation Research* (4 ed.). New Delhi: Vikas Publishing House Pvt. Ltd.
2. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2016). *Statistics for Managers Using Microsoft Excel, Global Edition* (8 ed.). New Delhi: Pearson Education Limited.
3. Sharma, J. K. (2013). *Operations Research: Theory and Applications* (5 ed.). New Delhi: Laxmi Publications.
4. Taha, H. A. (2016). *Operations Research: An Introduction* (10 ed.). New Delhi: Prentice Hall PTR.
5. Vohra, N. D. (2011). *Quantitative Techniques in Management* (4 ed.). New Delhi: Mcgraw Hill Education.

## **MARKETING MANAGEMENT**

**Course Code-** SLM MGT 01 202 C 3104

**Credit:** 4

### **Objective:**

*The objective of this course is to equip the students with knowledge and skills required in marketing management and strategy for decision making in marketing area.*

### **Course Contents:**

#### **UNIT I**

Marketing and Marketing Management: Nature, Role, Scope and Philosophies and Concepts of Marketing; Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research.

#### **UNIT II**

Understanding Consumers; Market Segmentation: Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development; Branding and Packaging Decisions;

#### **UNIT III**

Pricing Methods and Strategies; Promotion Decisions: Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling; Channel Management: Types and Functions, Selection, Cooperation and Conflict Management.

#### **UNIT IV**

Ethics in Marketing; New Issues in Marketing: Globalization, Consumerism, Green Marketing, Direct Marketing, Network Marketing, Event Marketing, e-marketing, Marketing Warfare; Strategic Decisions in Marketing: BCG Matrix and PLC

### **Suggested Readings:**

1. Etzel, M., Walker, B., Stanton, W., & Pandit, A. (2009). *Marketing* (14 ed.). New Delhi: Tata McGraw Hill.
2. Kotler, P., Armstrong, G., Agnihotri, P., & Haque, E. (2013). *Principles of Marketing: A South Asian Perspective* (13 ed.). New Delhi: Pearson Education.
3. Kotler, P., Keller, K., Koshy, A., & Jha, M. (2013). *Marketing Management: A South Asian Perspective* (14 ed.). New Delhi: Pearson Education.

4. Kotler, Philip., & Keller, Kevin. L. (2017). *Marketing Management* (15 ed.). Manipal: Pearson Education Limited.
5. Neelamegham, S. (2012). *Marketing in India: Text and Cases* (4 ed.). New Delhi: Vikas Publication.
6. Ramaswamy, V., & Namakumari, S. (2009). *Marketing Management: Global Perspective, Indian Context* (4 ed.). New Delhi: MCMillan

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

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## **FINANCIAL MANAGEMENT**

Course Code: SLM MGT 01 203 C 3104

Credit: 4

### **Objective:**

*The purpose of this course is to acquaint the students with the theoretical and practical aspects of corporate financial management to understand financial environment to take rational decisions in day to day corporate life.*

### **Course Contents:**

#### **UNIT I**

Financial Management in contemporary business scenario, scope and functions of financial management, objectives of financial management: profit maximization vs. wealth maximization; Agency problem and agency costs, Organization of finance function. Time value of money; basic concept, concept of discounting rate, Present value and compounding value of a single cash flow or a series of cash flows, Practical applications of compounding and discounting techniques; Loan and repayment, sinking fund, annuity and annuity due, Applications of Excel spreadsheets; Basis of Financial Modelling.

#### **UNIT II**

Capital budgeting: basic concepts and importance, identifying relevant cash flows, techniques for evaluation of capital budgeting proposals: discounted and non-discounted cash flow techniques –PBP, ARR, NPV, IRR, MIRR, PI, capital rationing. NPV V/s IRR, Risk analysis in capital budgeting: RADR, C/E approach, decision tree analysis.

#### **UNIT III**

Cost of capital and capital structure: Concept and importance; Computation of cost of various sources of finance; Weighted Average Cost of Capital (WACC). Capital Structure decisions: Sources of finance, Theories of relevance and irrelevance of capital structure, Optimum capital structure, Financial and operating leverage, EBIT –EPS analysis, financial break-even analysis. Capital structure practices in India.

#### **UNIT IV**

Dividend Policy Decisions; Basic concepts, Theories of relevance and irrelevance of dividend distribution on valuation of firm, factors affecting dividend decisions, Study of dividend policy practices in India. Working capital management: factors affecting requirement of working capital, cash management, Inventory management, receivables

management; sources of working capital finance, contemporary issues in working capital financing in India.

**Suggested Readings:**

1. Brealey, Richard, A., & Myers, Stewart, C. (2011). *Principles of Corporate Finance* (10 ed) New Delhi: Tata McGraw Hill
2. Hampton, J.J. (2009). *Financial Decision Making: concepts, problems and cases* (4 ed) New Delhi: PHI learning Pvt. Ltd
3. Khan, M.Y., & Jain, P.K. (2007). *Financial Management Text, Problems and cases.* ( 5 ed.). New Delhi: Tata McGraw Hill
4. Rustagi, R. P. (2011). *Financial Management- Theory, Concepts and Problems.* New Delhi: Taxman Publishers.
5. Van-Harne, J. C., & Wachowicz, J M..(2012) *Fundamentals of Financial Management* (13 ed) New Delhi: PHI Learnings

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## **HUMAN RESOURCE MANAGEMENT**

**Course Code-** SLM MGT 01 204 C 3104

**Credit: 4**

### **Objective:**

*The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

### **Course Contents:**

#### **UNIT-I**

Fundamentals of HR Management: Concepts and Perspectives; Corporate objectives and challenges of HR in a dynamic environment; Job Analysis; Job description and job Specification; Human Resource Planning: Demand and Supply; Downsizing and Retention.

#### **UNIT-II**

Recruitment and Selection potential assessment and competency development; Training and Development; Training process and methods; Compensation Management-Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management-Pay Band System, ESOP, Flexi-time Schedules, etc.

#### **UNIT-III**

HRP & Compensation Management: Performance Appraisal: Concept, Objectives and Methods; Traditional and Modern Methods-MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit. Employee Relations and Trade Unions.

#### **UNIT-IV**

Grievance Redressal, Dispute Resolution, Conflict Management and International Dimensions of HRM; Employee Empowerment Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM; HRIS (Human Resource Information System) Measuring intellectual capital; Impact of HRM practices on organizational performance; contemporary issues in Human Resource Management.

**Suggested Readings:**

1. Aswathappa, K. (2013). *Human Resource Management: Text and Cases* (7 ed.). New Delhi: Tata McGraw Hill.
2. Bratton, J., & Gold, J. (2012). *Human Resource Management: Theory and Practice* (5 ed.). UK: Palgrave Macmillan.
3. Dessler, G., & Varkkey, B. (2011). *Human Resource Management* (12 ed.). New Delhi: Pearson Education.
4. Gomez-Mejia, L. R., Balkin , D., & Cardy , R. (2011). *Managing Human Resources* (7 ed.). USA: Pearson Education.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class

## **ORGANIZATIONAL BEHAVIOR**

**Course Code-** SLM MGT 01 205 C 3104

**Credit: 4**

### **Objective:**

*To acquaint the student with the determinants of intra -individual, inter-personnel, and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.*

### **Contents:**

#### **UNIT I**

Introduction: Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.

#### **UNIT II**

Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning- Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs; OB Mod.

#### **UNIT III**

Inter-personal Behaviour: Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence.

#### **UNIT IV**

Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict. Organisational Processes: Organisational Climate; Organisation Culture; Organisational change- resistance and management.

**Suggested Readings:**

1. Luthans, Fred. (2013). *Organizational Behaviour* (12 ed). New Delhi: McGraw-Hill,
2. Newstorm, John W. (2006). *Organizational Behaviour: Human Behaviour at work* (12 ed). New Delhi: McGraw- Hill
3. Pareek, U., & Khanna, S. (2011). *Understanding organizational Behaviour* (3 ed.). USA: Oxford.
4. Robbins, S. P., DeCenzo, D., Agarwal, M. N., & Bhattacharyya, S. (2011). *Essentials of Management* (6 ed.). New Delhi: Pearson Education.
5. Robbins, S. P., Judge, T., & Vohra, N. (2013). *Organizational Behavior* (15 ed.). New Delhi: Pearson Education

## **LEGAL ASPECTS OF BUSINESS**

**Course Code-** SLM MGT 01 201GEC 2002

**Credit:** 2

### **Objective:**

*The objective is to enable students understand legal and regulatory framework for doing business in India. The emphasis will be on application rather than principles of laws.*

### **Contents:**

#### **UNIT-I**

Indian Contract Act, 1872: Fundamental terms definition and meaning; Kinds of Contract and Agreement; Contract vs. Agreement; Essentials of a valid contract; Consequences of Breach of Contract. Sale of Goods Act, 1930: Contract of Sale; Conditions and Warranties; Transfer of Ownership; Performance of the Contract- Delivery and Payment; Rights of unpaid seller.

#### **UNIT-II**

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque: characteristics; Types of endorsements; Holder- Holder in due course; Discharge of Parties.

#### **UNIT-III**

Consumer Protection Act, 1986: Aims and Objects of the Act; Redressal Machinery under the act and Procedure for complaints under the act; Remedies, Appeals; Enforcement of orders and Penalties.

#### **UNIT-IV**

Company Act 2013 : Formation of the Company; Management and administration, Directors, Accounts and Audit, Dividend; Arrangements and Amalgamation; Meetings; Winding up of a Company.

**Suggested Readings:**

1. Prasad, U. (2007). *Professional Approach To Corporate Laws & Secretarial Practice*. New Delhi: Bharat Law House.
2. Roach, L. (2014). *Business Law* (3 ed.). London: Oxford University Press.
3. Sharma, J. (2014). *Easy Approach To Business Laws*. New Delhi: Ane Books Pvt Ltd.
4. Singh, A. (2012). *Business Law: Principles of Mercantile Law*. Lucknow: Eastern Book Company.
5. Wright, M., Siegel, D., Keasey, K., & Filatotchev, I. (2014). *The Oxford Handbook of Corporate L Governance*. London: Oxford University Press.

Note: The list of cases and specific references will be announced in the class by the faculty.



## ELECTIVE COURSE – SEMESTER II

### PRODUCTION AND OPERATIONS MANAGEMENT

Course Code-SLM MGT 01 201 DCEC 3104

Credit: 4

#### Objective:

*The objective of this course is to acquaint the students with decision making in planning, scheduling and control of operation functions in organizations for bringing efficiency and productivity in operations.*

#### Contents:

##### UNIT I

Operations Management: Basics, History & Productivity; Operations Management in Global Environment: Critical Success Factors & Strategies; Designing the Operating System: Design Process, Techniques for Improving Design Process – Quality Function Deployment, House of Quality

##### UNIT II

Ethics, Environment and Design; Value Engineering & Technology in Design: Computer Aided Design & Manufacturing; Facilities Layouts; Types and Designs; Facility Location Models; Supply Chain Management

##### UNIT III

Forecasting – Concept and Approaches; Materials Requirement Planning; Managing Quality: International Quality Standards, Total Quality Management, Acceptance Sampling, Six Sigma, Statistical Process Control.

##### UNIT IV

Inventory Management Models; Human Resources in Operations Management: Contemporary Trends, Job Design, Job Specification, Job Expansion, Job Enrichment and Job Enlargement; Work Study - Ergonomics; Method Study & Work Measurement

**Suggested Readings:**

1. Heizer, J., & Render, B. (2017). *Operations Management-Sustainability and Supply Chain Management* (11 ed.). Noida: Pearson Education.
2. Heizer, J., Render, B., & Rajashekhar, J. (2009). *Operations Management* (9 ed.). New Delhi: Pearson Education.
3. Jain, K. C., Verma, P., & Kartikey, P. (2013). *Production and Operations Management*. New Delhi: Wiley.
4. Mahadevan, B. (2015). *Operations Management : Theory and Practice* (2 ed.). New Delhi: Pearson Education.
5. Young, S. T. (2009). *Essentials of Operations Management*. New Delhi: Sage

Note: The list of cases and problems will be announced in the class by the faculty.

## INTERNATIONAL BUSINESS

**Course Code:** SLM MGT 01 202 DCEC 3104

Credit: 4

**Objective:** *The objective of this course is to highlight the international environment including relationships between government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

### **Contents:**

#### **UNIT I**

International Business: Meaning and Importance; Domestic Business vs. International Business; Evolution and Development; Factors leading to Growth of International Business; Determinants of Entry Mode; Basic Entry Decisions, Modes of Entry into International Business, Selecting an Entry Strategy.

#### **UNIT II**

International Trade: Reasons for International Trade; Theories of International Trade; Balance of Payment and its Components, International Business Environment: Political, Legal, Economic, and Cultural Environment and Associated Risks; Framework for Analyzing International Business Environment.

#### **UNIT III**

Multilateral Regulation of Trade and Investment: Basic Principles of Multilateral Trade Negotiations; GATT and its Early Rounds; Uruguay Round; WTO – Basic Difference between GATT and WTO; Organizational Structure and Functioning; Settlement of Disputes; WTO and India.

#### **UNIT IV**

International Financial Environment: International Monetary System; Exchange Rate Quotation: Direct and Indirect Quotes, Buying and Selling Rates, Forward Rates and Cross Rates; Determination of Exchange Rate, Organizational Structure for International Business Operations.

### **Suggested Readings:**

1. Charles, W.L. Hill & Jain, A.K. (2009). *International Business: Competing in the Global Marketplace*. New Delhi: Tata McGraw-Hill Education
2. Cherunilam, Francis (2011). *International Business: Text and Cases (5<sup>th</sup> Edition)*, New Delhi: Prentice Hall of India
3. Johnson, Derbe, & Turner, C. (2010). *International Business - Themes & Issues in the Modern Global Economy*, London: Routledge.

4. Justin, Paul (2011). *International Business* (5<sup>th</sup> Edition), New Delhi: Prentice Hall of India

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

CUH MBA Syllabus

## Programme Structure - Semester-III (26 Credits)

(A student has to choose any one group given below)

Group I: Marketing & Finance

S.No	Course Code	Course Name	L	T	P	Credit
<b>Compulsory Course</b>						
1.	SLM MGT 01 301 C 0202	Summer Training Report	0	2	0	2
2.	SLM MGT 01 302 C 3104	Business Policy and Strategic Management	3	1	0	4
<i>Student has to opt three courses from the following</i>						
1.	SLM MGT 01 303 C 3104	Consumer Behaviour	3	1	0	4
2.	SLM MGT 01 304 C 3104	Marketing Research	3	1	0	4
3.	SLM MGT 01 305 C 3104	Security Analysis and Portfolio Management	3	1	0	4
4.	SLM MGT 01 306 C 3104	Management of Financial Services	3	1	0	4
<i>Two courses from the following DCEC are to be chosen from the stream in which only one core course has been chosen</i>						
1.	SLM MGT 01 301DCEC 2002	Marketing of Services	2	0	0	2
2.	SLM MGT 01 302DCEC 2002	Retail Management	2	0	0	2
3.	SLM MGT 01 303DCEC 2002	Rural Marketing	2	0	0	2
4.	SLM MGT 01 304DCEC 2002	Banking and Insurance	2	0	0	2
5.	SLM MGT 01 305DCEC 2002	Corporate Governance	2	0	0	2
6.	SLM MGT 01 306DCEC 2002	Financial Reporting	2	0	0	2
<b>To be taken from other department (Compulsory)</b>						4
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2023	Introduction to Advertising	2	0	2	3

## Group II: Finance & Human Resource Management

S.No	Course Code	Course Name	L	T	P	Credit
<b>Compulsory Course</b>						
1.	SLM MGT 01 301 C 0202	Summer Training Report	0	2	0	2
2.	SLM MGT 01 302 C 3104	Business Policy and Strategic Management	3	1	0	4
<i>Student has to opt three courses from the following</i>						
1.	SLM MGT 01 305 C 3104	Security Analysis and Portfolio Management	3	1	0	4
2.	SLM MGT 01 306 C 3104	Management of Financial Services	3	1	0	4
3.	SLM MGT 01 307 C 3104	Industrial Relations and Labour Laws	3	1	0	4
4.	SLM MGT 01 308 C 3104	Training and Development	3	1	0	4
<i>Two courses from the following DCEC are to be chosen from the stream in which only one core course has been chosen</i>						
1.	SLM MGT 01 304DCEC 2002	Banking and Insurance	2	0	0	2
2.	SLM MGT 01 305DCEC 2002	Corporate Governance	2	0	0	2
3.	SLM MGT 01 306DCEC 2002	Financial Reporting	2	0	0	2
4.	SLM MGT 01 307DCEC 2002	Performance and Talent Management	2	0	0	2
5.	SLM MGT 01 308DCEC 2002	Organizational Change and Development	2	0	0	2
6.	SLM MGT 01 309DCEC 2002	Negotiation and Conflict Management	2	0	0	2
<b>To be taken from other department (Compulsory)</b>						4
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2023	Introduction to Advertising	2	0	2	3

### Group III: Human Resource Management & Marketing

S.No	Course Code	Course Name	L	T	P	Credit
<b>Compulsory Course</b>						
1.	SLM MGT 01 301C 0202	Summer Training Report	0	2	0	2
2.	SLM MGT 01 302 C 3104	Business Policy and Strategic Management	3	1	0	4
<i>Student has to opt three courses from the following</i>						
1.	SLM MGT 01 307 C 3104	Industrial Relations and Labour Laws	3	1	0	4
2.	SLM MGT 01 308 C 3104	Training and Development	3	1	0	4
3.	SLM MGT 01 303 C 3104	Consumer Behaviour	3	1	0	4
4.	SLM MGT 01 304 C 3104	Marketing Research	3	1	0	4
<i>Two courses from the following DCEC are to be chosen from the stream in which only one core course has been chosen</i>						
1.	SLM MGT 01 307DCEC 2002	Performance and Talent Management	2	0	0	2
2.	SLM MGT 01 308DCEC 2002	Organizational Change and Development	2	0	0	2
3.	SLM MGT 01 309DCEC 2002	Negotiation and Conflict Management	2	0	0	2
4.	SLM MGT 01 301DCEC 2002	Marketing of Services	2	0	0	2
5.	SLM MGT 01 302DCEC 2002	Retail Management	2	0	0	2
6.	SLM MGT 01 303DCEC 2002	Rural Marketing	2	0	0	2
<b>To be taken from other department (Compulsory)</b>						4
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2023	Introduction to Advertising	2	0	2	3

## COMPULSORY COURSE – SEMESTER III

### SUMMER TRAINING REPORT

**Course Code-** SLM MGT 01 301 C 0202

**Credit:** 2

After the completion of Second Semester Examination, every student is required to undergo Summer Training in any organization/institution (private/public/Government/Semi-government/Autonomous/cooperative/consultancy) under the supervision of his/her industry guide for a period of 6-8 weeks. Each student shall be attached with one internal faculty adviser to finalize the report before final submission. The summer training should start within one week of the completion of the last examination of the second semester.

The objective of the Summer Training is to get the students acquainted with first hand practical exposure to real-life business situations and enable them to relate it with the concepts and skills acquired in class room. Based on the training, each student will be required to submit a Summer Training Project Report (in duplicate), as per format supplied by the department, for the work undertaken during the Summer Training period within three weeks of the commencement of the third semester for evaluation.

The evaluation of the report of the seminar paper will be based on the criteria as per the following weightages:

- i) Periodic presentation : 20%
- ii) Concise dissertation : 60%
- iii) Viva voce : 20%



## **BUSINESS POLICY AND STRTEGIC MANAGEMENT**

**Course Code-** SLM MGT 01 302 C 3104

Credit: 4

### **Objective:**

*The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.*

### **Course Contents:**

#### **UNIT I**

Business policy: Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making

#### **UNIT II**

Strategy formulation: Company's vision, mission and objectives; Environmental and organizational appraisal; Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy

#### **UNIT III**

Concept of value chain and competitive advantage; Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy; Structural, Behavioral and Functional implementation.

#### **UNIT IV**

Strategy Evaluation: Strategic evaluation and Control; Strategic and Operational Control; Techniques of evaluation and control.

### **Suggested Readings:**

1. Glueck, W.F., Jauch, L.R., & Jauch, L. (1988). *Business Policy and Strategic Management* (5 ed.). New York: McGraw Hill Education.
2. Kachru, Upendra. (2015). *Strategic Management* (2 ed). New Delhi: McGraw Hill.
3. Kazmi, A., & Kazmi, A. (2015). *Strategic Management*. (4 ed.). New Delhi: McGraw Hill Education.
4. Pearce, J., Robinson, R., & Mital, A. (2012). *Strategic Management* (12 ed.). New Delhi: McGraw Hill
5. Porter, M.E. (2004). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Simon & Schuster

Note: The list of cases, references and relevant articles will be provided by the faculty in the class

## CORE COURSES – SEMESTER III

### CONSUMER BEHAVIOUR

**Course Code-** SLM MGT 01 303 C 3104

**Credit:** 4

**Objective:**

*The objective of this course is to develop an understanding about the consumer behavior in the decision making process and its applications in the marketing function of firms.*

**Course Contents:**

#### UNIT I

Introduction to Consumer Behaviour: Consumer Behavior and Marketing Concept, Consumer Research Process; Consumer Involvement and Decision Making; Information Search Process.

#### UNIT II

Consumer Perception: Dynamics of Perception, Subliminal Perception, Just Noticeable Difference, Differential Threshold, Gestalt psychology; Consumer Motivation: Need and Motivation, Information Processing, Theories; Consumer Attitudes and Attitude Change: Models of Attitude, Changing the Attitude.

#### UNIT III

Personality and Behavior: Theories on Personality, Psychoanalysis, Brand Personality, Brand Personality Congruence, Optimum Stimulation Level; Self: Influence of Self Concept, Self Esteem, Self-Consciousness and behavior, Concept of Multiple selves and its congruence with behavior.

#### UNIT IV

Learning: Behavioral and Cognitive Learning, Theories of Learning; Influence of Culture, Subculture and social class; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making.

### **Suggested Readings:**

1. Hawkins, Delbert I., Mothersbaugh, David I., & Mookerjee, Amit. (2014). *Consumer Behavior: Building Marketing Strategy* (12 ed). New Delhi: McGraw Hill.
2. Hoyer, W., Macinnis, D., & Pieters, R. (2013). *Consumer Behavior* (6 ed.). New York: Cenage Learning
3. Kapoor, Ramneek., & Madichie, Nnamdi O. (2012). *Consumer Behaviour* (1 ed). New Delhi: McGraw Hill
4. Schiffman, L. G., Wisenblit, J., & Kumar, S.R. (2017). *Consumer Behavior* (11 ed.). Noida: Pearson Education.
5. Solomon, M. G. (2016). *Consumer Behavior: Buying, Having, and Being* (11 ed.). New Delhi: Pearson Education

Note: The list of cases, references and relevant articles will be provided by the faculty in the class

## MARKETING RESEARCH

**Course Code-** SLM MGT 01 304 C 3104

**Credit:** 4

**Objective:** *The purpose of this course is to enable students learn the process, tools and techniques of marketing research.*

### **Course Contents:**

#### **UNIT-I**

Introduction to Marketing Research: Significance and Scope of Marketing Research; Developing and Approach to Problem; Marketing Information System; Marketing Intelligence and Marketing Research; Marketing Research Process - Problem Identification and Research Design Formulation.

#### **UNIT-II**

Data Resources: Secondary Sources of Data, Relevance and Usage of Secondary Data, On-line Data Sources; Primary Data Collection Methods; Questionnaire Designing Techniques, Editing of Questionnaire, Online Surveys and Observation Methods.

#### **UNIT-III**

Attitude Measurement and Scaling Techniques: Fundamentals and Comparative Scaling, Sampling Plan: Universe, Sampling Frame, Sampling Unit; Sampling Techniques; Sample Size Determination; Data Processing.

#### **UNIT-IV**

Data Preparation and Analysis: Cross-Tabulation, Hypothesis Testing, Tests of Significance (Parametric & Non-parametric), Univariate, Bivariate and Multivariate Data Analysis; Report Preparation and Presentation; Market Research Applications: Product Research; Advertising Research; Sales and Market Research.

### **Suggested Readings:**

1. Beri, G.C. (2013). *Marketing Research* (5 ed), New Delhi: Tata McGraw Hill
2. Boyd. H.W. Ralph Westfall and S.F. Starsh (2010). *Marketing Research: Text and Cases*. Boston.
3. Chisnall, Peter M. (2011). *The Essence of Marketing Research*, New Delhi: Prentice Hall.
4. Churchill, Gilbert, A. (2011). *Basic Marketing Research*, Dryden Press, Boston.

5. Green Paul, E., Donald, S. Tull & Gerald, A. (2012). *Research for Marketing Decision*, New Delhi: Prentice Hall
6. Malhotra, N., & Dash, S. (2017). *Marketing Research – An Applied Orientation* (7 ed.). New Delhi: Pearson Education

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

CUH MBA Syllabus

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code- SLM MGT 01 304 C 3104

Credit: 4

### Objective:

*The objective of this course is to impart theoretical and practical knowledge to students about risk and return of individual security as well as portfolio.*

### Course Contents:

#### UNIT I

Financial Securities: Meaning, nature and classification of financial securities, Investment alternatives; Security analysis: concepts and objectives of security analysis; Security and non-security forms of investment,

#### UNIT II

Valuation of Securities: Valuation theories of fixed and variable income securities. Risk and return analysis: Concept and measurement. fundamental and technical analysis, efficient market theory

#### UNIT III

Introduction to Portfolio Management: concept, risk & return determination of a portfolio, Portfolio Selection, Optimal Portfolio Mix, Theories of Portfolio Management: Markowitz portfolio theory, Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction; Sharpe single index model .

#### UNIT IV

Security market line; capital market line; characteristic line; Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

### Suggested Readings

1. Alexander, Gordon J., & Bailey, Jeffery V. (2015). *Investment analysis and Portfolio Management* (2ed). Bombay: Dryden Press, Thomson Learning.
2. Chandra, Prasanna. (2017). *Investment Analysis and Portfolio Management* (5 rd). New Delhi: McGraw Hill

3. Fischer, Donald E. & Jordan, Ronald J. (2005). *Security Analysis and Portfolio Management* (6 ed). New Delhi: PHI Learning.
4. Kevin , S. ( 2015). *Security Analysis and Portfolio Management* (2 ed). New Delhi: PHI Learning.
5. Sharpe, William F., Gordan, J. Alexander, & Jeffery, V. Bailey. (2000). *Investments* (3 ed) New Delhi: PHI Learning

Note: The list of cases and problems will be announced in the class by the faculty.

CUH MBA Syllabus

## **MANAGEMENT OF FINANCIAL SERVICES**

**Course Code-** SLM MGT 01 306 C 3104

**Credit:** 4

### **Objective:**

*The objective of this course is to make the students to understand various financial services and their role in the financial system.*

### **Course Contents:**

#### **UNIT I**

Overview of financial system in India: its nature, features and evolution. Financial Services: Nature and Types. Financial services in India.

Leasing: Concept and Classification, Accounting, Legal and Tax Aspects of Leasing: Financial Evaluation of Leasing contract. Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting.

#### **UNIT II**

Factoring: Characteristics and Types of Factoring arrangements, factoring in India, Factoring vs. Forfeiting. Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India. Venture Capital: Meaning, Modes of Financing,

#### **UNIT III**

Depository: Concept, Depository participants; Functions of depository; Benefits of depository. Credit Rating: Meaning and different types of rating; Benefits of Credit rating to investors and companies. Credit Rating companies in India: Issues and prospects. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

#### **UNIT IV**

Financial Services in Primary market: Issue management services, Role and Functions of Merchant Bankers, Mechanisms of Bought out Deals; Advantages; Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.



**Suggested Readings:**

1. Khan, M. Y. (2013). *Management of Financial Services* (7 ed). New Delhi: McGraw Hill Publication.
2. Machhiraju, R. (2010). *Indian Financial system* (4 ed). New Delhi: Vikas Publishing House Pvt Ltd.
3. Madura, Jeff. (2012). *Financial Institutions and Markets* (9 ed) New Delhi: Cengage Learning
4. Naina, Lal Kidvai .(2012). *Contemporary Banking in India*, . New Delhi: Business world Press
5. Paul, Justin., & S. Padmalatha. (2014). *Management of Financial and Banking Services*. (3 ed) New Delhi: Pearson Education

Note: The list of cases and problems will be announced in the class by the faculty.

## INDUSTRIAL RELATIONS AND LABOR LAWS

Course Code-SLM MGT 01 307 C 3104

Credit: 4

### Objective:

*The objective of the course is to familiarize the students with the legal rules and regulations of the organizations.*

### Course Contents:

#### UNIT-I

Industrial Relations Perspectives: Conflict model Vs. Collaboration model; Globalization and the emerging socio-economic scenario and their impact on Industrial Relations; I.R and the State; Role of state, Legal Framework of Industrial Relations.

#### UNIT-II

India Labor Legislation: Indian Constitution and Labor Legislation; Objectives and Classification; Laws on Working Conditions; The Factories Act-1948, Shop and Establishment Law, Plantation Labor Act-1951.

#### UNIT-III

Industrial Relation Law: Trade Unions Act-1928; Industrial Disputes Act-1947; Industrial Employment Act-1946; Wages and Labor Laws :Minimum Wage Act-1948; Payment of Wages Act-1936; The Payment of Bonus Act-1965; Equal Remuneration Act-1976

#### UNIT-IV

Laws for Labor Welfare and Social Security: The Employees State Insurance Act-1948; The Maternity Benefit Act-1961; The Employees Provident Fund and Miscellaneous Provision Act-1952; The Payment of Gratuity Act-1972.

### Suggested Readings:

1. Ghosh, Payali, & Nandan, Shefali (2017). Industrial relations and Labor Laws. New Delhi: Mc Grawhill Education Pvt. Ltd.
2. Memoria & Memoria (2010). *Dynamics of Industrial Relations* (6 ed.). New Delhi: Himalaya Publishing House.

3. Monappa, Arun., Nambudiri, Ranjeet., & Selvaraj, Patturaja. (2012). *Industrial Relations and Labour Law* (2 ed). New Delhi: McGraw Hill
4. Srinivasta, S.C. ( 2012). *Industrial relations and Labor Laws* (6 ed.). New Delhi: Vikas Publishing House Pvt. Ltd.
5. Venkata, Ratnam, C. S.(2006). *Industrial relations* (1 ed.). New Delhi: Oxford University Press.

Note: The faculty will announce The List of Cases and Specific References including recent articles

CUH MBA Syllabus

## **TRAINING AND DEVELOPMENT**

**Course Code-** SLM MGT 01 308 C 3104

**Credit:** 4

### **Objective:**

*The objective of this course is to provide an in-depth understanding of various stages of the training process and implementation of tools and techniques of training and development for effective functioning of an organization.*

### **Course Contents:**

#### **UNIT-I**

Introduction of Training Concept: Definition, Meaning, Need For Training; Importance Of Training; Objectives Of Training; Concepts Of Education; Training and Development; Overview Of Training Functions; Types Of Training.

#### **UNIT-II**

Process of Training: Steps in Training; Identification of Job Competencies; Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis); Assessment of Training Needs; Methods and Process of Needs Assessment.

#### **UNIT-III**

Designing and Implementing a Training Program: Trainer Identification; Methods and Techniques of Training; Designing a Training Module (Cross Cultural, Leadership, Training The Trainer, Change); Management Development Program; Budgeting Of Training.

#### **UNIT-IV**

Evaluation of Training Program: Kirkpatrick Model Of Evaluation; CIRO Model, Cost-Benefit Analysis, ROI of Training; feedback.

### **Suggested Readings:**

1. Kozlowski, S. W. J. & Slas, E., (2009). *Learning, training, and development in organisation* (3 ed.) New York: Routledge.
2. Lawson, K. (2009). *The trainer's handbook* (2 ed.). New Jersey: Pfeiffer Wiley.

3. Lynton, R., & Pareek, U. (2000). *Training for organisational transformation* (3 ed.). New Delhi: Sage.
4. Moskowitz, M. (2008). *A Practical guide to training and development: assess, design, deliver, and evaluate*. New York: John Wiley.
5. Noe, R. A. (2013). *Employee training and development* (7th ed.). New York: McGraw-Hill
6. Phillips, J. J., & Stone, R. (2002). *How to measure training results: A practical guide to tracking the six key indicators*. USA: McGraw Hill.

Note: The faculty will announce The List of Cases and Specific References including recent articles. Latest edition of the Books will be used.

## DCEC COURSES – SEMESTER III

### MARKETING OF SERVICES

**Course Code-** SLM MGT 01 301DCEC 2002

**Credit:** 2

**Objective:**

*The objective of this course is to impart knowledge about emerging issues, trends and challenges in service economy in India..*

**Course Contents:**

#### UNIT I

Introduction to Service Marketing: The Emergence of Service Economy; Nature of Services; Differences between Goods and Services Marketing; Marketing Challenges in Service Businesses; Services Marketing Mix.

#### UNIT II

Consumer Behavior in Service Encounters; Creating the Services Product: Planning, Understanding and Classifying Supplementary Services, New Service Development; Designing the Communication Mix for Services.

#### UNIT III

Designing and Managing Services: Blueprinting, Re-designing, Customer as Co-producer; Service Management Trinity; Demand-Supply Management; Service Environment.

#### UNIT IV

Managing People; Managing Relationship and Loyalty; Customer Feedback; Service Failure and Service Recovery; Quality Issues and Quality Models.

**Suggested Readings:**

1. Fisk, R.P., Grove, S.J., & John, J. (2008). *Interactive Service Marketing*. New York: Houghton Mifflin.

2. Lovelock, C., Wirtz, J., & Chatterjee, J. (2011). *Service Marketing* (7 ed.). New Delhi: Pearson Education
3. Verma, H V. (2007). *Service Marketing: Texts and Cases*. New Delhi: Pearson Education.
4. Wirtz, J., & Lovelock, C. (2016). *Services Marketing* (8 ed.). Singapore: World Scientific.
5. Zeithaml, V. A., Bitner, M. J., Gremler, D., & Pandit, A. (2013). *Services Marketing: Integrating Customer Focus Across the Firm* (6 ed.). New Delhi: Mc Graw Hill

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.

## RETAIL MANAGEMENT

Course Code- SLM MGT 01 302 DCEC 2002

Credit: 2

### Objective:

*The course will focus on manufactures' perspective on retail operations and understanding of the retail business.*

### Course Contents:

#### UNIT-I

An Introduction to Retailing: Retailing Formats and Mix; Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Definitions, Structure of Retailing Formats; Retailing Strategy: Retail Store Location, Traffic Flow and Analysis, Population and its Mobility.

#### UNIT-II

Merchandise Planning: Assortments, Exteriors and Layouts; Customer Traffic Flows and Patterns, Creative Display. Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Branding Strategies, Merchandise Presentations.

#### UNIT-III

Retail Promotion: Staying Ahead of Competition; Supply Chain Management, Warehousing; Franchising, Direct Marketing/Direct Selling; Building Customer Relationship; Exclusive Shops, Destination Stores, Chain Stores, Discount.

#### UNIT-IV

Other Current and Emerging Formats: Issues and Options; Retail Equity; Technology in Retailing; Contemporary Retailing Scenario in India; Future of Retailing; Career Options in Retailing.

### Suggested Readings:

1. Berman, Bell & Evans, Joel, R. (2013). *Retail Management; A Strategic Approach* (12 ed). New Delhi: Pearson Education
2. Fatima, K & Sheikh, A. (2012). *Retail Management* (5 ed.). New Delhi: Himalaya Publishing House.



3. Newman, A.J. & Cullen, P. (2013). *Retailing: Environment & Operations*: New Delhi: Vikas Publishing House
4. Pandit, Ajay & Barton, Levy (2012). *Retailing Management* (8 ed.). New Delhi: Tata McGraw-Hill Education
5. Seshanna, Sudarshan., & Prasad, N Raghu. (2015). *Retail Management*. New Delhi: McGraw Hill.

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

CUH MBA Syllabus

## **RURAL MARKETING**

**Course Code:** SLM MGT 01 303DCEC 2002

**Credits:** 2

### **Objective:**

*The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.*

### **Course Contents:**

#### **UNIT-I**

Rural Marketing: Definition, Nature, Characteristics and the Potential of Rural Markets in India, Rural Market Environment, Rural Population, Occupation, Income, Expenditure Pattern, Infrastructure Facilities, Distinction between Rural and Urban Societies.

#### **UNIT-II**

Rural Demand and Rural Markets: Market Segmentation, Services in Rural Areas, Factors Affecting Rural Markets; Changing Focus of Corporate towards Rural Markets; Demographic and Psychographic Profile of Rural Consumer; Marketing Mix for Rural Markets: Product, Price, Promotion, Distribution and Packaging as a Strategic Tool.

#### **UNIT-III**

Problems in Rural Markets; Under Developed Markets, Communication Facilities and Strategies to Tap Rural Market, Media for Rural Communication, Logistics and Storage in Rural Markets, Transport Facilities, Hierarchy of Rural Markets.

#### **UNIT-IV**

Market Initiatives by Corporate Sectors in Rural Markets; Developing Sales Force for Rural Markets; Career Perspectives in Rural Sales, Role of Rural Youth in Brand Promotion, Critical Evaluation of Present Distribution Channels for Rural Markets and Channel Modifications.

### **Suggested Readings:**

1. Badi, V. Ravindranath & Badi, V. Narayansa (2011). *Rural Marketing*, (2 ed.). New Delhi: Himalaya Publishing House.
2. Balram, Dogra., & Ghuman, Karminder. (2007). *Rural Marketing: Concepts and Practices*. New Delhi: McGraw Hill

3. Gopaldaswamy, T.P. (2009). *Rural Marketing-Environment, Problems and Strategies*. New Delhi: Vikas Publishing
4. Krishnamacharyulu. (2010). *Rural Marketing: Texts and Cases* (2 ed). New Delhi: Pearson Education.
5. Krishnamoorthy, R. (2011). *Introduction to Rural Marketing*. New Delhi: Himalaya Publishing House.

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

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## **BANKING AND INSURANCE**

Course Code- SLM MGT 01 304DCEC 2002

Credit: 2

### **Objective:**

*The objective of this course is to apprise the students with principles of banking and insurance and current law and practices.*

### **Course Contents:**

#### **UNIT I**

Overview of Indian banking system; Concept of financial intermediation. Banking system in India: Commercial Banks, Foreign Banks, Co-operative Banks, Non-Banking Financial Intermediaries. Banking sector reforms in India

#### **UNIT II**

Financial markets; Money market, capital market (Debt & Equity Markets), Role of RBI , Monetary Policy: objectives, Money supply and control of inflation, Interest rate policy and its implications, Trends of Bancassurance in India, Basell I, II and III norms.

#### **UNIT III**

Introduction to insurance; various types of insurance; principles of insurance; insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India.

#### **UNIT IV**

Privatization of insurance industry in India; Environment for Insurance Sector; Business, Insurance procedures; Settlement of Claims under life and non-life insurance.

### **Suggested Readings:**

1. Insurance Institute of India. (2010). *Principles of Insurance* (I.C.01) Mumbai
2. Mishkin, F. S., & Eakins, S. G. (2008). *Financial Markets & Institutions*.(6 ed). New Delhi: Prentice Hall of India.
3. Tripathy, N., & Prava. (2011). *Insurance: Theory & Practice*. (3 ed). New Delhi: Prentice – Hall of India.
4. Varshney, P.N. (2014). *Banking Law and Practice* (25 ed). New Delhi: Sultan Chand & Sons.
5. Vasudevan, A. (2003). *Money and Banking*. (1 ed). New Delhi: Academic Foundation Publication.

Note: The list of cases and problems will be announced in the class by the faculty.

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## **CORPORATE GOVERNANCE**

**Course Code:** SLM MGT 01 305 DCEC 2002

**Credit:** 2

### **Objective:**

*To acquaint the students with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes of good governance.*

### **Course Contents:**

#### **UNIT I**

Genesis of Corporate Governance: Evolution, Principles and Main Drivers of corporate governance, Theories and Models of Corporate Governance.

#### **UNIT II**

Structure and composition of company Boards, directors: Appointment, Qualification and Remuneration; Role and responsibilities of the Directors; Chairman, CEO, Executive and Non executive chairman.

#### **UNIT III**

Board Committees and their role and functions: Finance, Audit, Compensation and other Statutory Committees. Independent Directors and their role. Women directors in corporate boards :Issues and challenges in India.

#### **UNIT IV**

Legislative Framework of corporate Governance in India: the Companies Act, the SEBI Act and other laws, Reports of Prominent Committees on Corporate Governance in India. Global Practices of Corporate Governance. Corporate Social Responsibility practices in India; Global Scenario in CSR practices.

### **Suggested Readings:**

1. Fernando, A.C. (2006). *Corporate Governance Principles, Policies and Practices*. New Delhi: Pearson Education in South Asia
2. Haynes, K., Murray, A. & Dillarel, J. (2013). *Corporate Social Responsibility*. Oxon: Routledge.
3. Mandal, S. K. (2012). *Ethics in Business and Corporate Governance* (2 ed). New Delhi: McGraw Hill.
4. Reed, D., & Mukherjee, S. (2004). *Corporate governance, economic reforms, and development: the India experience*. (1 ed). New Delhi: Oxford University Press.

5. Sunder, Pushpa. (2012). *Business and Community*. New Delhi: Sage Publications.

Note: The list of relevant cases will be announced in the class by the faculty.

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## **FINANCIAL REPORTING**

**Course Code:** SLM MGT 01 306DCEC 2002

**Credits:** 2

### **Objective:**

*The course is designed to allow student to gain ability to analyse financial statements including consolidated financial statements of group companies and financial reports of various types of entities and to familiarize with recent developments in financial reporting.*

### **Course Contents:**

#### **UNIT I**

Overview of international Accounting Standards (IAS), International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), Indian Accounting Standards (Ind AS). Understanding of US GAAP, Convergence of IFRS in India.

#### **UNIT II**

Corporate Financial Reporting – Issues and problems with special reference to published financial statements. Accounting for Corporate Restructuring (including inter-company holdings). Consolidated Financial Statements of Group Companies Concept of a Group, purposes of consolidated financial statements minority interest, Goodwill, Consolidation procedures – Minority interests, Goodwill, Treatment of pre-acquisition and post-acquisition profit.

#### **UNIT III**

Consolidation with subsidiaries, consolidation with foreign subsidiaries. Consolidated profit and loss account, balance sheet and cash flow statement. Treatment of investment in associates in consolidated financial statements. Treatment of investments in joint ventures in consolidated financial statements.

#### **UNIT IV**

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries. Developments in Financial Reporting - Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added.



**Suggested Readings:**

1. Ernst and Young. (2017). *International GAAP under IFRS*. New Delhi: Wiley India Pvt Ltd.
2. Fridson, M., & Alvarez, F. (2012). *Financial Statement Analysis: A practitioner guide*( 3 ed.) New York: John Wiley & Sons
3. Palepu, K. G., Healy, P. M., & Bernard, V. L. (2007). *Business analysis and valuation using financial statements* (4 ed). USA: South Western Publishing.
4. Revsine L., & Collins, D W. (2012). *Financial Reporting and Analysis* (4 ed.).New York:Mc Graw Hill

Note: The list of relevant cases will be announced in the class by the faculty.

## **PERFORMANCE AND TALENT MANAGEMENT**

**Course Code-** SLM MGT 01 307DCEC 2002

**Credit:** 2

### **Objective:**

*This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.*

### **Course Contents:**

#### **UNIT-I**

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

#### **UNIT-II**

Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.

#### **UNIT-III**

Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

#### **UNIT - IV**

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different

aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research. Note: Lectures should be supplemented with the case studies.

**Suggested Readings:**

1. Armstrong, M. & Baron (2007). *Performance management and development* (3 ed.) Mumbai: Jaico Publishing House.
2. Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies* (1 ed.). New Delhi: Pearson
3. Black, Richard J. (2003). *Organizational Culture: Creating the Influence Needed for Strategic Success*. UK: London .
4. Prem Chadha (2011). *Performance Management* (1 ed.). New Delhi: Macmillan.
5. Pulakos D.E. (2009). *Performance Management: A New approach for driving Business Result* (1 ed.). UK: Wiley-Blackwell.
6. Rao, T.V. (2008). *Performance Management and Appraisal System* (1 ed.). New Delhi: Sage

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

## **ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Course Code-** SLM MGT 01 308 DCEC 2002

**Credit:** 2

### **Objective:**

*The course is to help the students understand the meaning of organizational change and Development*

### **Course Contents:**

#### **UNIT-I**

Introduction to organizational Development: Theories of planned change; General model of planned change; different types of planned change and critique of planned change; OD practitioner role; competencies and professional ethics.

#### **UNIT-II**

OD process: Contracting and diagnosing the problem; Diagnosing models; open systems; individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.

#### **UNIT-III**

Designing OD interventions: Organization confrontation meeting; intergroup relations intervention, and large group intervention; Techno structural interventions: Structural design, downsizing, re engineering, employee involvement; work design; socio technical systems approach; HRM interventions; Strategic interventions;. Special applications of OD.

#### **UNIT-IV**

Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, types of change; External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda, Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda.

**Suggested Reading:**

1. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2013). *Social Psychology* (12 ed.). New Delhi: Prentice Hall India .
2. Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training* (4 ed.). New Delhi: Pearson Education.
3. Jex, Steve M. (2006). *Organisational Psychology – A Scientist Practitioner Approach* (1 ed.) New Delhi: Wiley India.
4. McKenna, Eugene F. (2000). *Business Psychology and Organisational Behaviour* (3 ed.). New Delhi: Vikas Publishing .

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

## NEGOTIATION AND CONFLICT MANAGEMENT

Course Code- SLM MGT 01 309 DCEC 2002

Credit: 2

### Objective:

*The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process and facilitate an understanding of the structure and dynamics of negotiation at work settings.*

### Course Contents:

#### UNIT-I

Conflict: nature of conflict, types, perspective of conflict, stages of conflict, interpersonal conflict and intrapersonal conflict, conflict resolution strategies.

#### UNIT-II

Social Influence processes; Persuasion and Negotiation; Negotiations fundamentals, Approaches to resolve disputes: Interests, rights and power; Principles of influence; influence tactics; Negotiation: Scope, Types; Styles of negotiation; negotiation process, Negotiation skills and techniques.

#### UNIT-III

Negotiation Contexts; Role of trust in negotiations; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations, negotiation and IT; Communication in Negotiation, Social context of negotiation.

#### UNIT-IV

Context of mediation; negotiation as persuasion; Persuasion: Principles of persuasion; Persuasion Strategy; seeking and resisting compliance; Effective persuasion

### Suggested Readings:

1. Brett, J. M. (2001) *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.
2. Cialdini, R. (1993) *Influence: The psychology of persuasion*. New York: Morrow.
3. Fisher, R., Ury, W., & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving In*. New York: Penguin Books.
4. Lewicki, Roy J., David M. Saunders, & John, W. Minton (2000). *Essentials of Negotiation*. (2 ed). Irwin.
5. Moore, Christopher W (1996). *The Mediation Process*. (2 ed). Jossey-Bass.
6. Ury, William (1992). *Getting Past No: Negotiating with Difficult People*. Bantam.

Note: The List of Cases and Specific References including recent articles will be announced by the faculty

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## OFFERED TO OTHER DEPARTMENTS – SEMESTER III

### INTRODUCTION TO ADVERTISING

**Course Code-** SLM MGT 01 301 GEC 2023

Credit: 3

**Objective:**

*The aim of this course is to acquaint the students with concepts and techniques of advertising. Course will also introduce the student to the application of concepts for developing effective advertising programme.*

**Course Contents:**

#### UNIT I

Advertising: Concept, Types, Forms and Importance; Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising.

#### UNIT II

Theory of Cognitive Dissonance and Cues for Advertising Strategies; Concept of STP & advertising; Advertising and Consumer Behaviour; Advertising Planning and Objective Setting: DAGMAR Approach.

#### UNIT III

Determination of Target Audience; Building of Advertising Programme - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning.

#### UNIT IV

Role of Creativity in Advertising; Media Planning, Media Mix; Budgeting; Measurement of Advertising Effectiveness.

**Suggested Readings:**

1. Batra, Rajeev, Myers, Johan G. and Aaker, David A. (2002). *Advertising Management*. (4th ed). New Delhi: Prentice Hall of India.
2. Belch, G. E., Belch, M., & Purani, K. (2013). *Advertising and Promotion : An Integrated Marketing Communications Perspective (SIE)* (9 ed.). New Delhi: McGraw Hill.



3. Belch, G., & Belch, M. (2014). *Advertising and promotion: An integrated marketing communications perspective* (10th ed.). New York: McGraw-Hill.
4. Egan, J. (2015). *Marketing Communications* (2 ed.). USA: Sage Publication.
5. Hackley, C. (2010). *Advertising and Promotion - An Integrated Marketing Communications Approach* (2 ed.). USA: Sage.
6. Percy, L. (2014). *Strategic Integrated Marketing Communications* (2 ed.). USA: Routledge

Note: The list of cases and specific references, including recent articles will be announced in the class by the faculty.

## Programme Structure - Semester-IV (28 Credits)

(A student has to choose the same group chosen in Semester-III)

Group I: Marketing & Finance

Compulsory Course						
S.No	Course Code	Course Name	L	T	P	Credit
1.	SLM MGT 01 401 C 0286	Research Project	0	2	8	6
2.	SLM MGT 01 402 C 2002	Entrepreneurship Development	2	0	0	2
Core Courses (All four to be opted)			L	T	P	Credit
1.	SLM MGT 01 403 C 3104	Customer Relationship Management	3	1	0	4
2.	SLM MGT 01 404 C 3104	Integrated Marketing Communication	3	1	0	4
3.	SLM MGT 01 405 C 3104	Financial Derivatives	3	1	0	4
4.	SLM MGT 01 406 C 3104	Merger and Acquisition	3	1	0	4
Compulsory Skill Development Elective Course						
1.	SLM MGT 01 401SEEC 0042	Capacity Building for Managers	0	0	4	2
<b>Offered to other department</b>						
1.	SLM MGT 01 401 GEC 0244	Interpersonal Skills	0	2	4	4
Discipline Centric elective course (Compulsory)						
1.	SLM MGT 01 401DCEC 2002	International Marketing	2	0	0	2
2.	SLM MGT 01 402DCEC 2002	International Financial Management	2	0	0	2
3.	SLM MGT 01 403DCEC 2002	Cross Cultural Management	2	0	0	2

**Note:** Credits of *Compulsory Skill Development Elective Course* shall not be counted for computation of SGPA/CGPA.

## Group II: Finance & Human Resource Management

<b>Compulsory Course</b>						
<b>S.No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1.	SLM MGT 01 401 C 0286	Research Project	0	2	8	6
2.	SLM MGT 01 402 C 2002	Entrepreneurship Development	2	0	0	2
<b>Core Courses (All four to be opted)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1.	SLM MGT 01 405 C 3104	Financial Derivatives	3	1	0	4
2.	SLM MGT 01 406 C 3104	Merger and Acquisition	3	1	0	4
3.	SLM MGT 01 407 C 3104	Compensation Management	3	1	0	4
4.	SLM MGT 01 408 C 3104	Human Resource Analytics	3	1	0	4
<b>Compulsory Skill Development Elective Course</b>						
1.	SLM MGT 01 401SEEC 0042	Capacity Building for Managers	0	0	4	2
<b>Offered to other department</b>						
1.	SLM MGT 01 401 GEC 0244	Interpersonal Skills	0	2	4	4
<b>Discipline Centric elective course (Compulsory)</b>						
1.	SLM MGT 01 401DCEC 2002	International Marketing	2	0	0	2
2.	SLM MGT 01 402DCEC 2002	International Financial Management	2	0	0	2
3.	SLM MGT 01 403DCEC 2002	Cross Cultural Management	2	0	0	2

**Note:** Credits of *Compulsory Skill Development Elective Course* shall not be counted for computation of SGPA/CGPA.

### Group III: Human Resource Management & Marketing

<b>Compulsory Course</b>						
<b>S.No</b>	<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1.	SLM MGT 01 401 C 0286	Research Project	0	2	8	6
2.	SLM MGT 01 402 C 2002	Entrepreneurship Development	2	0	0	2
<b>Core Courses (All four to be opted)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
1.	SLM MGT 01 407 C 3104	Compensation Management	3	1	0	4
2.	SLM MGT 01 408 C 3104	Human Resource Analytics	3	1	0	4
3.	SLM MGT 01 403 C 3104	Customer Relationship Management	3	1	0	4
4.	SLM MGT 01 404 C 3104	Integrated Marketing Communication	3	1	0	4
<b>Compulsory Skill Development Elective Course</b>						
1.	SLM MGT 01 401SEEC 0042	Capacity Building for Managers	0	0	4	2
<b>Offered to other department</b>						
1.	SLM MGT 01 401 GEC 0244	Interpersonal Skills	0	2	4	4
<b>Discipline Centric elective course (Compulsory)</b>						
1.	SLM MGT 01 401DCEC 2002	International Marketing	2	0	0	2
2.	SLM MGT 01 402DCEC 2002	International Financial Management	2	0	0	2
3.	SLM MGT 01 403DCEC 2002	Cross Cultural Management	2	0	0	2

**Note:** Credits of *Compulsory Skill Development Elective Course* shall not be counted for computation of SGPA/CGPA.

## COMPULSORY COURSE – SEMESTER IV

### RESEARCH PROJECT

**Course Code-** SLM MGT 01 401 C 0286

Credit: 6

Each student of Fourth Semester, MBA Programme has to carry out a project work as a core course in the IV Semester. It will be a Semester long course with six credits. It will be guided by a faculty of the Department. After completion of the Project work, the students will have to submit a Dissertation in proper format.

#### 1. OBJECTIVES OF THE COURSE

- 1.1. To make the students learn how to define a problem and hypothesise
- 1.2. To make the students learn advances in various functional areas of management
- 1.3. To make the students develop a broader understanding of various functional areas of management in a multidisciplinary context
- 1.4. To make the students apply tools and techniques by adopting proper research methodology for solving a problem of area related to the specialization offered
- 1.5. To make the students learn connect theory and practice of managerial principles for better solutions to the problem
- 1.6. To develop the analytical, report writing and presentation skills

#### 2. SCOPE OF THE PROJECT

- 2.1. The project study is to be based on the functional area of Management (such as Marketing, Finance, HRM etc.) which the student opted as specialization in third and fourth semester. Before commencement of project study each student is to develop a synopsis in consultation with his/her guide in the chosen functional area covering the broad aspects on which the data is proposed to be collected and analysis is to be conducted. Each student is required to carry out the work and submit the report in form of a Dissertation individually.

#### 3. EVALUATION CRITERIA

Project Work will be evaluated as per University ordinance of PG Programmes as per the following weightage:

<b>Evaluation Criteria</b>	<b>Weightage</b>
1. Dissertation Evaluation	60%
2. Periodic Presentations	20%
3. Viva Voice	20%

Note: Comprehensive guidelines for project work will be shared with student in forth semester.

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## **ENTREPRENEURSHIP DEVELOPMENT**

**Course Code:** SLM MGT 01 402 C 2002

**Credit:** 2

### **Objective:**

*This course aims to provide necessary input for entrepreneurial effort and planning the start of new venture to enable them to investigate, understand and internalize the process of setting up a business.*

### **Course Contents:**

#### **UNIT-I**

Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

#### **UNIT II**

Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class Theories; Entrepreneurial training; EDP Programmes; Characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

#### **UNIT III**

Entrepreneurship Project Development: Idea generation; Developing a Marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Business Plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

#### **UNIT IV**

Govt. support to new enterprise; Role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes and financing of new ventures; Role of various institutions in developing entrepreneurship in India. International entrepreneurship- opportunities and challenges; Intrapreneurship. Govt. support to new enterprise; Role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes and

financing of new ventures; Role of various institutions in developing entrepreneurship in India.

**Suggested Readings:**

1. Dutta, B. (2009). *Entrepreneurship Management (Text and Cases)* (1 ed.). New Delhi: Excel Book.
2. Khanka, S. S. (2016). *Entrepreneurial Development* (4 ed.). New Delhi: S.Chand & Company Ltd.
3. Scarborough, N. M., & Cornwall, J. R. (2014). *Essentials of Entrepreneurship and Small Business Management* (8 ed.). New Delhi: Prentice Hall.



## CORE COURSES – SEMESTER IV

### CUSTOMER RELATIONSHIP MANAGEMENT

**Course Code-** SLM MGT 01 403 C 3104

Credit: 4

**Objective:**

*The aim of this course is to acquaint the students with concepts and techniques for developing effective Customer Relationship programme.*

**Course Contents:**

#### UNIT-I

Customer Relationship Management (CRM): Concept, Emergence of CRM Practice, Nature, Scope and Importance of CRM; CRM Cycle; Customer Relationship Marketing; Strategic Issues in Relationship Marketing; CRM Success Factors; Customer Relationship Development Process: CRM Value Chain, Customer Satisfaction, Customer Loyalty, Service Quality.

#### UNIT-II

Planning and Implementation of CRM Programme: Designing a CRM Model; Sales Force Automation (SFA)-Objectives, Features, Strategic Advantage, Key Factors for Successful Sales Force Automation; Integrating Customer Data into CRM Strategy.

#### UNIT-III

Role of IT & Internet in CRM; Customer Care Management using IT, Data Mining and Data Warehousing for CRM; e-CRM: Features, Advantage, Functional Components; Customer Retention Strategies; Future of CRM.

#### UNIT-IV

Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking & Insurance Industry, Education.

**Suggested Readings:**

1. Dyche, Jill (2012). *The CRM Handbook A Business Guide to CRM*. New Delhi: Pearson Education Asia

2. Gosney, John W. & Thomas P. Boehm (2013). *Customer Relationship Management Essentials*, New Delhi: Prentice Hall
3. Makkar, U. & Makkar, R.K. (2012). *Customer Relationship Management*, New Delhi: Tata McGraw Hill
4. Rai, A. K. (2013). *Customer Relationship Management* (2 ed.). New Delhi: Prentice Hall of India
5. Stone, M. & Neil, W. (2009). *Relationship Marketing*, London: Kogan Page

Note: The list of cases and specific references including recent articles will be announced in the class by the faculty.

## **INTEGRATED MARKETING COMMUNICATION**

**Course Code-** SLM MGT 01 404 C 3104

**Credit:** 4

### **Objective:**

*The objective of this paper is to acquaint the students with the conceptual and practical dimensions of the contemporary forms of communications and their integration to get desired results in communication programmes.*

### **Course Contents:**

#### **UNIT I**

IMC: Basics, Dissolution of Traditional Media, New Marketing Realities; Role of IMC in Marketing Process; IMC and Consumer Behavior; The Communication Model: Communication Process, Stages and Challenges, Source, Message and Channel Factors.

#### **UNIT II**

Establishing objective and budgeting for promotional program; Brands and IMC; Developing IMC Program: Planning and Development, Implementation and Evaluation, Media Planning and Strategy; Various Media available.

#### **UNIT III**

Components of IMC: Advertising – Agencies, Campaigns, Creativity, Big Ideas; Direct Marketing – Database, Strategies, Media; Sales Promotion - Methods, Loyalty Programs, Consumer Oriented and Trade Oriented Sales Promotion.

#### **UNIT IV**

Public Relations & Publicity – Marketing Public Relation Functions, Planning, Development and Execution, Measuring Effectiveness; Internet Marketing and IMC; Below the Line Communication, Above the Line and Through the Line Communication; Social, Ethical and Economical aspects of Promotion.

### **Suggested Readings:**

1. Batra, Rajeev, Myers, Johan G. and Aaker, David A. (2002). *Advertising Management*. (4th ed). New Delhi: Prentice Hall of India

2. Belch, G. E., Belch, M., & Purani, K. (2013). *Advertising and Promotion : An Integrated Marketing Communications Perspective (SIE)* (9 ed.). New Delhi: McGraw Hill.
3. Egan, J. (2015). *Marketing Communications* (2 ed.). USA: Sage Publication.
4. Hackley, C. (2010). *Advertising and Promotion - An Integrated Marketing Communications Approach* (2 ed.). USA: Sage.
5. Percy, L. (2014). *Strategic Integrated Marketing Communications* (2 ed.). USA: Routledge

Note: The list of cases and problems will be announced in the class by the faculty.

## FINANCIAL DERIVATIVES

Course Code- SLM MGT 01 405 C 3104

Credit: 4

### Objective:

*The objective of this course is to impart knowledge of financial derivatives and risk mitigating techniques.*

### Course Contents:

#### UNIT I

Derivatives: nature and features of derivative instruments, Types of derivative instruments, role and Importance of derivative instruments. Myths about derivative instruments. Financial Derivatives: Meaning, nature, types and role; derivatives as risk management instruments Types of Traders: speculation, hedging and arbitrage,

#### UNIT II

Futures Contracts and forward contracts; Other Derivative contracts; Forward and Futures contracts, Futures Markets and the use of Futures for Hedging:

#### UNIT III

Options Markets; Properties and types of Options: stock options, future options, index options pricing of options: Black-Scholes option pricing models; Binomial option pricing model. Option Trading Strategies: Strangle, straddle, Covered Put etc.

#### UNIT IV

Currencies Futures Contracts: General Approach to Pricing Currency Derivatives; Currency Derivatives Market in India: An overview; Introduction to Commodity Derivative in India: Role and functions of NCDEX, MCX.

### Suggested Readings:

1. Bansal, & Bansal. (2010). *Derivatives and financial Innovation*. New Delhi: McGraw Hill
2. Brennet, M. (2008) *Option Pricing: Theory & Applications*. Toronto: Lexington Books
3. Cox, John C., & Rubinstein. (1985). *Options Markets*.(1 ed). New Jersey: Prentice Hall Publications

4. Hull, John C. (2017). *Introduction to Futures and Options market.*(9 ed). New Delhi: Prentice Hall of India
5. Marshall, John F., & Bansal, Vipul, K. (2010). *Financial Engineering: A complete guide to financial innovation.* New Delhi: PHI learning Pvt. Ltd.

Note: The list of cases and problems will be announced in the class by the faculty.

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## MERGER AND ACQUISITIONS

Course Code: SLM MGT 01 406 C 3104

Credit: 4

### Objective:

*This paper is designed to impart the conceptual and practical knowledge of mergers and acquisitions for managers.*

### Course Contents:

#### UNIT I

Business restructuring: Internal and External. Motives for business combinations: Accelerated growth, Enhanced profitability, Diversification of risk, Emerge as absolute industry leaders. Form of business combinations: Mergers, acquisitions, Takeovers, Amalgamations, Leveraged buy outs

#### UNIT II

Regulation of merger and takeovers, Regulatory framework in India: Major provisions in Companies law, Income tax law, SEBI guidelines for takeovers and other laws.

#### UNIT III

Accounting for mergers and acquisitions: Accounting standard on merger and acquisition in India. International accounting standards, Methods of Accounting: Pooling of interests method, Purchase method. Minority interest, Goodwill, Treatment of pre-acquisition and post-acquisition profit

#### UNIT IV

International business combinations in India: Contemporary issues in mergers and acquisition in India. Leading cases of M & A in India

### Suggested Readings:

1. Aurora, R., Shetty, K., & Kale, S. (2011). *Mergers and Acquisition*. (I ed). New Delhi: Oxford University Press
2. Carney, William J., & Carney. (2009). *Mergers and Acquisitions*. New Delhi: McGraw Hill Education
3. Gaughan, Patrick. (2016). *Mergers, Acquisitions and Corporate Restructuring* (6 ed). New Delhi: Wiley.

4. Kumar, R. B. (2010). *Mergers and Acquisitions*. New Delhi: McGraw Hill Education (India) Private Limited
5. Milledge, A. H., & Andrew, J. S. (2010) *Mergers and Acquisition: from A to Z* (2 ed). New Delhi: Jaico Publishers

Note: The list of cases and problems will be announced in the class by the faculty.

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## COMPENSATION MANAGEMENT

**Course Code-** SLM MGT 01 407 C 3104

**Credit:** 4

### **Objectives:**

*The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies*

### **Course Contents:**

#### **UNIT-I**

Compensation Management perspectives: Compensation management process; Forms of pay; Financial and non-financial compensation; Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures; construction of optimal pay structure.

#### **UNIT-II**

Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.

#### **UNIT-III**

Managing the System Managing Labour Costs : Control Salary Level; Embedded Controls; Pay as Change Agent; Structuring the Compensation Function.; Pay Commission and its plans.

#### **UNIT-IV**

Employees Wages Acts: The Payment of Bonus Act 1965; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Maternity Benefit Act, 1961; The Gratuity Act 1972.

### **Suggested Readings:**

1. Dipak Kumar Bhattacharya, (2009). *Compensation Management*; New Delhi: Oxford University Press.
2. Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation Management* (9 ed.). New Delhi: Tata McGraw Hill.
3. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World* (10 ed. ). New Delhi: Pearson Education.

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

## **HUMAN RESOURCE ANALYTICS**

**Course Code-** SLM MGT 01 408 C 3104

**Credit:** 4

### **Objective:**

*This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting*

### **Course Contents:**

#### **UNIT-I**

Understanding HR indicators, metrics and data : Research and analyze appropriate internal and external human resource metrics, benchmarks, and indicators, Making HR measurement strategic, The LAMP Framework.

#### **UNIT-II**

Analytical Foundations of HR Measurement: Traditional Vs Contemporary HR Measures, Fundamental analytical Concepts from Statics and Research, Data collection tracking, entry of relational databases ,Assessing IT requirements to meet HR needs Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

#### **UNIT-III**

Relational databases and HR systems :Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods for analyzing Hidden Costs of absenteeism, Cost Employee separation, Employee Health, Wellness and Welfare, Employee Attitudes and Engagement, Financial Effects of Work Life Programmes, Costs and Benefits of HR Development Programs.Planning and implementing a new HRIS, Security and privacy considerations.

#### **UNIT-IV**

Statistical analysis for HR (regression analysis, measures of central tendency) - Graphs, tables, spreadsheets, data manipulation (using Excel).Benchmarking and best practices Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

### **Suggested Readings:**

1. Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR scorecard: Linking people, strategy, and performance*. Harvard Business Press
2. Cascio, W., & Boudreau, J. (2011). *Investing in People Financial Impact of Human Resource Initiatives* (2 ed.). New Jersey: Pearson Education, Inc.
3. Edwards, M. R., & Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
4. Fitz-enz, J., & Davison, B. (2002). *How to measure Human Resources management*. New York: McGraw-Hill.
5. Fitz-enz, J., & Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley.
6. Kinley, N., & Ben-Hur S. (2013). *Talent Intelligence: What you need to know to identify and measure talent*. Jossey-Bass. Platform.
7. Lahey, D. (2014). *Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team*. Wiley.
8. Levenson, A. (2014). *Employee Surveys That Work: Improving Design, Use, and Organizational Impact*. Berrett-Koehler Publishers.
9. Pease, G., & Beresford, B. (2014). *Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments*. Wiley.
10. Phillips, J., & Phillips, P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill.
11. Sesil, J. C. (2014). *Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration*. New Jersey: Pearson Education.

## SKILL DEVELOPMENT ELECTIVE COURSE

### CAPACITY BUILDING FOR MANAGERS

Course Code- SLM MGT 01 401 SEEC 0042

Credit: 2

#### Objective:

*The objective of this course is to develop holistic skill set which is required for managers in contemporary world.*

#### Areas of capacity building for managers:

1. Goal setting
2. Listening skill
3. Social skill
4. Team skill
5. Human skill
6. IT Skill
7. Presentation skill
8. Social media skill
9. Leading skills
10. Strategic thinking

Students will be evaluated based on periodic presentation and assignments.

## OFFERED TO OTHER DEPARTMENTS – SEMESTER IV

### INTERPERSONAL SKILLS

**Course Code:** SLM MGT 01 401 GEC 0244

Credits: 4

**Objective:**

*This course is to help the students to acquire the basics of interpersonal and ability to understand of self and others along with the personality development as per the requirement of the competitive world.*

**Contents:**

#### UNIT I

Self Awareness : Self Management Self Evaluation; Identifying one's strength and weakness; Planning & Goal setting; Managing self –emotions, ego; pride; Self discipline; Self criticism; Recognition of one's own limits and deficiencies  
Independency ; Thoughtful & Responsible behaviour Community and Community Development: Individual's role and responsibility in society.

#### UNIT II

Interpersonal skills : Basics of PERSONAL SWOT analysis,;Identifying Strengths, Weaknesses, Deficiencies,; Performing SWOT on yourself; Presentation skills; Group Discussion;Debates; Public Speaking skills; Forms of speech; Content Preparation; Debating; Extempore - Do's and Don'ts.

#### UNIT III

Definition of life skills concept: Definition, concept of skill in Life Skills; primary goal of life skills programme; Personality, Determinants of Personality- biological, psychological and socio- cultural factors; Misconceptions and clarifications ; Need for personality development .

#### UNIT IV

Moral Development: Meaning, interpersonal influences on moral development; moral development and social exclusion; ABC of moral life; Morality; Morality and culture; morality and intergroup attitudes; moral emotions.

**Suggested Reading:**

1. Bolton, Robert. (1986). *People Skills*. New York: Simon & Schuster.
2. Cottrell, Stella. (2017). *Critical Thinking Skills: Effective Analysis, Argument and Reflection* (3 ed). UK: Palgrave.
3. Mitra, Barun K. (2016). *Personality Development and Soft Skills* (2 ed). New Delhi: Oxford University Press
4. Santrock, W. John. (2006). *Educational Psychology*. (2 ed.). New Delhi: McGraw-Hill
5. Suzanne, de Janasz., Karen, Dowd., & Beth, Schneider. (2015). *Interpersonal Skills in Organizations* (5 ed.). New Delhi: Mc Graw Hill Education

Note: The faculty will announce The List of Cases and Specific References including recent articles

## DISCIPLINE CENTRIC ELECTIVE COURSE – SEMESTER IV

### INTERNATIONAL MARKETING

**Course Code** - SLM MGT 01 401 DCEC 2002

Credit: 2

**Objective:**

*To get the students acquainted with the practices of marketing at international level. Student will learn how the traditional marketing practices changes when borders are crossed.*

**Course Contents:**

#### UNIT-I

International Marketing – Introduction, Scope, Challenges and Orientations of International Marketing; Factors affecting International Marketing; Why International Marketing; Driving and Restraining Forces for International Marketing.

#### UNIT-II

International Marketing Environment: Internal and External Environment; Barriers in International Marketing; Multinational Corporations and International Business; International Market Selection: Market Selection Process, Determinants of Market Selection, Foreign Market Entry Strategies.

#### UNIT-III

Internal Marketing Mix: Product Decisions – Product Mix, Branding, Packaging and Labelling; Pricing Decisions – International Environmental Influences on Pricing Decisions, Global Pricing Objectives and Strategies; Distribution Strategies – International Channel System, Channel Strategy for New Market Entry; Promotion Decisions – Promotion Strategies, Role of Export Organization in International Communication;

#### UNIT-IV

Issues in International Marketing: Export Procedures and Documents; Technological Developments; International Negotiations; Trade Policy and Regulations in India; Future of International Marketing.

**Suggested Readings:**

1. Albaum, G., & Duerr, E. (2013). *International Marketing and Export Management* (7<sup>th</sup> ed), New Delhi: Pearson Education
2. Cateora, Philip., Gilly, Mary C., & Graham, John. (2014). *International Marketing* (15 ed). New Delhi: McGraw Hill
3. Cherunilam, F. (2015). *International Marketing-Text and Cases* (14 ed). New Delhi: Himalaya Publishing House
4. Keegan, W. J. (2011). *Global Marketing Management* (7<sup>th</sup> ed), New Delhi: Pearson Education
5. Srinivasan, R. (2011). *International Marketing* (3<sup>rd</sup> ed.), New Delhi: PHI Learning Pvt. Ltd.

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



## INTERNATIONAL FINANCIAL MANAGEMENT

Course Code- SLM MGT 01 402DCEC 2002

Credit: 2

### Objective:

*The objective of this course is to acquaint students with the principles and practices in international financial management.*

### Course Contents:

#### UNIT I

International financial management- introduction; International Financial management and Domestic financial management; International Monetary system; The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, Balance of Payment.

#### UNIT II

The Foreign exchange markets: Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and Forward market: forward premiums and discounts, Bid - ask spread, Interest Arbitrage; Participants in foreign exchange market.

#### UNIT III

Theories of Foreign Exchange determination; Management of Foreign Exchange Risk – Economic, Transaction and Translation exposure, Management of exposure.

#### UNIT IV

Financial Management of the Multinational Firm - Cost of Capital of the Multinational Firm, Capital Structure for the multinational firm; Capital Budgeting – Problems and issues in international capital budgeting.

### Suggested Readings:

1. Apte, P. C. (2014). *International Financial Management* (7 ed). New Delhi: McGraw Hill
2. Brigham, E. F., & Daves, P. R. (2016). *Intermediate financial management*. (12 ed). New York: Thomson Learning.
3. Eun, Cheol. (2007). *International Financial Management* (4 ed). New Delhi: McGraw Hill.
4. Levi, M. D. (2009). *International finance* (5 ed). New York: Routledge Publications.

5. Madura, Jeff . (2012). *Financial Institutions and Markets* (9 ed ). New Delhi : Cengage Learning

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

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## **CROSS CULTURAL MANAGEMENT**

**Course Code:** SLM MGT 01 403DCEC 2002

**Credit:** 2

### **Objective:**

*The objective of this course is to acquaint the students with cultural and social environment of the world so that they can understand the management of global organizations.*

### **Course Contents:**

#### **UNIT-I**

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism; Major Obstacles in International Business Decisions; Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Pan-culturalism.

#### **UNIT-II**

Global Business, Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations.

#### **UNIT-III**

Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Process and International-Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context; Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

#### **UNIT-IV**

International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

**Suggested Readings:**

1. Adler, N J., (1991). *International Dimensions of Organizational Behaviour*. Boston: Kent.
2. Barlett, Christopher & Sumantra Ghoshal, (1998). *Managing Across Borders: The Transnational Solution*. UK; Harvard Business School Press.
3. Leaptrott, Nan, (1996). *Rules of the Games: Global Business Protocol*. New York: Thomson Executive Press.
4. Mary O'Hara-Deveraux and Robert Johnson, (1994). *Global Work: Bridging Distance, Culture and Time*. San Francisco: Jossey Bass Publishers.

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