

CENTRAL UNIVERSITY OF HARYANA
Master of Business Administration
(Semester-wise Course Structure)

Semester-I (20 Credits)

S.No.	Course code	Course title	L	T	P	Credit
1.	SLM MGT 01 101 C 3104	Management Process and Organizational Behaviour	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.	To be taken from other department					4
Offered to Other Departments						
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

Master of Business Administration (Semester – I)

Course– MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Course Code- SLM MGT 01 101 C 3104

Credit: 4

Objective

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

Contents

Meaning and Nature of Management; Evolution of Management–Fayol’s principles of Management, Taylors Scientific Management, Elton Mayo’s Human Relations School, System’s Approach to Management; Management as Science and Art.

Management Processes- Planning, Organizing, Staffing, Leading and Controlling; Delegation and Decentralization.

Organization Structure & Design Decision-Making Types and Models, Contemporary Trends in Management.

Introduction to Organization Behavior, Perception, Theories and Principles of Learning, Personality, Attitudes and Values, Job Satisfaction, Commitment, Power, Politics and Conflict Management, Stress Management.

Group Dynamics, Teams vs Groups, Organizational Culture and Climate, Management of Change, Leadership Theories and Styles.

Suggested Readings:

1. Koontz, H., & Weihrich, H. (2012). *Essentials of Management: International and Leader Perspective* (9 ed.). New Delhi: Tata McGraw Hill.
2. Pareek, U., & Khanna, S. (2011). *Understanding organizational Behaviour* (3 ed.). USA: Oxford.
3. Robbins, S. P., DeCenzo, D., Agarwal, M. N., & Bhattacharyya, S. (2011). *Essentials of Management* (6 ed.). New Delhi: Pearson Education.
4. Robbins, S. P., Judge, T., & Vohra, N. (2013). *Organizational Behavior* (15 ed.). New Delhi: Pearson Education

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

Master of Business Administration (Semester – I)

Course - MANGERIAL 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 economics principles, tools and techniques in managerial decision making

Contents

Definition, nature and scope of Managerial Economics - Managerial Economics and Micro-economics; Managerial Economics and Macro-economic; Applications of Economics in Managerial decisions making; Objectives of the firm: Managerial theories of firm, Behavioral theories of firm

Theory of Demand: Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation; Marketing research approaches to demand estimation; Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

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

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly; Pricing Methods - Pricing in Public Sector Undertakings and Cooperative Societies; Cost Benefit Analysis - Private Vs. Public Goods - Government investment - Overall resource allocation - Steps in cost benefit analysis - Justification for the use of cost benefit analysis

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. Hirschey, M. (2009). *Fundamentals of Managerial Economics* (9 ed.). USA: Cengage.
2. Koutsoyiannis, A. (2003). *Modern micro economics* (2 ed.). New Delhi: McMillan.
3. Petersen, H. C., Lewis, W., & Jain, S. (2006). *Managerial Economics* (4 ed.). New Delhi: Pearson Education.
4. 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.

Master of Business Administration (Semester – I)

Course – FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code- SLM MGT 01 103 C 3104

Credit: 4

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

Contents

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.

Concept of accounting theory; Accounting Principles: Generally Accepted Accounting Principles (GAAP); Basic accounting cycle, systems of accounting, Journal – basic rules of journalizing, posting into ledger, preparation of trial balance; Rectification of errors. Financial Statements: Introduction to the 'Revised Schedule VI' i.e. Statement of profit and loss and Balance sheet;

Revised Ind. AS -7 on Statement of Cash flows, Comparison of Ind. AS-7 with corresponding IAS -7 Statement of Cash flows. Analysis of cash flow for business decision making-Ratio Analysis. Absorption costing and variable costing: comparison; 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, concept of Performance budgeting and Zero-base budgeting; process of budgetary control. Management reporting systems; Responsibility accounting.

Suggested Readings:

1. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., Burgstahler, D. (2007). *Introduction to management accounting*. New Delhi: Pearson Education.
2. Khan MY. & Jain PK. (2012) *Management Accounting –Text, Problems and cases*. New Delhi: McGraw Hill Publication
3. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). *Accounting: text and cases* New Delhi: Tata Mcgraw Hill.
4. Ernst and Young. (2010). *International GAAP 2010 under IFRS*. New Delhi: Wiley India Pvt Ltd.
5. Fridson, Martin., & Alvarez, Fernando (2011), *Financial Statement Analysis: A practitioners' guide*, New Jersey, John Wiley & Sons Inc.

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

Master of Business Administration (Semester – I)

Course – BUSINESS STATISTICS AND RESEARCH METHODS

Course Code- SLM MGT 01 104 C 3104

Credit: 4

Objectives:

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

Course Contents

Introduction to Business Research: Meaning, Relevance and significance of Research in business; Types of Research; Research Process. Research Design: Types, role, 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. 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, attitude measurement, questionnaire design. Levels of measurement and types of scales. 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, Variation, Skewness and Peakedness; Statistical Inference: Estimation and Hypothesis testing; Parametric Tests and non-Parametric tests. Analysis of Variance – One-way and Two-way ANOVA. Correlation and the Contingency analysis. 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. Business Research Methods: Zikmund, William; G. Thomson South-Western.
2. Business Research Methods: Cooper, Donald and Schindler, Pamela. Tata McGraw Hill.
3. Research Methods for Business Students: Saunders, M., Lewis, P. & Thornhill, A., Pearson Education.
4. Business Research Methods – Alan Bryman & Emma Bell, 2e/Oxford/2007.
5. Research Methodology: Kothari, C. R., New Age International Publishers.
6. Research methodology: Dr S L Gupta, IBH
7. Business Research Projects – Jimme Keizer, Piet Kempen, 2006

8. Research Methodology: Paneerselvam, R., PHI, New Delhi
9. Research Methodology: D. K. Bhattacharya, Excel Book.

Master of Business Administration (Semester – I)

Course – 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

Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and non verbal Communication. Principles of Written Communication: 7 C.s of written communication. Deductive, Inductive & AIDA approach to writing business letters .Writing for: Inquiries, Claims, Invitations, Reservations and Orders .Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation Letters. Report Writing: Long & Short Business Reports and Business Proposal. Making Effective Oral Presentations; Conducting Business Meetings& Effective Interviews. Negotiating for Business: Strategy & Tactics. Technology and Business communication: Office Automation; Telephone Culture; Video Conferencing; NET Etiquette. Legal Aspects of Business Communication. Corporate Communication; Global Business Etiquette & Cross Cultural communication

Suggested Readings

1. Dent, F. O., & Brent, M. (2006). Influencing. India: Palgrave Macmillan.
2. Hogan, K. (2008). The secret language of business: how to read anyone a. in 3 seconds or less. New Jersey: John Wiley & Sons.
3. Kennedy, G. (2007). Everything is negotiable. Michigan: Prentice Hall. Faculty of Management Studies, University of Delhi 21
4. Lesikar, R. V., & Petit, J. D. (2007). Business communication. London (7th ed.). Homewood: Richard D. Irwin
5. Murphy, H. A., & Hildebrandt, W. (2007). Effective business communications. New Delhi: McGraw Hill.
6. Post, P., & Collins, P. P. (2005). The etiquette advantage in business (2 nd ed.). New York: Harper Resource.
8. Weeks, H. (2010). Failure to communicate. Boston: Harvard Business Press.

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

Master of Business Administration (Semester – I)

Course – 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.

Course Contents

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

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.

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

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: Hamalaya Publishing House.
2. Cherunilam, F. (2014). *Business Environment Text & Cases*. New Delhi: Himalaya Publishing House.
3. Paul, J. (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.

MBA SEMESTER-II

Semester-II (22 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
Offered to Other Departments (This course is compulsory for the students of Department of Management)						
5.	SLM MGT 01 201GEC 2002	Legal Aspect of Business	2	0	0	2
Offered as Elective course to students of Department of Management						
1.	SLM MGT 01 201DCEC 3104	Production and Operation Management	3	1	0	4
2.	SLM MGT 01 202DCEC 3104	International Business	3	1	0	4

Master of Business Administration (Semester – II)

Course: OPERATIONS RESEARCH

Course Code- SLM MGT 01 201 C 3104

Credit: 4

Objective:

The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process.

Contents:

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.

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.

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

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. Operations Research - J.K. Sharma, Macmillan India Ltd.
2. Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
3. Principals of Operation Research - Wagner, H.M, Prentice Hall
4. Operations Research - Principles and Practice - Ravindran, Phillips and Solberg,Wiley
5. Operational Research - An Introduction, Taha, H.A – Macmillan
6. Operations Research - Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company

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

Master of Business Administration (Semester – II)

Course-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.

Contents

Marketing and Marketing Management: Nature, role, scope and philosophies and concepts of marketing; Marketing environment and Environment scanning; Marketing information system and Marketing research.

Understanding consumers; Market segmentation: Targeting and positioning; Product decisions: Product mix, Product life cycle, New product development.

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

Channel management: Types and functions, Selection, Cooperation and conflict management, Marketing Logistics; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing.

New issues in marketing: Globalization, Consumerism, Green marketing, Direct Marketing, Network Marketing, Event Marketing, e-marketing, Guerilla marketing, 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. Neelamegham, S. (2012). *Marketing in India: Text and Cases* (4 ed.). New Delhi: Vikas Publication.
5. 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.

Master of Business Administration (Semester – II)

Course -FINANCIAL MANAGEMENT

Course Code: SLM MGT 01 203 C 3104

Credit: 4

Objectives:

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

Contents

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/required rate of return, 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 Modeling.

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 and IRR, MIRR, PI, capital rationing. NPV V/s IRR, NPV v/s PI, Risk analysis in capital budgeting: RADR, C/E approach, decision tree analysis.

Cost of capital and capital structure: Concept and importance; Computation of cost of various sources of finance; Weighted Average Cost of Capital (WACC), book value weights v/s market value weights. Capital Structure decisions: Sources of finance, Theories of relevance and irrelevance of capital structure, Factors affecting capital structure decision. Optimum capital structure, Financial and operating leverage, EBIT –EPS analysis, financial break even analysis. Capital structure practices in India.

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. Van Harn James C. & Wachowicz John M. (2012). *Fundamentals of Financial Management*. New Delhi: PHI learning Pvt. Ltd.
2. Brealey, Richard, A., & Myers, Stewart, C. (2011). *Principles of Corporate Finance*. New Delhi: Tata McGraw Hill Publishing Company Limited.
3. Hampton, John.J. (2009). *Financial Decision Making: concepts, problems and cases*. New Delhi, PHI learning Pvt. Ltd.

4. Khan, M.Y. & Jain, P.K.(2014). *Financial Management*. New Delhi: McGraw Hill Publication
5. Chandra Prasanna. (2013). *Financial Management -Theory and Practice*. New Delhi : McGraw Hill Publication
6. Pandey, I.M. (2012). *Financial Management Eleventh Edition*. New Delhi, Vikas Publication House

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

Master of Business Administration (Semester – II)

Course – 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.

Contents

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.

Recruitment and Selection. Performance Management: 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.

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.

Grievance Redressal, Dispute Resolution and Conflict Management. 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.

Master of Business Administration (Semester – II)

Course- 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

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.

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

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.

Company Act 2013 : Key definitions and Concept, Setting of the Company, Management and administration, Directors, Accounts and Audit, Dividend , Compromises , Arrangements and Amalgamation , Meetings , Winding up of a company: Meaning, types of winding up, grounds of compulsory winding up

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.

Master of Business Administration (Semester – II)

Course- PRODUCTION AND OPERATION MANAGEMENT

Course Code- SLM MGT 01 201DCEC 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:

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

Ethics, Environment and Design, Value Engineering & Technology in design – Computer Aided Design & Manufacturing; Facilities Layouts; types and designs; Facility location models.

Supply Chain Management: Supplies, e-procurement, distribution and warehousing; Forecasting – Concept and Approaches; Capacity and Aggregate planning; Materials Requirement Planning & JIT; Inventory Management Models.

Managing Quality: International Quality Standards, Total Quality Management, Acceptance sampling, Six sigma, Statistical Process Control

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., & Rajashekhar, J. (2009). *Operations Management* (9 ed.). New Delhi: Pearson Education.
2. Jain, K. C., Verma, P., & Kartikey, P. (2013). *Production and Operations Management*. New Delhi: Wiley.
3. Mahadevan, B. (2015). *Operations Management : Theory and Practice* (2 ed.). New Delhi: Pearson Education.
4. 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.

Master of Business Administration (Semester – II)

Course- INTERNATIONAL BUSINESS

Course Code- SLM MGT 01 202DCEC 3104

Credit: 4

Objective:

The purpose of this course is to provide students with in depth knowledge about the nature, scope, structure and strategy of international business and familiarise them with recent trends and developments in a fast changing global environment.

Course Outline:

Foundations of International Business: Importance, nature ,scope and orientation; Domestic vs International Business; Modes of entry into international business; Motives and Orientation of International Business; Contemporary Business Grouping – BRICS, CIVETS ; International Business Environment (Economic, Political – Legal and Cultural) complexities and issues; India’s role and growth in International Business.

International Trade: theories of international trade; Gains from trade; Terms of trade, Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; International Institutions and Agreements : WTO, UNCTAD, International commodity trading and agreements- OPEC, MFA and its aftermath; World trading environment – pattern and structure of world trade in goods and services; Counter trade ; Policy and Trends in India’s Foreign Trade.

International Financial Environment: International money and capital markets; Exchange rate mechanism and arrangements; Currency Convertibility; Movements in foreign exchange and interest rates and their impact on trade and investment flows; Foreign investment flows – types, pattern, structure and effects, Measures for promoting foreign investments into and from India;

International Financial and Economic Institutions and Agreements: IMF, World Bank; Regional Financial Institutions – ADB, New Development Bank (NDB). Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.

Regional Economic Integration: Stages of Economic Integration; Effects - Trade creation and diversion; Regionalism vs. multilateralism; Structure and functioning of EC, NAFTA, ASEAN, SAFTA, SAARC; Mega Regional Agreements – {The Transatlantic Trade and Investment Partnership (TTIP), The Trans Pacific Partnership (TPP) and The Regional Comprehensive Economic partnership (RCEP)}.

Contemporary Developments and Issues in International Business – Technology and Innovation, Outsourcing and E -Commerce, Ecological Issues in International Business, Strategic Alliances and Mergers and Acquisitions (M&As), International Organisational Structure and Design; International Entrepreneurship and Global Start-ups.

Suggested Readings:

1. Charles W.L. Hill and Arun Kumar Jain, International Business. New Delhi: TataMcGraw-Hill.
2. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. International Business. Pearson Education, 15th Edition, 2015
3. Sumati Varma, International Business, Pearson Education, 1st Edition, 2012.
4. Shenkar, Oded, Luo, Yadong, and Chi, Tailan, International Business. Routledge, 2014 (Third Edition)
5. Michael R. Czinkota. et al. Fundamentals of International Business, 3rd edn, WESSEX Inc.
6. Morrison, Janet : The Global Business Environment – Meeting the Challenges, Palgrave MacMillan (3rd Edition) 2011.
7. Bennett, Roger. International Business. Delhi: Pearson.
8. Peng and Srivastav, Global Business, Cengage Learning
9. Cherunilam, Francis. International Business: Text and Cases. Prentice Hall of India Ltd.

Journals / Websites :

1. Harvard Business Review - <https://hbr.org/>
2. Knowledge@Wharton Networks
3. Michigan State University - <http://globaledge.msu.edu/>
4. World Investment Report
5. World Trade Report

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

Master of Business Administration (Semester – III)

Semester-III (22 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
Compulsory Course						
1.	SLM MGT 01 301 C 0042	Seminar Paper (STP)	0	0	4	2
<i>Student has to opt three core from the following</i>						
2.	SLM MGT 01 302 C 3104	Consumer Behaviour	3	1	0	4
3.	SLM MGT 01 303 C 3104	Marketing Research	3	1	0	4
4.	SLM MGT 01 304 C 3104	Security Analysis and Portfolio Management	3	1	0	4
5.	SLM MGT 01 305 C 3104	Management of Financial Services	3	1	0	4
<i>Two course from following DCEC should be chosen from different streams</i>						
6.	SLM MGT 01 301DCEC 2002	Marketing of Services	2	0	0	2
7.	SLM MGT 01 302DCEC 2002	Retail Marketing	2	0	0	2
	SLM MGT 01 303DCEC 2002	Rural Marketing	2	0	0	2
8.	SLM MGT 01 304DCEC 2002	Banking and Insurance	2	0	0	2
9.	SLM MGT 01 305DCEC 2002	Corporate Governance	2	0	0	2
	SLM MGT 01 306DCEC 2002	Financial Reporting	2	0	0	2
10.	To be taken from other department (Compulsory)					4
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2044	Personal Selling and Salesmanship	2	0	4	4

Group II: Finance & Human Resource Management

S.No	Course Code	Course Name	L	T	P	Credit
Compulsory Course						
1.	SLM MGT 01 301 C 0042	Seminar Paper (STP)	0	0	4	2
<i>Student has to opt three core courses from the following</i>						
2.	SLM MGT 01 304 C 3104	Security Analysis and Portfolio Management	3	1	0	4
3.	SLM MGT 01 305 C 3104	Management of Financial Services	3	1	0	4
4.	SLM MGT 01 306 C 3104	Industrial Relations and Labor Laws	3	1	0	4
5.	SLM MGT 01 307 C 3104	Negotiation and Conflict Management	3	1	0	4
<i>Two course from following DCEC should be chosen from different streams</i>						
6.	SLM MGT 01 304DCEC 2002	Banking and Insurance	2	0	0	2
7.	SLM MGT 01 305DCEC 2002	Corporate Governance	2	0	0	2
8.	SLM MGT 01 306DCEC 2002	Financial Reporting	2	0	0	2
9.	SLM MGT 01 307DCEC 2002	Performance and Talent Management	2	0	0	2
10.	SLM MGT 01 308DCEC 2002	Leadership in Organization	2	0	0	2
11.	SLM MGT 01 309DCEC 2002	Selection, Training and Development	2	0	0	2
10.	To be taken from other department (Compulsory)					4
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2044	Personal Selling and Salesmanship	2	0	4	4

Group III: Human Resource Management & Marketing

S.No	Course Code	Course Name	L	T	P	Credit
Compulsory Course						
1.	SLM MGT 01 301C 0042	Seminar Paper (STP)	0	0	4	2
<i>Student has to opt three core courses from the following</i>						
1.	SLM MGT 01 306 C 3104	Industrial Relations and Labor Laws	3	1	0	4
2.	SLM MGT 01 307 C 3104	Negotiation and Conflict Management	3	1	0	4
4.	SLM MGT 01 302C 3104	Consumer Behaviour	3	1	0	4
5.	SLM MGT 01 303C 3104	Marketing Research	3	1	0	4
<i>Two course from following DCEC should be chosen from different streams</i>						
6.	SLM MGT 01 307DCEC 2002	Performance and Talent Management	2	0	0	2
7.	SLM MGT 01 308DCEC 2002	Leadership in Organization	2	0	0	2
8.	SLM MGT 01 309DCEC 2002	Selection, Training and Development	2	0	0	2
8.	SLM MGT 01 301DCEC 2002	Marketing of Services	2	0	0	2
9.	SLM MGT 01 302DCEC 2002	Retail Marketing	2	0	0	2
10.	SLM MGT 01 303DCEC 2002	Rural Marketing	2	0	0	2
<i>Offered to Other Departments</i>						
1.	SLM MGT 01 301GEC 2044	Personal Selling and Salesmanship	2	0	4	4

Master of Business Administration (Semester – III)

Course-Seminar Paper (STP)

Course Code- SLM MGT 01 301C 0042

Credit: 4

SUMMER TRAINING:

After the completion of Second Semester Examination, every student is required to undergo summer training under the supervision of his/her guide in any organization/institution related to service or industry in private /public/Government/Semi-government/Autonomous/co-operative/consultancy etc. for a period of 6-8 weeks as a part of core course. 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 the conceptual and analytical skills acquired in class room to actual managerial practices.

Based on the training, each student will be required to submit a Summer Training Project Report in proper format (supplied by the Department of Management) to the Faculty 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 Summer Training Project will be based on the criteria as per the following distribution of weightage:

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

Master of Business Administration (Semester – III)

FINANCE COURSES

Course-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.*

Contents

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,

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

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 and investors utility; Sharpe single index model .

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. Sharpe, William F, Gordon. J. Alexander, Jeffery V. Bailey (2002), *Investments*, Prentice Hall of India.
2. Fischer, Donald E. & Jordan, Ronald J., (2006) *Security Analysis and Portfolio Management*, New Delhi: PHI Learning.
3. Kevin , S.(2009). *Security Analysis and Portfolio Management*. New Delhi: Prentice Hall of India.
4. Alexander, Gordon J., & Bailey, Jeffery V. *Investment analysis and Portfolio Management*, Bombay: Dryden Press, Thomson Learning.

5. Fuller, Russell J. & Farrell, James L. *Modern Investment and Security Analysis*. New York: Tata McGraw Hill.

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

Master of Business Administration (Semester – III)

Course- MANAGEMENT OF FINANCIAL SERVICES

Course Code- SLM MGT 01 305 C 3104

Credit: 4

Objective:

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

Contents

Financial system: Structure, institutions and instruments. Financial system and growth; financial system in India: Overview of financial system in India: its nature, features and evolution. Structure of Financial markets, regulators, financial institutions, financial instruments. Financial Services: An Introduction: Meaning, Nature and Types. Financial services in India. 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.

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

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

Depository: Concept, Depository participants; Functions of depository system; 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.

Suggested Readings

1. Paul, Justin & S. Padmalatha. (2010) *Management of Financial and Banking Services*. New Delhi : Pearson Education

2. Khan, M. Y. (2012). *Management of Financial Services*, New Delhi: McGraw Hill Publication.
3. Machhiraju R. (2011). *Indian Financial system*, New Delhi: Vikas Publishing House Pvt Ltd.
4. Naina Lal Kidvai (2013), *contemporary Banking in India*, New Delhi : Business world Press
5. Mishkin Frederic S. & Eakins Stanley G. (2012). *Financial Markets & Institutions*. New Delhi: Prentice Hall
6. Madura.(2010) *Financial Institutions and Markets*: New Delhi : Cengage Learning

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

Master of Business Administration (Semester – III)

Course- 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 insurance and the banking law and practices.

Contents:

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

Financial markets; Money market, capital market (Debt & Equity Markets), Role of RBI as a regulator: Salient features of RBI Act, Monetary Policy: objectives, Money supply and control of inflation, Interest rate policy and its implications,

Branch licensing policy. Emerging trends in Banking; Universal Banking, Micro Financing, Financial Planning and Wealth Management. Consolidation of Indian Banks, Trends of Bancassurance in India, Basell II and its impact on Indian Banking Sector.

Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations, Concept and implications of Bancassurance

Insurance Environment: Internal, External, Legal and Commercial. Comparative Environment of Insurance Business, Insurance procedure - Settlement of Claims under life and non-life insurance.

Suggested Readings

1. Vasudevan, A. (2003). *Money and Banking*. New Delhi: Academic Foundation Publication..
2. Mishkin Frederic S. & Eakins Stanley G. (2012). *Financial Markets & Institutions*. New Delhi: Prentice Hall of India.

3. Tripathy Nalini & Prava (2008) *Insurance: Theory & Practice*. New Delhi :Prentice – Hall of India.
4. Varshney, P.N. (2010). *Banking Law and Practice*, New Delhi :Sultan Chand & Sons.
5. Shah Ajay, Thomas Susan & Gorham Michael (2009), *India's Financial Markets: An insider's guide to how the markets work*. Noida: Elsevier India Pvt. Ltd.
6. Insurance Institute of India, Mumbai Principles of Insurance (I.C.01)

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

Master of Business Administration (Semester – III)

Course- CORPORATE GOVERNANCE

Course Code: SLM MGT 01 305DCEC 2002

Credit: 2

Objective

To acquaint the participants 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.

Contents

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

Structure and composition of company Boards, Chairman, CEO, Executive and Non-executive chairman. Role and responsibilities of the Chairman and Board of Directors;

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.

Legislative Framework in India: the Companies Act, the SEBI Act and other enactments including the Reports of Prominent Committees on Corporate Governance in India.

Global Practices on Corporate Governance in the World and their impact on corporate world. Corporate Social Responsibility practices in India; Global Scenario in CSR practices.

Suggested Readings:

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

5. Joshi, Vasudha. (2006). *Corporate Governance: The Indian Scenario*, New Delhi: Foundation Books Pvt. Ltd.
6. Economica India. (2004). *Reports of Corporate Governance*, New Delhi, Academic Foundation.

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

Master of Business Administration (Semester – III)

Course: FINANCIAL REPORTING

Course Code: SLM MGT 01 306DCEC 2002

Credits: 2

Objective

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

Contents

Overview of international Accounting Standards (IAS)/International Financial Reporting Standards (IFRS), Interpretations by International Financial Reporting Interpretation Committee (IFRIC), significant difference vis-à-vis Indian Accounting Standards. Understanding of US GAAP, Applications of IFRS and US GAAP.

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.

Consolidation with two or more 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.

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, Human Resource Reporting, Hedge accounting and Inflation Accounting.

Suggested Readings:

1. Palepu, K. G., Healy, P. M., & Bernard, V. L. (2007). *Business analysis and valuation using financial statements* (10th ed.). USA: South Western Publishing.

2. Damodaran, A. (2006). *Damodaran on valuation: Security analysis for investment and corporate finance* (2nd ed.). New York: Wiley and Sons.
3. Frederick D. S. Choi & Gary K. Meek. (2005). *International accounting*. New Delhi: Pearson Education.
4. Bodie, Z., Kane, A., & Marcus, A. J. (2008). *Investments* (8th ed.). New Delhi: McGraw-Hill/Irwin

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

Master of Business Administration (Semester – III)

MARKETING COURSES

Course: CONSUMER BEHAVIOUR

Course Code- SLM MGT 01 302 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:

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

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

Personality and Behavior: Theories on Personality, Psychoanalysis, Brand Personality, Brand Personality Congruence, Optimum Stimulation Level and Personality – Its impact on behavior.

Self: Influence of Self Concept, Self Esteem, Self-Consciousness on behavior, Concept of Multiple selves and its congruence with behavior; Learning: Behavioral and Cognitive Learning, Theories of Learning.

Psychographics & Lifestyle; Influence of Culture, Subculture and social class; Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making.

Suggested Readings:

1. Blythe, J., (2013). *Consumer Behaviour*. (2 ed). Delhi; SAGE Publications.
2. Hawkins, D. I. & Mothersbaugh, D. L., (2013). *Consumer Behavior: Building Marketing Strategy*. 12 ed. New Delhi: McGraw Hill.
3. Hawkins, D., Mothersbaugh, D. & Mookerjee, A., (2014). *Consumer Behavior: Building Marketing Strategy*. New Delhi: McGrawHill.
4. Schiffman, L. G. & Wisenblit, J., (2014). *Consumer Behavior*. (11 ed.). New Delhi; Prentice Hall.

5. Schiffman, L. & Kanuk, L., (2010). *Consumer Behavior*. (10 ed.) New Delhi: Pearson.
6. Solomon, M. R., 2014. *Consumer Behavior : Buying, Having and Being*. (10th or 11th ed.). New Delhi: PHI 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

Master of Business Administration (Semester – III)

Course: MARKETING RESEARCH

Course Code- SLM MGT 01 303 C 3104

Credit:4

Objective:

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

Contents

Introduction to Marketing Research: Significance and scope of marketing research; Developing and Approach to Problem, Marketing Information System and Marketing research: Marketing Research Process, Problem Identification and Research Design Formulation.

Data Resources: Secondary Sources of Data, Relevance and usage of Secondary Data; On-line data Sources; Primary Data Collection Methods: Questioning Designing Techniques, Editing of Questionnaires, Online Surveys, and Observation Methods.

Attitude measurement and scaling techniques: Fundamentals and Comparative Scaling, Sampling Plan: Universe, Sampling Frame, Sampling Unit; Sampling Techniques; Sample Size Determination.

Data Preparation and Analysis: Cross-Tabulation, Hypothesis Testing, Tests of Significance (Parametric & Non-parametric), Univariate, Bivariate and Multivariate Data Analysis;

Report Preparation and Presentation; Types of Reports; Market Research Applications: Product research; Advertising research; Sales and market research.

Suggested Readings:

1. Malhotra Naresh K. (2011). *Marketing Research: An Applied Orientation*, New Delhi; Pearson
2. Churchill, Gilbert A. (2002). *Basic Marketing Research*, Boston; Dryden Press.
3. Green Paul E. & Donald S. (2010). *Research for Marketing Decision*, New Delhi; Prentice Hall.
4. Burns Alvin C. & Bush Ronald F. (2010). *Marketing Research*, Francisco; Pearson Education.
5. Luck, D.J. (2007). *Marketing Research*, New Delhi, Prentice Hall.
6. Tull, Donald & Hawkin, D. (2008). *Marketing Research: Measurement and Method*, New Delhi, Prentice Hall.
7. Beri, G.C. (2011). *Marketing Research*, New Delhi, Tata McGraw Hill.

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.

Master of Business Administration (Semester – III)

Course: MARKETING OF SERVICES

Course Code- SLM MGT 01 301DCEC 2002

Credit:2

Objective

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

Course Contents

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

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

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

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

Managing Productivity; Relationship Marketing; Employee Empowerment; Service Leadership; Case Studies.

Suggested Readings:

1. Zeithaml, J., V.A., Bitner, M J., & Pandit, Ajay., (2002). *Services Marketing*. (3rd ed.). New Delhi; McGraw Hill.
2. Lovelock, Christopher H. (2011). *Service Marketing: People, Technology Strategy*. (4th ed.). New Delhi; Pearson Education.
3. Hoffman & Bateson; (1990). *Essentials of Service Marketing*. Mumbai; Thomson Learning.
4. Shankar, Ravi, (2002). *Service Marketing*. Excel Books; New Delhi.
5. Rampal M.K. & Gupta S.C.; (2010). *Service Marketing*. New Delhi; Galgotia Publishing Company.
6. McDonald, Malcom & Payne, A., (1996). *Marketing Planning for Services*. Butterworth, Heinemann.

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

Master of Business Administration (Semester – III)

Course: **RETAIL MARKETING**

Course Code- SLM MGT 01 302DCEC 2002

Credit:2

Objective

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

Course Contents

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, Exteriors and Layouts; Customer Traffic Flows and Patterns, Creative Display.

Merchandise Planning: Assortments, Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Branding Strategies, Merchandise Presentations.

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.

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.; (2006). *Retail Management; a Strategic Approach*. New Delhi; PHI/Pearson Education.
2. Levy Michael & Weitz Bartcn W.; (2006). *Retailing Management*. New Delhi; Tata McGraw Hill.
3. Newman, Andrew J. & Cullen, Peter; (2008). *Retailing: Environment & Operations*. New Delhi; Vikas Publishing House.
4. Joseph Methew & Nirupama. (2009). *Retail in India*. New Delhi; Academic Foundation.
5. Pradhan Swapna, (2011). *Retail Management: Text and Cases*. New Delhi; Tata McGraw Hill.
6. Bajaj, Chetan, Tuli, R., & Verma, N., (2011). *Retail Management*. UK; Oxford Higher Education.
7. Diamond. Jay & Gerald Pintel (1996). *Retailing*. New Jersey; Prentice-Hall.
8. Singh, Harjit. (2011). *Retail Management: A Global Perspective*. New Delhi; S.Chand.

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

Master of Business Administration (Semester – III)

Course: RURAL MARKETING

Course Code- SLM MGT 01 303 DCEC 2002

Credit: 2

Objective:

Objective of this course is to explore the students to the Rural Marketing environment so that they can understand consumers and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Course Contents:

Rural Marketing: Meaning, Nature, Scope, Importance, Factors influencing Rural Marketing: Socio-cultural factors: Population, Occupation, Literacy level, Land distribution and use, Infrastructure, Communication media, Credit availability, Local requirements.

Rural Market: Size & structure, Characteristics, Segmentation of Indian rural market, Challenges and Opportunities in Rural India, Rural and Urban Market: A Comparative Analysis;

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for rural market/Consumers; Product and Service Marketing in Rural India: Rural Marketing Mix: Product Planning, Brand Management, Communication media, Distribution channels, Rural Retail Channel Management;

E-Governance in rural market, E-Rural Marketing: E-Choupal Model of ITC, IT for Sustainable Rural Development, Processing & Retailing Organized Rural Retailing, Marketing of rural industry, cottage industry, artisan products. Cooperative Rural marketing & processing societies, Role of Government and Non-Govt. Agencies in the rural development.

Suggested Readings:

1. Dogra, Ghuman (2011). Rural Marketing, Delhi, TATA McGraw-Hill
2. Krishnamacharyulu & Ramakrishna (2009). Rural Marketing –Text & Cases, Delhi, Pearson Education Asia

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

Master of Business Administration (Semester – III)
HR COURSES

Course: INDUSTRIAL RELATIONS AND LABOR LAWS

Course Code-SLM MGT 01 306 C 3104

Credit: 4

**Objective:
Objectives**

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

Course Contents

Industrial Relations: Concept & Scope; Industrial Relations Perspectives: Conflict model Vs. Collaboration model. Globalisation 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.

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.

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

Laws for Labor Welfare and Social Security – The Workmen’s Compensation Act-1923, 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. Dundon, T., & Derek, R. (2004). Employment relations in non-union firms. New York: Routledge.
2. Joseph, J. (2004). Industrial relations towards a theory of negotiated connectedness. New Delhi: Response Books.
3. Kaufman, B. (Ed.). (2004). The global evolution of industrial relations: events idea and the IIRA. Geneva: International Labour Office.
4. Kelly, E. J. (2004). Industrial relations: Critical perspectives on business and management, vols 1-5. London: Routledge.
5. Sen, R. (2009). Industrial relations: text and cases (2nd ed.). New Delhi: Macmillan Publishers.
6. Venkata Ratnam, C. S. (2006). Industrial relations. New Delhi: Oxford University Press.
7. Webb, S., & Webb, B. (1897). Industrial democracy. London: Longman.

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

Master of Business Administration (Semester – III)

Course: NEGOTIATION AND CONFLICT MANAGEMENT

Course Code-SLM MGT 01 307 C 3104

Credit: 4

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, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

Contents

Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics Negotiation: Scope, Types and Styles of negotiation; negotiation process, strategies and tactics; win-win negotiation; Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; 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. Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon
4. Fisher, R., Ury, W., & Patton, B. (1991). Getting to yes: Negotiating agreement without giving In. New York: Penguin Books.
5. Kolb, D., & Williams, J. (2000) The Shadow Negotiation. UK: Simon & Schuster.
6. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.
7. Lewicki, R. (2005). Essentials of negotiation. Alexandria V. A.: Society of HRM.
8. Raiffa, H. (1982). The art & science of negotiation. US: Harvard College.

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

Master of Business Administration (Semester – III)

Course: 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.

Contents:

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.

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.

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.

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, A., Performance management and development, Jaico Publishing House, Mumbai.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3. Bagchi, S. N., Performance management, Cengage Learning India.
4. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
5. Robert B., Performance management, McGraw-Hill Education India.

6. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning. Department of Commerce, University of Delhi 34
7. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
8. Berger, L. A. and Berger, D. R., The talent management handbook, McGraw-Hill Education India.
9. Rao, T.V., Performance management and appraisal systems: HR tools for global competitiveness, Response Books: A division of Sage Publications.
10. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
11. Silzer, R. and Dowell, B.E. (eds.), Strategy drive talent management: A leadership imperative, Publication of the Society for Industrial and Organizational Psychology.
12. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors

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.

Master of Business Administration (Semester – III)

Course: LEADERSHIP IN ORGANISATION

Course Code- SLM MGT 01 308DCEC 2002

Credit: 2

Objectives

The course is to help the students understand the meaning of organizational leadership and identify the main characteristics of global leaders and analyse the changing environmental demands and the skill sets required to become effective leaders and understand the follower's characteristics as well.

Course Content

Leadership and Leadership Styles Leadership: The Changing paradigm, Myths and Realities of Leadership, Leadership and Management, Evaluation of Behavioural Approach, Familiar Leadership, Value-based leadership, Spiritual and Servant , leadership, Boundary Spanning and Team leadership, Level 5 Leadership

Leadership Behaviour: Dimensions and Assessment Early study of leader behavior, Assessing Leadership potential, Managerial Derailment and selfdefeating behavior, Self-defeating Behaviour, Development planning and the Pipeline, Professional Development

Leadership Development Leader Development, Leadership Developmental mechanisms, Organizational Drives to Develop Leadership, Leadership passages, Flowchart of Leadership Development.

Creativity, Innovation and Leadership Steps in creative process, Characteristics of creative leaders, overcoming traditional thinking as a creativity strategy, Organizational methods to enhance creativity, establishing a climate for creative thinking.

Suggested Reading:

1. Haldar, K. U (2010). Leadership and Team-Building, Oxford Publications, First Edition.
2. .Dubrin J. Andrew (2008). Leadership: Research Findings, Practice & Skills. Biztantra.
3. Yukl, C(2010). Leadership in Organisations. Pearson, 5th edition.
4. Pareek, Udai (2011).Understanding Organization Behaviour, 2nd Edition, Oxford.
5. Luthans Fred (2011). Organization Behaviour12th Edition, McGraw Hill.

Master of Business Administration (Semester – III)

Course: TRAINING AND DEVELOPMENT

Course Code- SLM MGT 01 309DCEC 2002

Credit: 2

Objective:

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

Contents:

Training Process: An Overview; Role of Training and Development in HRD and Organisational Effectiveness; Stakeholders in Training: Roles and Expectations; Management of Training function; Training Needs Analysis (TNA); Designing Training Modules; Instructional Objectives and Lesson Planning; Learning Principles, Learning styles and Training Climate; Methods and techniques in Training and Development; Facilities planning, Training Aids and management of training sessions; Training Effectiveness and Evaluation-ROI approach; Action Research, OD and Training Interventions

Suggested Readings:

1. Kozlowski, S. W. J. & Slas, E. (Ed.). (2009). Learning, training, and development in organisations. New York : Routledge.
2. Lawson, K. (2009). The trainer's handbook (2nd ed.). New Jersey: PfeifferWiley.
3. Lynton, R., & Pareek, U. (2000). Training for organisational transformation (3rd ed.).(3 Vols.). 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. (2009). Employee training & development (4th ed.). USA: McGraw-Hill College.
6. Phillips, J. J., & Stone, R. (2002). How to measure training results: A practical guide to tracking the six key indicators. USA: McGraw Hill.
7. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). The ROI field book: strategies for implementing: ROI in HR and training. USA: Elsevier.
8. Piskurich, G. P., Beckschi, G. P., & Hall, B. (2000). The ASTD handbook of training. design and delivery. USA :McGraw Hill.

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.

Master of Business Administration (Semester – III)

Course: PERSONAL SELLING AND SALESMANSHIP

Course Code: SLM MGT 01 301GEC 2044

Credit:4

Objective:

The objective of this course is to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills among the sales executives and others.

Course Contents:

Personal Selling: Introduction, Objectives, Significance and theories of personal selling, Personal selling process, analysing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.

Sales Management and Organisation: Objectives, Sales Management, Sales Executive as coordinator, Sales management and control, Sales organisation & its purpose, Setting up a sales organisation, Types of sales organisation.

Salesmanship: Art or Science, Kinds of salesman, Sales Manager: Qualities and functions, Types of salesman, Prospecting, Pre-approach & approach, Selling sequence, Psychology of customers, Sales operations: Sales budget, Sales territories, Sales quota, Sales meeting and sales contest, Organising display, Showroom and exhibitions.

Sales force Management: Recruitment & selection, Training, Formulation & Conduct of sales training programme, Motivation of sales personnel, Compensation of sales personnel, Evaluation and supervision of sales personnel.

Suggested Readings:

1. Still, Richard R. (2007). *Sales Management & Cases*, Delhi: Pearson Education India.
2. McMurry & Arnold (1998). *How to build a dynamic Sales Organisation*, New York: Tata McGraw Hill.
3. Anderson R (1981). *Professional Sales Management*, New Delhi: Prentice Hall.

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

Semester-IV (24 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	D	Credit
1.	SLM MGT 01 401 C 0268	Research Project	0	2	4	6
Core Courses (all four to be opted)			L	T	P	Credit
2.	SLM MGT 01 402 C 3104	Customer Relationship Management	3	1	0	4
3.	SLM MGT 01 403 C 3104	Integrated Marketing Communication	3	1	0	4
4.	SLM MGT 01 404 C 3104	Financial Derivatives	3	1	0	4
5.	SLM MGT 01 405 C 3104	Merger and Acquisition	3	1	0	4
Compulsory Skill Development Elective Course						
6.	SLM MGT 01 401SEEC 3104	Entrepreneurship Development	0	0	0	0
Offered to other department						
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

Group II: Finance & Human Resource Management

Compulsory Course						
S.No	Course Code	Course Name	L	T	D	Credit
1.	SLM MGT 01 401 C 0268	Research Project	0	2	6	8
Core Courses (all four to be opted)			L	T	P	Credit
2.	SLM MGT 01 404 C 3104	Financial Derivatives	3	1	0	4
3.	SLM MGT 01 405 C 3104	Merger and Acquisition	3	1	0	4
4.	SLM MGT 01 406 C 3104	Compensation Management	3	1	0	4
5.	SLM MGT 01 407 C 3104	Strategic Human Resource Management	3	1	0	4
Compulsory Skill Development Elective Course						
6.	SLM MGT 01 401SEEC 3104	Entrepreneurship Development	0	0	0	0
Offered to other department						
1.	SLM MGT 01 401 GEC 0244	Interpersonal Skills	0	2	4	4
Discipline Centric elective course (Compulsory)						
4.	SLM MGT 01 401DCEC 2002	International Marketing	2	0	0	2
5.	SLM MGT 01 402DCEC 2002	International Financial Management	2	0	0	2
6.	SLM MGT 01 403DCEC 2002	Cross Cultural Management	2	0	0	2

Group III: Human Resource Management & Marketing

Compulsory Course						
S.No	Course Code	Course Name	L	T	D	Credit
1.	SLM MGT 01 401 C 0268	Research Project	0	2	6	8
Core Courses (all four to be opted)			L	T	P	Credit
2.	SLM MGT 01 406 C 3104	Compensation Management	3	1	0	4
3.	SLM MGT 01 407 C 3104	Strategic Human Resource Management	3	1	0	4
4.	SLM MGT 01 402 C 3104	Customer Relationship Management	3	1	0	4
5.	SLM MGT 01 403 C 3104	Integrated Marketing Communication	3	1	0	4
Compulsory Skill Development Elective Course						
6.	SLM MGT 01 401SEEC 3104	Entrepreneurship Development	0	0	0	0
Offered to other department						
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

Master of Business Administration (Semester – IV)

FINANCE COURSES

Course- FINANCIAL DERIVATIVES

Course Code- SLM MGT 01 404 C 3104

Credit: 4

Objective

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

Contents

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,

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

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.

Currencies Futures Contracts: General Approach to Pricing Future Derivatives Securities; Currency Derivatives Market in India: An overview.

Introduction to Commodity Derivative in India: Role and functions of NCDEX, MCX in price discovery.

Suggested Readings:

1. Hull, John C. (2009). *Introduction to Futures and Options market*. New Delhi: Prentice Hall of India
2. Cox, John C and Rubinstein. (2008). *Options Markets*. New Jersey: Prentice Hall Publications
3. Marshall, John F. & Bansal Vipul, K. (2010). *Financial Engineering: A complete guide to financial innovation*. New Delhi: PHI learning Pvt. Ltd.
4. Bansal, and Bansal. (2010). *Derivatives and financial Innovation*. New Delhi: McGraw Hill
5. Brennet, M. (2008) *Option Pricing: Theory & Applications*. Toronto: Lexington Books

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

Master of Business Administration (Semester – IV)

Course- MERGERS AND ACQUISITIONS

Course Code: SLM MGT 01 405 C 3104

Credit: 4

Objective:

This paper is designed to impart the conceptual and practical knowledge of mergers and acquisitions and their impact and importance in economic status of country.

Contents

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

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

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

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

Suggested Readings:

1. Aurora, Rajender, Shetty, Kavita, Kale Sharad. (2011). *Mergers and Acquisition*. New Delhi : Oxford University Press
2. [Milledge A. Hart](#) , [Andrew J. Sherman](#). (2009) *Mergers and Acquisition: Latest trends and best practices for structuring profitable deals*. New Delhi: Jaico Publishers
3. Carney, William J. Carney. (2009). *Mergers and Acquisitions*. New Delhi: Aspen Publishers, Inc. McGraw Hill Education (India) Private Limited
4. Kumar R. B. (2010). *Mergers and Acquisitions*. New Delhi: McGraw Hill Education (India) Private Limited

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

Master of Business Administration (Semester – IV)

Course- INTERNATIONAL FINANCIAL MANAGEMENT

Course Code- SLM MGT 01 402DCEC 2002

Credit: 3

Objective

The objective of this course is to impart knowledge of International financial management.

Contents

International Financial management- an overview, Agency problem, Objectives of the firm and risk management, International Financial management and Domestic financial management, motivations for international finance. International Monetary system - The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary system, Euro and its implications for Indian banking, International Financial Institutions, Balance of Payments - Debits and Credits entries.

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 - Covered Interest Arbitrage and Interest Parity theory,

Theories of Foreign Exchange rate movement and International Parity Conditions Purchasing Power Parity, International Fisher Effect Management of Foreign Exchange Risk - Translation exposure – Functional Versus Reporting Currency,

Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm – determining capital structure components, Cost of Capital for MNCs vs Domestic Firms, Capital Structure for the multinational firm, International experiences on Cost of Capital, Multinational

Capital Budgeting – Problems and issues in foreign investment analysis, Techniques of capital budgeting – NPV, IRR, APV. Multinational Cash management – Centralized perspective of cash flow analysis, Techniques to optimize cash flow – leading and lagging, netting, matching,

Suggested Readings:

1. Brigham, E. F., & Daves, P. R. (2009). *Intermediate financial management*. USA: Thomson Learning.
2. Levi, M. D. (2005). *International finance*. New York: Routledge Publications.
3. Madura, J. (2009). *International financial management*. New Delhi: Cengage Learning.

4. Shapiro, A. C. (2006). *Multinational financial management*. New Jersey: John Wiley and Sons.

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

Master of Business Administration (Semester – IV)

MARKETING AREA

Course: CUSTOMER RELATIONSHIP MANAGEMENT

Course Code- SLM MGT 01 402 C 3104

Credit:4

Objectives

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

Contents

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.

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

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.

Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking & Insurance industry, etc.

Suggested Readings:

1. Rai A. Kumar (2013). *Customer Relationship Management*, New Delhi; Prentice Hall of India.
2. Makkar Urvashi & Makkar R.K. (2012). *Customer Relationship Management*, New Delhi; Tata McGraw Hill.
3. Brown, A. Stanly. (2001). *Customer Relationship Management*, Canada; John Willy and Sons.
4. Dyche Jill (2002). *The CRM Handbook A Business Guide to CRM*. New Delhi; Pearson Education Asia.

5. Foss Bryan & Stone Merlin, (2001). *Successful Customer Relationship Marketing*, USA; IBM, Koganpage,
6. Gosney, John W. and Thomas P. Boehm., (2010). *Customer Relationship Management Essentials*. New Delhi; Prentice Hall.
7. Roberts, M.L and P.D Berger: (2007). *Direct Marketing Management*, Prentice Hall; New Jersey.
8. Seth, Jagdish N. et. al.: (2002). *Customer Relationship Management*, New Delhi; Tata McGraw Hill Publishing Co.

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

Master of Business Administration (Semester – IV)

Course: INTEGRATED MARKETING COMMUNICATION

Course Code- SLM MGT 01 403 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.

Contents

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; 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

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; Public Relations & Publicity – Marketing Public Relation Functions, Planning, Development and Execution, Measuring Effectiveness; Personal Selling; Internet Marketing; Social Media.

Media Planning; Event Marketing; Below the Line Communication, Above the Line and Through the Line Communication; Social, Ethical and Economical aspects of Promotion.

Suggested Readings:

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

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

Master of Business Administration (Semester – IV)

Course – INTERNATIONAL MARKETING

Course Code- SLM MGT 01 401DCEC 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 and Why?

Course Contents

International Marketing – Basics; Orientations of International Marketing; Factors affecting International Marketing; Why International Marketing; Driving and Restraining Forces for International Marketing.

International Marketing Environment: Internal and External Environment; Barriers in International Marketing; Growing Intra-Regional Trade; Multinational Companies and International Business; International Market Selection: Market selection process; Determinants of Market Selection; International Market Segmentation, Targeting and Positioning; Foreign Market Entry Strategies;

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; Issues in International Marketing: Export Procedures; Global e- marketing; Marketing Services in International Markets; Future of International Marketing

Suggested Reading

1. Albaum, G., & Duerr, E. (2013). *International Marketing and Export Management* (7 ed.). New Delhi: Pearson Education.
2. Keegan, W. J. (2011). *Global Marketing Management* (7 ed.). New Delhi: Pearson Education.
3. Srinivasan, R. (2011). *International Marketing* (3 ed.). New Delhi: PHI Learning Pvt. Ltd.

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

Master of Business Administration (Semester – IV)
HR AREA

Course- COMPENSATION MANAGEMENT

Course Code- SLM MGT 01 406 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

Contents

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. 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.

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. Belchor, David W. "Compensation Administration", Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. Compensation Management in a Knowledge Based World. New Delhi: Pearson Education Department of Commerce, University of Delhi 38
3. Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. Reward Management: A Handbook of Salary administration, London: Kegan Paul
5. Sharma, J.P. An Easy Approach To Company And Compensation Laws. New Delhi: Ane Books Pvt Ltd.
6. Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi.(latest)

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.

Master of Business Administration (Semester – IV)

Course- STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code- SLM MGT 01 407 C 3104

Credit:4

Objective:

To impart knowledge about the strategic aspect of human resource management. This paper also intends to make the students understand the linkage between human resource strategies and corporate strategies.

Contents:

Concept and context of strategic human resource management (SHRM); Corporate strategy and SHRM; Evolution of SHRM; SHRM & HR; Challenges in SHRM; Resource based view of a firm; Competencies of HR professionals. HR Strategies: Strategic HR planning and acquisition: Recruitment and selection; Strategic training and development; Reward and compensation strategy; Corporate strategy and career systems; Employee separation and retention management, retrenchment; Strategic approach to industrial relations; Managing workforce diversity.

Implementing Strategic Human Resource Management: Identifying strategic positions; Human resource analytics; Employee engagement; Matching culture with strategy; Behavioural issues in strategy implementation. Unit IV-Linking SHRM to Competitive Success and Corporate Strategy: SHRM for competitive advantage; HC Bridge Model and Decision science model; Tools for work analysis and talent strategies; HR implications of mergers and acquisitions; Outsourcing and its HR implications.

Trends and Issues in SHRM: Alignment of HR strategies and the impact on business performance; HR metrics; Human resource strategy in international context; Future of SHRM. Note: Lectures should be supplemented with the case studies.

Suggested Readings:

1. Das P., Strategic human resource management: A resource driven perspective, Cengage Learning India.
2. Greer, C.R., Strategic human resource management: A general managerial approach, Pearson Education.
3. Paul B., Strategic human resource management, McGrawHill Education.
4. Armstrong, M., Armstrong's handbook of strategic human resource management, Kogan Page.
5. Mello J. A., Strategic management of human resources, South Western.
6. Schuler, R. S., and Jackson, S. E., Strategic human resource management, Wiley India.

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.

Master of Business Administration (Semester – IV)

Course: CROSS CULTURAL MANAGEMENT

Course Code: SLM MGT 01 403DCEC 2002

Credit: 2

Objectives

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.

Contents

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.

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.

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.

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

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.

SKILL DEVELOPMENT COMPULSORY COURSE

Master of Business Administration (Semester – IV)

Course- ENTREPRENEURSHIP DEVELOPMENT

Course Code- SLM MGT 01 401SEEC 3104

Credit: 0

Objective

The objective of this course is to get the students acquainted with the entrepreneurship and its development.

Contents

Entrepreneurship: Concept of Entrepreneur, entrepreneurship and entrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development.

Economic, social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur.

Entrepreneur in economic development of a country; Methods and procedures to start and expand one's own enterprise; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business.

Feasibility Study -Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

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. Clifton, Davis S and Fyfie, David E. *Project Feasibility Analysis*. New York; John Wiley.
2. Drucker, Peter. (1985). *Innovation and Entrepreneurship*. London; Heinemann.
3. Jain Rajiv. *Planning a Small Scale Industry. A Guide to Entrepreneurs*. Delhi; S.S. Books.
4. Kumar, S A. *Entrepreneurship in Small Industry*. New Delhi. Discovery.
5. McClelland, D C and Winter, W G. *Motivating Economic Achievement*. New York; Free Press.
6. Pareek, Udai and Venkateswara Rao, T. *Developing Entrepreneurship -A Handbook on Learning Systems*. Delhi; Learning Systems.

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

