



GRG SCHOOL OF MANAGEMENT STUDIES
Peelamedu, Coimbatore - 641 004

CURRICULUM AND SYLLABUS
MBA PROGRAMME
[2016 - 2018]

March 2016

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GRG SCHOOL OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA) 2016-2018
(Choice Based Credit System)

PREAMBLE

The Curriculum & Syllabus for MBA programme of 2016-18 will be different from the previous one in terms of following aspects:

- Greater clarity in course objectives and learning outcomes
- Pedagogy and evaluation/assessment will be decided and adopted by the concerned course facilitator appropriately to achieve the teaching objectives and measurement of the learning outcomes.
- In addition to domain electives, online open courses will be offered as choices.
- Social service programme will be introduced to sensitize students in their responsibility towards the society.

THE PROGRAMME

1. The full-time, two-year MBA programme offered by GRGSMS comprises four semesters of about 90 working days each.
2. The programme requires a minimum of 90 credits equivalent of courses to be completed by students, excluding a summer internship of 3 credits equivalent. In the case of theory (including tutorials) courses, one credit is equivalent to approx. 15 hours of contact sessions; and, in the case of practice courses (such as field study) one credit is equivalent to approx. 30 hours.
3. Students may choose to do upto a maximum of 120 credits equivalent of courses.
4. The programme includes Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

PROGRAMME OBJECTIVES

The objective of the GRGSMS MBA programme is to enable students acquire the knowledge, skills, and competence required for successful practice of management and leadership, and to help them develop a holistic personality to lead fulfilling personal and professional lives.

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management

- Enhance the ability of students to understand the importance of an organisational perspective of different functional areas through integrative courses
- Facilitate students to focus and specialise in their area/domain of professional interest through elective courses
- Provide exposure to current and contemporary industry practices through summer internship work and 'management-in-practice' work.
- Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills.
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, Social Service and Career Counselling programmes.

Types of Courses:

1. The 'Foundation' Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organisational behaviour.
2. The 'Core' Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management and marketing management.
3. The 'Elective' Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
4. The 'Skill' Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
5. The 'Practice' Courses are intended to be those that will help students learn how to apply their theoretical knowledge to practical issues in management.
6. The 'Summer Internship Programme' (SIP) is intended to be a 6-8 week intensive immersion in industry for the students to gain an exposure to industry practices and learn the application of management theory in practice.
7. The 'Management-in-Practice' (MIP) programme is intended to be a semester-long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to specific management problems/issues identified during their SIP.
8. The 'Term Paper' (TP) is intended to be the result of a semester-long research/analytical work carried out by the students. The primary objective of the TP is for the students to demonstrate their analytical and writing skills on chosen themes/topics in management.
9. The 'Seminar Course' (SMC) is intended to be multi-semester research/analytical work carried out by the students. The primary objective of the SMC is to help students develop their skills for critical thinking and for enquiry.
10. 'Online Course' (OC) is intended to help students to acquire/gain knowledge beyond books/class and enhance technology-based learning among students at their own pace and place.

Structure of the MBA Curriculum:

The MBA curriculum for 2016-18 is of 93 credits equivalent and is structured as below:

1. Seven (7) 'Foundation' Courses (20 Credits) - Semester 1 - Accounting for Management, Economics for Management, Organisational Behaviour, Quantitative Techniques for Management, Evolution and Principles of Management, Information Technology for Business, and History of Indian Business.
2. Eleven (11) 'Core' Courses (30 Credits) - Semesters 2,3,4 - Operations Management, Marketing Management, Financial Management, Human Resource Management, Business Research Methods, Business Environment, Corporate Governance & Business Ethics, Strategic Management, Information Security, Legal Aspects of Business, and International Business and Management.
3. Eight (8) 'Elective' Courses (24 Credits) - Semesters 3,4
4. Four (4) 'Skill' Courses (5 Credits) - Semesters 1,2,3 - Creativity & Innovation, and Communication Skills
5. Five (5) 'Practice' Courses (11 Credits) - Semesters 2,3,4 - Seminar, Term Paper, Online Course, Management-in-Practice
6. Four (4) 'non-credit' development programmes during Semesters 1,2,3,4 are Personality Development Programme, Outbound Programme, Social Service Programme, and Career Counselling Programme
7. One (1) Summer Internship Programme (3 credits)

Specialisation:

Students may choose to 'specialise' in any functional area/domain of management based on their interest and competence, by choosing to do eight (8) elective courses in the chosen area/domain.

Attendance:

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Director/Dean may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

Completion of the MBA Programme:

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

Pedagogy, Assessment and Evaluation:

1. The concerned course facilitator shall determine and announce to the students the broad outline of the pedagogy to be adopted for each course. The details of the pedagogy will also be a part of the session plan and course details uploaded on Moodle or other technology-enabled LMS at GRGSMS.
2. Assessment/evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses. CIA shall carry a weightage of 50% and the ESE 50%. The ESE will be conducted at the end of each semester.
3. The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analyses, simulation, classroom participation, student presentations, field study, and mid-semester examination. The faculty concerned may decide appropriate mixture of components for their courses, provided that the 'mid-semester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
4. There will not be any ESE for the following, and 100% of marks will be through CIA:
 - i. History of Indian Business (MB16HIB)
 - ii. Creativity and Innovation (MB16CIN)
 - iii. Communication Skills - 1 (MB16CM1)
 - iv. Women and Leadership (MB16WAL)
 - v. Term Paper - 1 (MB16TP1)
 - vi. Communication Skills - 2 (MB16CM2)
 - vii. Seminar Course (MB16SMC)
 - viii. Online Course - 1 (MB16OC1)
 - ix. Communication Skills - 3 (MB16CM3)
 - x. Term Paper - 2 (MB16TP2)
 - xi. Online Course - 2 (MB16OC2)
5. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks - 'B' grade) in CIA and ESE put together.
6. The 'Personality Development', 'Outbound Programme' "Social Service" and 'Career Counselling' will be non-credit courses and be evaluated and graded as "satisfactory/unsatisfactory". Students securing 'unsatisfactory' grade in any of these programmes will need to repeat the programme when it is offered next time.
7. Students who are not satisfied with the CIA score for any Course may appeal for a review to the Director/Dean, whose decision in the matter shall be final and binding.
8. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.

Scheme of Examination:

1. The End Semester Examinations shall be of 3-hour duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 50%.
2. Mid-Semester examinations shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid-semester examination shall be 50 and to be pro-rated to 20%.

The End Semester Examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered - each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered - each question carrying 5 marks) that ask for short descriptive answers of about 100 words (1 page)
- Section 3 shall comprise 5 questions (out of which 3 need to be answered - each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

Grading:

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade	Description
90 - 100	9.0 - 10	O	Outstanding
80 - 89	8.0 - 8.9	D+	Excellent
75 - 79	7.5 - 7.9	D	Distinction
70 - 74	7.0 - 7.4	A+	Very Good
60 - 69	6.0 - 6.9	A	Good
50 - 59	5.0 - 5.9	B	Average
00 - 49	0.0	U	Re-appear
ABSENT	0.0	AAA	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

$SGPA (S_i) = \sum(C_i \times G_i) / \sum C_i$ where C_i is the number of credits of the i th course and G_i is the grade point scored in the i th course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme.

CGPA = $\sum (C_i \times S_i) / \sum C_i$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

GRG School of Management Studies, Coimbatore**MBA (2016-18) Curriculum**
[Choice Based Credit System]

- L = Lecture; T = Tutorial
- MB16SIP[#] will be carried out during summer break between semester 2 and 3 and will carry a weight of 3 credits
- * will be non-credit courses

Code	Title	Type	Cr	L	T	Total
	SEMESTER 1					
MB16AFM	Accounting for Management	Foundation	4	3	1	4
MB16ECM	Economics for Management	Foundation	3	3		3
MB16OBH	Organisational Behaviour	Foundation	3	3		3
MB16QTM	Quantitative Techniques for Management	Foundation	3	2	1	3
MB16EPM	Evolution and Principles of Management	Foundation	3	3		3
MB16ITB	Information Technology for Business	Foundation	3	3		3
MB16HIB	History of Indian Business	Foundation	1	1		1
MB16CIN	Creativity & Innovation	Skill	2	2		2
MB16CM1	Communication Skills - 1	Skill	1	1		1
MB16PDP *	Personality Development Programme	Practice				
			23	21	2	23
	SEMESTER 2					
MB16OPM	Operations Management	Core	3	3		3
MB16MMT	Marketing Management	Core	3	3		3
MB16FMT	Financial Management	Core	3	2	1	3
MB16HRM	Human Resource Management	Core	3	3		3
MB16BRM	Business Research Methods	Core	3	2	1	3
MB16BET	Business Environment	Core	3	3		3
MB16CM2	Communication Skills - 2	Skill	1	1		1
MB16WAL	Women & Leadership	Practice	2	2		2
MB16TP1	Term Paper - 1	Practice	2	2		2
MB16OBP *	Outbound Programme	Practice				
			23	21	2	23

	SEMESTER 3					
MB16CBE	Corporate Governance & Business Ethics	Core	3	3		3
MB16SMT	Strategic Management	Core	3	3		3
	Elective - 01	Elective	3	3		3
	Elective - 02	Elective	3	3		3
	Elective - 03	Elective	3	3		3
	Elective - 04	Elective	3	3		3
MB16CM3	Communication Skills - 3	Skill	1	1		1
MB16SMC/MB 16OC1	Seminar Course/ Online Course - 1	Practice	2	2		2
MB16MIP	Management-in-Practice	Practice	3	3		3
MB16CCP *	Career Counselling Programme	Practice				
			24	24		24
	SEMESTER 4					
MB16IST	Information Security	Core	1	1		1
MB16LAB	Legal Aspects of Business	Core	2	2		2
MB16IBM	International Business and Management	Core	3	3		3
	Elective - 05	Elective	3	3		3
	Elective - 06	Elective	3	3		3
	Elective - 07	Elective	3	3		3
	Elective - 08	Elective	3	3		3
MB16TP2/MB 16OC2	Term Paper - 2/ Online Course - 2	Practice	2	2		2
MB16SSP *	Social Service Programme	Practice				
			20	20		20
	TOTAL		90	86	4	90

LIST OF ELECTIVE COURSES*Each elective course will carry 3 credits*

		FINANCE
No.	Code	Title
1	MB16CRF	Corporate Finance
2	MB16CMT	Cost Management
3	MB16FNM	Financial Markets
4	MB16FNS	Financial Services
5	MB16RMI	Risk Management and Insurance
6	MB16IFM	International Financial Management
7	MB16MNB	Management of Banking
8	MB16MCF	Micro Finance
9	MB16PAF	Project Appraisal and Financing
10	MB16SAP	Security Analysis and Portfolio Management
11	MB16WCM	Working Capital Management
		HUMAN RESOURCES MANAGEMENT
No.	Code	Title
1	MB16CMP	Compensation Management
2	MB16ERM	Employee Relations Management
3	MB16HRA	HRD Audit
4	MB16HRD	Human Resources Development
5	MB16IHR	International Human Resource Management
6	MB16LLN	Labour Legislation
7	MB16LAD	Learning and Development
8	MB16ORP	Organizational Psychology
9	MB16PMT	Performance Management
10	MB16SHR	Strategic Human Resource Management
11	MB16SFG	Strategic Staffing
		MARKETING MANAGEMENT
No.	Code	Title
1	MB16AMK	Agricultural Marketing
2	MB16CBR	Consumer Behaviour
3	MB16BMT	Brand Management
4	MB16CRM	Customer Relationship Management

5	MB16EMK	E-Marketing
6	MB16IMC	Integrated Marketing Communication
7	MB16IMT	International Marketing
8	MB16SVM	Services Marketing
9	MB16RMT	Retail Management
10	MB16RUT	Rural Marketing
11	MB16SDM	Sales and Distribution Management
		GENERAL MANAGEMENT
No.	Code	Title
1	MB16BAN	Business Analytics
2	MB16BPD	Business Plan Development
3	MB16EPS	Entrepreneurship
4	MB16EMT	Environmental Management
5	MB16IEM	Indian Ethos in Modern Management
6	MB16PRJ	Project Management
7	MB16SCM	Supply Chain Management
8	MB16TQM	Total Quality Management
9	MB16PPA	Public Policy and Administration

SYLLABUS AND COURSE OUTLINE**SEMESTER I - COURSES**

L = Lecture; T = Tutorial
 * will be non-credit courses

Code	Title	Credits	L	T	Total
	Foundational Courses				
MB16AFM	Accounting for Management	4	3	1	4
MB16ECM	Economics for Management	3	3		3
MB16OBH	Organisational Behaviour	3	3		3
MB16QTM	Quantitative Techniques for Management	3	2	1	3
MB16EPM	Evolution and Principles of Management	3	3		3
MB16ITB	Information Technology for Business	3	3		3
MB16HIB	History of Indian Business	1	1		1
	Skill Courses				
MB16CIN	Creativity & Innovation	2	2		2
MB16CM1	Communication Skills - 1	1	1		1
	Practice Work				
MB16PDP	Personality Development Programme *				
	Sub - Total	23	21	2	23

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: MB16AFM
Semester/ Credits: I / 4

Course Objective

This course intends to enhance the students in the concepts of various branches of accounting so that it will help them to interpret the accounting statements through different tools. On completion of this course the students will be able to prepare trading, profit and loss account and balance sheet. They will also be able to analyse cost sheet, budgets and measure variance cost.

Course Coverage

Part 1 (4 hours)

Introduction to Accounting

Introduction - Accounting Principles - Concepts and Conventions of Accounting - Types of Accounting - Importance of Accounting

Part 2 (8 hours)

Basics of Accounting

Book keeping - Basic Concepts of Accounting - Accounting Cycle - Journal Entries - Preparation of Ledger Accounts - Trial Balance and its importance

Part 3 (18 hours)

Financial Accounting

Preparation of Trading Account, Profit and Loss Account and Balance Sheet with adjustments - Depreciation - Straight line and Diminishing Balance Method

Part 4 (15 hours)

Management Accounting

Financial Statements analysis - Objectives - Techniques of Financial Statement Analysis - Trend analysis, common size balance sheet and Ratio analysis - Fund Flow statement - Cash Flow Statement - Budgetary Control

Part 5 (15 hours)

Cost Accounting

Meaning and Scope, Classification of costs and Preparation of cost sheet - Standard Costing - Variance analysis - Numerical Exercises in Materials and Labour - Marginal Costing and Profit Planning - Decisions involving alternative choice

Text Book

Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2013). *A Textbook of Accounting for Management*, 3/e; New Delhi: Vikas Publications

Reference Books

1. Jain, S.P., and K.L. Narang (2014). *Cost Accounting*, 24/e; New Delhi: Kalyani Publications
2. Khan, M.Y., and P.K. Jain (2013). *Management Accounting: Text, Problems and Cases*, 6/e; New Delhi: Tata McGraw-Hill

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Course Title: **ECONOMICS FOR MANAGEMENT**
 Course Code : MB16ECM
 Semester/ Credits: I / 3

Course Objective

This course will provide an overview of how fundamental economic theory can be applied to decision making within the firm and also provides insights about the economic situation and its evaluation at a macro level. On completion of the course, the students will be able to recognize the economic concepts and principles and apply demand forecasting techniques and production and cost concepts. Also, the students will be able to identify pricing under different market structures, and evaluate the macro-economic components for effective managerial decision making.

Course Coverage**Part 1** (4 hours)*Introduction to Managerial Economics*

Managerial Economics - Nature, Scope; Basic model of the Firm and Role of profits; Optimisation - Concepts & Techniques; Marginal and Incremental analysis

Part 2 (8 hours)*Demand Analysis and Theory of Consumer's Choice*

Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour - Cardinal Utility Analysis, Indifference curve analysis of demand, Demand Forecasting

Part 3 (8 hours)*Theory of Production and Cost Analysis*

The theory of Production - Returns to a variable factor, Production function with two variable inputs, Optimum input combination, Cost Analysis, Supply and its elasticity

Part 4 (8 hours)*Price and Output Decisions in Various Market Structures*

Price and Output Decisions in Various Market Structures under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly

Part 5 (5 hours)

Pricing Practices and strategies

Cost plus pricing, Price discrimination, Pricing of multiple products, Transfer pricing, Game Theory

Part 6 (12 hours)

Macroeconomics for Management

Macroeconomics - Issues and Concepts, Macro - economic aggregates and Measurement of National Income, Inflation - Nature and Causes, Analysis of Business Cycles, Economic Stabilisation - Fiscal Policy and Monetary Policy, Balance of Payment, Global Financial Crisis and its impact on World Economy

Text Book

Ahuja, H.L. (2014). *Managerial Economics: Analysis of Managerial Decision Making*, 8/e; New Delhi: S. Chand & Company Limited

Reference Books

1. Atmanand (2009). *Managerial Economics*, 2/e; New Delhi: Excel Books
2. Geetika; Ghosh. Piyali; Choudhury, Purba Roy (2013). *Managerial Economics*, 2/e; New Delhi: Tata McGraw-Hill

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Course Title:	ORGANISATIONAL BEHAVIOUR
Course Code:	MB16OBH
Semester/ Credits:	I / 3

Course Objective

This course is designed to enrich the knowledge of the students about human behaviour in organizations. At the end of this course, students are expected to demonstrate knowledge about individual and group behaviour in organisations, organisational culture, and approaches to managing organisational change.

Course Coverage

Part 1 (9 hours)

Introduction to Organizational Behaviour

Manager's functions, roles, and skills - Nature and Scope of OB - Disciplines that contribute to the OB Field - Challenges and Opportunities for OB

Part 2 (12 hours)

The Individual

Attitudes and Job Satisfaction - Emotions and Emotional intelligence - Personality - Perception - Specific applications in organisations

Part 3 (12 hours)

The Group

Foundations of group behaviour - Organizational politics - Impression management and Defensive behaviour - Conflict management and Negotiation

Part 4 (12 hours)

The Organisation System

Organisational Culture - Organisational Change - Organisational Development - Stress management

Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2013). *Organizational Behavior*, 15/e; New Delhi: Pearson Education

Reference Books

1. Luthans, Fred (2011). *Organisational Behavior*, 12/e; New Delhi: Tata McGraw-Hill
2. McShane, Von Glinow and Radha R. Sharma (2011). *Organisational Behavior*, 5/e; New Delhi: Tata McGraw-Hill

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Course Title:	QUANTITATIVE TECHNIQUES FOR MANAGEMENT
Course Code:	MB16QTM
Semester / Credits:	I / 3

Course Objective

The course intends to familiarize the students with statistics and operations research techniques and their applications in managerial decision making. At the end of this course the students would be able to apply mathematical concepts in managerial decision making and solve problems employing probability, statistics and operations research techniques as applicable.

Course Coverage

Part 1 (7 hours)

Mathematics

Numbers - Order of Operations - Average - Ratio - Number Patterns - Simple and Compound interest - Algebra - Solving Linear and non linear equations

Part 2 (8 hours)

Probability

Probability - Basic rules of probability, Notation, Venn diagrams, Probability Trees, Bayes's Theorem

Part 3 (10 hours)

Statistics

Classification and Tabulation of Data, Univariate and Bivariate Analysis - Pictorial representation - Pie Diagrams, Histograms, Frequency Polygons, Ogives, Measures of Central Tendency - Mean, Median, Mode, Measures of Variation - Range, Mean Deviation, Standard Deviation, Coefficient of Variation - Correlation - Simple and Rank correlation - Simple Regression - Trend Analysis

Part 4 (12 hours)

Linear Programming Problems

Operation Research - Introduction - Linear Programming - Graphical and Simplex method - simple problems, Transportation and Assignment problems - simple problems

Part 5 (8 hours)

Game theory and Network analysis

Game Theory: Algebraic Method, Network analysis - PERT/CPM

Text Books

1. Sharma, J.K (2010). *Quantitative Techniques in Management*, 3/e; New Delhi: Trinity Press, New Delhi
2. Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., (2012). *Statistics for Business and Economics*, Revised, 12/e, New Delhi: Cengage

Reference Books

1. Vohra, N. D (2007), *Quantitative Techniques in Management*, 3/e; New Delhi: Tata McGraw-Hill
2. Tulsian P.C., and Pandey, Vishal (2012), *Quantitative Techniques - Theory and Problems*, 1/e; New Delhi: Pearson

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Course Title: **EVOLUTION AND PRINCIPLES OF MANAGEMENT**
Course Code: MB16EPM
Semester/ Credits: I / 3

Course Objective

This course enriches the knowledge of students in the fundamental principles of management. At the end of this course, students will be able to describe the process of management, principles and theories of management, and display managerial skills.

Course Coverage

Part 1 (9 hours)

Introduction to Management

Management - Nature and purpose - Evolution of management thought- Systems approach to management process - Functions of managers - Management and Society - Social responsibility of managers - Ethics in managing

Part 2 (10 hours)

Planning

Essentials of Planning - Management by Objectives - Strategies, Policies - Planning Premises - Decision Making

Part 3 (10 hours)

Organizing

Nature of organizing - Organization Structure: Departmentation - Line/Staff Authority, Empowerment, and Decentralisation

Part 4 (10 hours)

Leading

Human Factors and Motivation - Theories - Motivational techniques - Leadership - Trait, Behaviour, and contingency approaches - Transactional and Transformational leadership

Part 5 (6 hours)

Controlling

The System and Process of Controlling - Budgetary and non budgetary Control Techniques - Network analysis

Text Book

Koontz, Harold, and Heinz Weihrich (2012). *Essentials of Management: An International and Leadership Perspective*, 9/e; New Delhi: Tata McGraw-Hill.

Reference Books

1. Robbins, Stephen P, Mary Coulter and Neharika Vohra (2013). *Management*, 10/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education

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Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
Course Code: MB16ITB
Semester/ Credits: I / 3

Course Objective

The course will provide the fundamentals of information technology and their contemporary applications in business. At the end of this course, the students will be able to recognize the strategic use of information technology in business, differentiate the functional and cross functional information systems. They will also realise the importance of managing information technology to achieve bottom line business results.

Course Coverage

Part 1 (8 hours)

IT in the Organisations

IT Supports Organisational Performance in Turbulent Business - Information Technologies: Concept, Types and IT Support

Part 2 (10 hours)

Digital, Mobile and Social Commerce

E-Business & E-Commerce Models and Strategies - Mobile Technologies and Commerce - Web 2.0 and Social Media

Part 3 (13 hours)

Organisational Applications

Functional Business Systems - Enterprise Systems ERP, SCM and CRM - Inter organisational, Large-Scale and Global Information Systems

Part 4 (10 hours)

Decision Making and Strategy

Business Intelligence and Decision Support Systems - IT Strategy and Planning - Impact of IT on Enterprises, Users and the Environment

Part 5 (4 hours)

Managing IT

Adopting IT Projects - Implementing IT Projects - Business Process Management - Managerial Issues

Text Book

Turban, Efraim and Linda Volonino (2015). *Information Technology for Management - Transforming Organizations in the Digital Economy*, 7/e; New Delhi: Wiley India

Reference Books

1. O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). *Management Information Systems*, 10/e; New Delhi: McGraw Hill Education
2. Laudon, Kenneth C., Laudon, P. Jane (2013). *Management Information System - Managing the Digital Firm*, 12/e; New Delhi: Pearson Education

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Course Title:	HISTORY OF INDIAN BUSINESS
Course Code:	MB16HIB
Semester/ Credit:	I / 1

Course Objectives

The course would enable the students to gain insights from the economic, political and social developments in the eighteenth century which were often considered as cradle for the strategies and structures that characterize Indian business today. Students will understand the growth of business in free India, the emergence of the public sector, and the evolution of modern Indian business.

Course Coverage

- Indian Business History- Introduction
- Indian Business in the 17th Century - The Backdrop
- Indian Business during the Period of British East India Company
- The Business Scenario in Western India
- Rise of the Industrial Elite
- Developing an Identity by Indian Business
- Maturity of Indian Business
- During the War and After

- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

Reference Books

1. Dwijendra Tripathi, Jyoti Jumanani (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press
2. Dwijendra Tripathi (2011). *The Oxford History of Indian Business*; New Delhi: Oxford University Press

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Course Title:	CREATIVITY & INNOVATION
Course Code:	MB16CIN
Semester/ Credits:	I / 2

Course Objective

This Course is intended to kindle the spirit of creativity and innovation among students. Normally, the students' mind is conditioned to approach any issue with logical and sequential order. By doing so, student's own ideas and thinking are not given any consideration. Therefore this course would provide an opportunity for students to be spontaneous, creative and thinking out of box. In the present complex world students have to bring in new ideas and ways to face the various challenges that they may come across in their personal and professional lives.

Course Coverage

Part 1 (6 Hours)

Introduction to Creativity and Innovation

What is Creativity - Is creativity lateral thinking - Creativity Process - Components of Creativity - Can Creativity be Enhanced - Mechanism of Thinking. (Exercises)

Part 2 (8 Hours)

Enhancing Creative Intelligence

Existential Creativity - Entrepreneurial Creativity - Empowerment Creativity - Stimulation Tools and Techniques - Six Hat Thinking Exercises and Lateral Thinking Exercises - Convergent Thinking.

Part 3 (8 Hours)

Quality of Creativity

Criteria for Evaluating Creativity - Concept Development - Story Boarding - Strategy Development and Innovation. (Exercises)

Part 4 (8 Hours)*Techniques of Creative Problem Solving*

Principles and Techniques for Creative Ideas (Excursion method) - Methods and Tools for Creative Problem Solving - Product and Service Design Exercises - Evaluation - Creativity Training.

Reference Books

1. Khandwalla, N. Pradip (2009). *Lifelong Creativity - An Unending Quest*, New Delhi: Tata McGraw-Hill
2. Drucker, F. Peter (2015). *Innovation and Entrepreneurship*, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). *The Innovators Solution*, Harvard Business School Press Boston
4. De Bono, Edward (2008). *Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas*, 2/e; Amorata Press
5. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, International Edition; Harper Perennial Publishers

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Course Title:	COMMUNICATION SKILLS - 1
Course Code:	MB16CM1
Semester/ Credit:	I / 1

Course Objective

The course is designed to build oral communication skills of students essential to business graduates. At the end of the course the students will be able to understand and use effective speaking techniques and understand professional nonverbal communication.

Course Coverage**Part 1 (6 Hours)**

Preparing Successful Management Speech - Knowing your Audience - Recognizing common obstacles to Successful Communication

Part 2 (3 Hours)

Functions of Nonverbal Communication - Principles of Nonverbal Communication - Body Movement - A communicator's Physical Appearance - Paralanguage

Part 3 (6 Hours)

Supporting ideas with credible evidence - Organizing your Thoughts Selecting a Delivery approach - Rehearsing your Speech - Delivering your message

Text Book

Mukherjee, Jaba Gupta (2011). *Management Communication - A Case Analysis Approach*, 4/e; Noida: Pearson

Reference Books

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

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SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

L = Lecture; T = Tutorial
 * will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Courses				
MB16OPM	Operations Management	3	3		3
MB16MMT	Marketing Management	3	3		3
MB16FMT	Financial Management	3	2	1	3
MB16HRM	Human Resource Management	3	3		3
MB16BRM	Business Research Methods	3	2	1	3
MB16BET	Business Environment	3	3		3
	Skill Course				
MB16CM2	Communication Skills - 2	1	1		1
	Practice Courses				
MB16WAL	Women & Leadership	2	2		2
MB16TP1	Term Paper - 1	2	2		2
MB16OBP *	Outbound Programme				
	Sub - Total	23	21	2	23

Course Title: **OPERATIONS MANAGEMENT**
Course Code : MB16OPM
Semester/ Credits: II / 3

Course Objective

This course would enable the students to appreciate the role of operations management in the overall business strategy of the firm. Students would also gain insights about the key functional areas of the firm and interdependence of the operating system, operations strategies, designing operations, operations and the value chain, and the application of operations management policies in the service sector as well as the manufacturing firm. At the end of this course students can gain and apply knowledge of fundamental concepts in operations management for operational excellence.

Course Coverage

Part 1 (5 Hours)

Introduction to Operations Management

Manufacturing Trends in India - Operations Management Functions - Challenges in Operations Management - The Relevance of Operations Strategy - Strategy Formulation Process - Measures for Operations Excellence.

Part 2 (10 Hours)

Designing Operations

Process and Capacity Analysis - Design of Manufacturing Process - Layout Planning - Design of Service Systems - The Product Development Process - Total Quality Management.

Part 3 (10 Hours)

Operations and the Value Chain

Supply Chain Management - Components - Structure - Measures of Supply Chain Performance - Design of Supply Chain - Facilities Location - Planning Methods - Issues in Location Planning.

Part 4 (10 Hours)

Inventory Planning and Control

Types of Inventory - Inventory Cost - Inventory Control System - Issues in Inventory Planning and Control - Six Sigma Quality Control.

Part 5 (10 Hours)

Planning and Control of Operations

Demand Forecasting - Aggregate Production Planning - Master Production Schedule - Need for Maintenance Management.

Text Book

Mahadevan, B. (2015). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education

Reference Books

1. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra K. Manoj (2016). *Operations Management: Processes and Value Chains*, 11/e; New Delhi: Pearson Education
2. Taylor, Russell (2012). *Operations Management*, 7/e; New Delhi: Wiley India

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Course Title: **MARKETING MANAGEMENT**
Course Code : MB16MMT
Semester/ Credits: II / 3

Course Objective

This course is designed to give an introduction to the theory and practice of marketing. It would enable the students to understand how the dynamics of the market forces create an impact in the market. At the end of the course, Students would be able to comprehend the holistic marketing efforts to develop, design and implement marketing programs. They can acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience

Course Coverage

Part 1 (10 hours)

Understanding Marketing Management

Importance and Scope of Marketing - Core Marketing Concepts - Company Orientation toward the Market Place, Scanning the Marketing Environment - Creating Customer Value and Customer Relationships

Part 2 (8 hours)

Building strong brands

Identifying Market Segments and Targets, Crafting the Brand Positioning, Creating Brand Equity.

Part 3 (10 hours)

Creating value

Setting Product Strategy, Designing and managing services, Introducing new product offerings, Developing Pricing Strategy and programs

Part 4 (9 hours)

Communicating value

Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Digital communications and Managing Personal Communications.

Part 5 (8 hours)

Delivering Value

Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling and Logistics.

Text Book

Kotler, Philip, Kevin Lane Keller (2016). *Marketing Management*, 15/e; Noida: Pearson Education

Reference Books

1. Ramasamy, V.S and S. Namakumari (2014). *Marketing Management: Global Perspective Indian Context*, 5/e; New Delhi: Macmillan
2. Baines Paul, Chris Fill and Page Kelly (2013). *Marketing*, Asian edition; New Delhi: Oxford University Press

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Course Title:	FINANCIAL MANAGEMENT
Course Code:	MB16FMT
Semester/ Credits:	II / 3

Course Objective

The course intends to emphasis the role of financial management in wealth maximization and explains the application of financial tools in determining the value of the firm. On completion of the course the students will be able to calculate the time value of money, measure the cost of capital, identify the best investment alternative and predict the change in the value of firm with respect to dividend decisions.

Course Coverage

Part 1 (6 Hours)

Finance Function

Overview and Scope of Financial Management - Objectives - Organisation of Finance function - Emerging role of Finance Managers in India

Part 2 (13 Hours)

Investment Decision

Time Value of Money - Compounding and Present value techniques - Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital - Importance, Measurement of Specific Costs, Computation of Overall cost of Capital

Part 3 (12 Hours)

Financing Decisions

Short Term and Long Term Finance - Operating Leverage and Financial Leverage - Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach

Part 4 (8 Hours)

Dividend Decisions

Management of Profits- Retained Earnings and Dividends - Dividend Decision - Dividend and Valuation, Determinants of Dividend policy

Part 5 (6 Hours)

Working Capital Decisions

Working Capital Decisions - Management of cash, inventory and receivables - Types of Working Capital and its importance - Determinants of Working Capital

Text Book

Khan, M.Y. and P.K. Jain (2015). *Financial Management: Text, Problems and Cases*, 7/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Pandey, I.M. (2015). *Financial Management*, 11/e; New Delhi: Vikas Publishing
2. Chandra, Prasanna (2015). *Financial Management, Theory and Practice*, 9/e; New Delhi: Tata McGraw-Hill

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Course Title:	HUMAN RESOURCE MANAGEMENT
Course Code:	MB16HRM
Semester/ Credits:	II / 3

Course Objective

This course is designed to enrich the knowledge of students in the functional area of Human Resource Management by providing insights in to the key aspects of HRM along with the recent developments in the field. After completion of the course students will be able to describe the important trends influencing human resource

management, explain the nature of job analysis, techniques used in employment planning and forecasting, recruitment, selection, training, performance management and establishing pay rates.

Course Coverage

Part 1 (6 hours)

Introduction to Human Resource Management

Trends shaping HRM - Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM - Strategic HRM

Part 2 (9 hours)

Recruitment and Selection

Human Resource Planning - Job Analysis - Job Evaluation - Recruiting Talent - Selecting Right Talent

Part 3 (14 hours)

Training and Development

Training and Developing Employees - Performance Management and Appraisal - Coaching, Careers, and Talent Management

Part 4 (6 hours)

Compensation

Establishing Pay plans - Pay for Performance and Incentives - Benefits and Services

Part 5 (6 hours)

Employee Relations

Industrial Relations - Labor Laws - Trade Unions - Resolving Disputes - Managing Ethical Issues in Human Resource Management

Part 6 (4 hours)

Managing Global Human Resources

Role of HR in Internationalization of Business - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System

Text Book

Aswathappa, K. (2013). *Human Resource Management: Text and Cases*, 7/e; New Delhi, McGraw-Hill

Reference Books

1. Dessler, Gary and Biju Varkkey (2016). *Human Resource Management*, 14/e; New Delhi; Pearson Education
2. Bernardin, John H (2013). *Human Resource Management: An Experiential Approach*, 5/e; New Delhi, McGraw-Hill

Course Title:
BUSINESS RESEARCH METHODS
 Course Code: MB16BRM
 Semester/Credits: II / 3

Course Objective

The course provides basic knowledge on research methods that equips one to make decisions based on actual business conditions. At the end of this course, students will be able to demonstrate knowledge in different types of research methods and techniques; display skill in performing statistical and research analysis and compose structured reports that reflect in appropriate decision making.

Course Coverage**Part 1** (7 hours)*Introduction to Business Research*

Objectives and types of Business Research - Process of conducting Business Research - Criteria and Challenges - Business Research in organisations - Dissemination of Research - Concepts and Tools of Business Research

Part 2 (8 hours)*Research Process*

Identifying and formulating research problem - Developing Hypothesis - Research Proposal - Research Designs - Types - Sampling - Process and types

Part 3 (6 hours)*Measurement Scales and Validity*

Measurement Scales - types and characteristics, Primary and Secondary Data - Sources

Part 4 (18 hours)*Data Analysis*

Preparation of Data, Basic Analysis of Data - Measures of Central Tendency - Dispersion - Skewness - Correlation and Regression, ANOVA, Regression, Factor Analysis, Discriminant Analysis, Non-parametric tests (*Application of students' data in SPSS analysis*)

Part 5 (6 hours)

Research Report Writing

Types of Reports - Formats - Report writing - Report Presentation - Oral and Written

Text Book

Srivastava, T. N and Rego Shailaja (2014). *Business Research Methodology*, 1/e; New Delhi: McGraw-Hill

Reference Books

1. Cooper, R. Donald and Pamela, S. Schindler (2013). *Business Research Methods*, 12/e; New Delhi: McGraw-Hill
2. Gupta, S. L and Gupta, Hitesh (2012), *Business Research Methods*, 1/e; New Delhi: McGraw-Hill

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Course Title:	BUSINESS ENVIRONMENT
Course Code:	MB16BET
Semester / Credits:	II / 3

Course Objective

This course would enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business. They would be able to analyse the changes happening in the external environment and help in preparing appropriate strategies for organisations to face the challenges.

Course Coverage

Part 1 (8 hours)

Overview of Business Environment - Basic Concepts of Functioning of an Economy; National Income; Business and Its Environment; Natural Resources; Technological Environment; India's Population and Its Impact on the Economy

Part 2 (8 hours)

Economic System - Capitalism, Socialism, Mixed Economy; Public Policies and Business; Economic, Monetary, and Fiscal Policies; Foreign Trade Policy

Part 3 (9 hours)

The Economics of Development - The Economics of Underdevelopment; Stages and Strategies of Economic Growth; Role of the State in Economic Development;

Economic Planning; Industrial and Licensing Policies (1951-91); New Economic Policy (1991)

Part 4 (10 hours)

Business and Society - Business, Labour and Government; Consumer Protection; Investor Protection; Environmental Protection; Corporate Governance; Corporate Social Responsibility

Part 5 (5 hours)

Economic Legislation - MRTP, Competition Act, FERA, FEMA, Intellectual Property Rights, Companies Act

Part 6 (5 hours)

India in the Global Economic System - FDI, WTO, World Bank, IMF, FDI

Text Book

Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)

Reference Books

1. Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: McGraw Hill Education
2. Saleem, Shaikh (2015). *Business Environment*, 3/e; New Delhi: Pearson Education (Dorling Kindersley)

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Course Title: **COMMUNICATION SKILLS - 2**
Course Code: MB16CM2
Semester / Credit: II / 1

Course Objective

The course is designed to build Presentation skills of students essential to business graduates. At the end of the course the students will be able to design and deliver effective presentations using slides and other Audio-visual aids.

Course Coverage

Part 1 (7 Hours)

Planning and designing presentations - Adapting to Audience - Composing the Presentation - Body Language

Part 2 (8 Hours)

Enhancing presentations with slides and other Audio-visual aids - Art of Delivering the presentation - Handling Questions

Text Book

Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education

Reference Books

1. Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*, 10/e; New Delhi: Pearson
2. O'Rourke, James S. IV and Gupta, Jaba Mukherjee (2011). *Business Communication: A Case - Analysis Approach*, 4/e, New Delhi: Pearson
3. Chaturvedi, P. D. and Chaturvedi, Mukesh (2011). *Business Communication, Concepts: Cases and Applications*, 2/e, New Delhi: Pearson
4. Gupta Mukherjee, Jaba (2011). *Management Communication - A Case Analysis Approach*, 4/e; Noida: Pearson

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Course Title:	SEMINAR ON WOMEN AND LEADERSHIP
Course Code:	MB16WAL
Semester/ Credits:	II / 2

Overview

This course is intended to study the women leaders in various spheres such as business, political, social, etc., Women leaders have characteristics that all aspiring management students should be wise to emulate. It is important to understand the critical roles that women have played in developing societies and economies. The most successful women in the world have grabbed every opportunity offered to them, and have created opportunities for themselves. The factors that contribute to the development of the next generation of women leaders can be learnt from their experiences. Reading and listening to the stories of their career paths shall inspire young business leaders. Therefore this course facilitates the students to appreciate the women leaders and understand the various circumstances that have given rise to them as "Women Leaders". Also would enable students to draw lessons from the lives of successful Women Leaders.

Reference Books

1. Eagly, H. Alice & Carli, L. Linda, (2007). *Through the Labyrinth: The Truth about how women become leaders*, Harvard Business Review Press
2. Sandberg, Sheryl (2013). *Lean In: Women, Work, and the Will to Lead*
3. Barbara Kellerman & Deborah L. Rhode, (2007). *Women and Leadership: The State of Play and Strategies for Change*
4. Jean Lau Chin, Bernice Lott, Joy Rice & Janis Sanchez-Hucles (2007). *Women and Leadership: Transforming Visions and Diverse Voices*, Wiley-Blackwell; 1st edition

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Course Title: **TERM PAPER - 1**
 Course Code: MB16TP1
 Semester/ Credits: II / 2

Guidelines for Term Paper

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 2 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be to able identify key areas or topic to analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

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Course Title: **SUMMER INTERNSHIP PROGRAMME**
Course Code: **MB16SIP**
Credits: **3**

Guidelines for Summer Internship Programme

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to indentify a company for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the Programme Administrator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather as much as possible of written materials, published data, and related matter.

In the process of carrying out their SIP, students are required to identify an issue or problem or an opportunity in the company that they can work on during the MIP course in the 4th semester. This should be discussed with their faculty guide before completing the SIP.

At the end of the SIP, students are expected to submit a report to the company a copy of which will be submitted to GRGSMS. The report should clearly indicate the sources from which information was obtained.

Evaluation will be based on three factors - (i) assessment and feedback from the industry guide (ii) assessment by the faculty guide, and (iii) quality of report and presentation (to be evaluated by two faculty members, one of whom will be the faculty guide). The presentation should be specific, clear and well analysed, and indicate the specific sources of information. Each of the three factors would carry equal weight.

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SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

L = Lecture; T = Tutorial
 * will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Course				
MB16CBE	Corporate Governance & Business Ethics	3	3		3
MB16SMT	Strategic Management	3	3		3
	Elective Course				
	Choice of Electives - 4	12			12
	Skill Course				
MB16CM3	Communication Skills - 3	1	1		1
	Practice Courses				
MB16SMC/ MB16OC1	Seminar Course/ Online Course - 1	2	2		2
MB16MIP	Management-in-Practice	3	3		3
MB16CCP *	Career Counselling Programme				
	Sub - Total	24	24		24

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**
Course Code: MB16CBE
Semester/ Credits: III / 3

Course Objectives

This course enables the students to gain an understanding of the contemporary issues of corporate governance in the wake of changing business ambience. At the end of the course the student would enable to:

- recognise the theory and practice of Corporate Governance
- identify the role of Board of directors and other stakeholders
- analyse the issues and problems of Corporate Governance in emerging economies
- appreciate ethical practices in business/ profession

Course Coverage

Part 1 (10 hours)

Introduction to ethics - principles - law, ethics and business - individual and organisational ethics

Part 2 (15 hours)

Ethics in marketing profession, consumer protection - ethics and the environment - ethics and technology - Discussions on Ethical Dilemmas

Part 3 (12 hours)

Principles and practices of corporate governance - corporate governance in the Indian context (including recent changes in law)

Part 4 (8 hours)

Ethics and corporate governance - corporate governance, corporate social responsibility, and sustainability - Discussions on Corporate Governance Cases

Text Book

Mandal, S.K (2012). *Ethics in Business and Corporate Governance*, 2/e; New Delhi: McGraw Hill Education

Reference Books

1. Fernando, A.C (2012). *Corporate Governance: Principles, Policies and Practices*, 2/e; New Delhi: Pearson
2. Jain, Arun K (2010). *Corporate Governance: Strategy and Ethics*, New Delhi: McGraw Hill Education

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Course Title: **STRATEGIC MANAGEMENT**
Course Code: MB16SMT
Semester / Credits: III / 3

Course Objectives

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. At the end of the course students would be able to:

- understand the basic concepts and principles of strategic management
- analyse the internal and external environment of business
- develop and prepare organizational strategies that will be effective for the current business environment
- devise strategic approaches to managing a business successfully in a global context

Course Coverage

Part 1 (6 hours)

Overview of Strategic Management - Strategic leadership; strategy-making process; levels of strategy; competitive advantage

Part 2 (18 hours)

Strategy Formulation

Environmental Scanning and Appraisal - External analysis; opportunities and threats; internal analysis; strengths and weaknesses; building competitive advantage; levels of strategy; functional, business, corporate

Part 3 (12 hours)

Strategy Implementation

Corporate performance; governance; companies in single industry; companies across industries and countries

Part 4 (9 hours)

Strategy Monitoring and Control

Establishing Strategic Controls; The Quality Imperative: Continuous Improvement to Build Customer Value- Six Sigma approach, ISO 9001 and The Balance Scorecard Methodology.

Text Book

Hill, Charles W.L. and Gareth R Jones (2015). *Strategic Management: Theory: An Integrated Approach*, 11/e; New Delhi: South-Western Publishing (Cengage Learning)

Reference Books

1. John A. Pearce, Richard B. Robinson, Amita Mital, (2012). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: Tata McGraw-Hill
2. Thomas L. Wheelen and David J. Hunger (2012). *Concepts in Strategic Management and Business Policy: Towards Global sustainability*, 13/e, New Delhi: Pearson Education Asia
3. Ananthanarayanan P.S. and Chandrasekaran N.(2013) *Strategic Management*, New Delhi: Oxford
4. Srinivasan R. *Strategic Management: The Indian Context*, 4/e, New Delhi, PHI.

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Course Title: **COMMUNICATION SKILLS - 3**
 Course Code: MB16CM3
 Semester/ Credit: III / 1

Course Objective

The course is designed to build written communication skills of students essential to business graduates. At the end of the course students will be able to write concretely and effectively, and write business messages and reports using techniques of business writing

Course Coverage**Part 1** (10 Hours)***Effective Writing***

Fundamentals of Business Writing - Adapting your words to your Readers - Constructing clear sentences and paragraphs - Writing for Positive effect - Crafting messages for electronic media

Part 2 (3 Hours)***Writing Business Messages***

Directness in good-news and neutral messages - Indirectness in bad-News Messages and persuasive messages

Part 3 (2 Hours)***Writing Reports***

Writing Reports - Short reports and long informal reports

Text Book

Lesiker, Raymond V., Flatley Marie E., Rentz, Paula and Neerja Pande (2015). *Business Communication: Connecting in a Digital World*, 13/e; New Delhi: McGraw Hill Education

Reference Books

1. Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*, 10/e; New Delhi: Pearson
2. O'Rourke, James S. IV and Gupta, Jaba Mukherjee (2011). *Business Communication: A Case - Analysis Approach*, 4/e, New Delhi: Pearson
3. Chaturvedi, P. D. and Chaturvedi, Mukesh (2011). *Business Communication, Concepts: Cases and Applications*, 2/e, New Delhi: Pearson
4. Gupta Mukherjee, Jaba (2011). *Management Communication - A Case Analysis Approach*, 4/e; Noida: Pearson

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Course Title: **SEMINAR COURSE**
 Course Code: MB16SMC
 Semester/ Credits: III / 2

Guidelines for Seminar Course

The primary objective of the “Seminar” course is to enable students to understand the latest developments in the field of Business and Management.

The seminar course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc. This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a self study course therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

A team of 2 students will join together and work on a same topic. The students can choose any current topic in the field of Business and Management, with the approval of faculty guide. The students are expected to work on the chosen topic in consultation with their faculty guide.

Each team will deliver the seminar as per the schedule given by the Programme Administrator. The presentation will be evaluated by a team of two faculty

members one of whom will be the Faculty guide. At the end, each team has to submit a synopsis not exceeding 1000 words and report not exceeding 6000 words.

Evaluation of a student's seminar work will be based on five factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic - 30%
- Creativity in delivering the seminar - 30%
- Synopsis & report - 10%

Evaluation based on Individual work:

- Extent of resources referred for the topic - 20%
- Punctuality and regularity at work - 10%

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Course Title:	ONLINE COURSE
Course Code:	MB16OC1
Semester/ Credits	III / 2

Overview

The objective of online course is to provide students a technology enabled learning and creating exposure to a different learning environment. Students should choose atleast a 6 weeks course to obtain credits through online course which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme. An indicative list of courses offered by premier institutes in India and abroad in various platforms like EdX, Coursera, FutureLearn, iVersity, NovoEd etc., will be provided to the students to choose online course according to their interest.

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Course Title: **MANAGEMENT IN PRACTICE (Project)**
Course Code: **MB16MIP**
Semester/ Credits: **III / 3**

Guidelines for Management in Practice

The primary objective of the “Management-in-Practice” (MIP) course is to enable students apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified during their Summer Internship Programme (SIP). The MIP course runs throughout the entire 4th semester, after the students return from their SIP.

Students are required to have identified an issue or problem or an opportunity in the company that they carried out their SIP. Students would work on this during the entire period of their 4th semester at GRGSMS. Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report, and finally, development of a ‘Case’ or publication material.

The expected outcomes from the MIP may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a ‘Case Study’
- c. Publication of a paper, in collaboration with the faculty
- d. ‘Placement’ in the company

The MIP course entails 3-credits equivalent of work to be put in by the students during the 4th semester.

Evaluation of a student’s MIP work will be based on four factors - (i) quality of the final report - 20% weight (ii) assessment of the effort by and commitment of the student during the MIP by the faculty guide - 15% weight (iii) final presentation (to be evaluated by two faculty members, one of whom will be the faculty guide) - 15% weight, and (iv) viva-voce examination (to be evaluated by the faculty guide and an external person) - 50% weight. While the first three factors put together shall carry 50% of the weight (CIA), the fourth factor shall carry 50% of the weight.

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SYLLABUS AND COURSE OUTLINE**SEMESTER IV - COURSES**

L = Lecture; T = Tutorial
 * will be non-credit courses

Code	Title	Credit	L	T	Total
	Core Course				
MB16IST	Information Security	1	1		1
MB16LAB	Legal Aspects of Business	2	2		2
MB16IBM	International Business and Management	3	3		3
	Elective Course				
	Choice of Electives - 4	12			12
	Practice Courses				
MB16TP2/M B16OC2	Term Paper - 2/ Online Course - 2	2	2		2
MB16SSP *	Social Service Programme				
	Sub - Total	20	20		20

Course Title: **INFORMATION SECURITY**
Course Code: MB16IST
Semester /Credit: IV / 1

Course Objective

The course introduces the information security threats which are becoming a major challenge to the business management in current scenario. At the end of this course the students will be able to sensitize about the various information security threats, recognize the ethical issues and privacy issues involved in information security. The students will be able to choose appropriate security management tools to handle information security threats.

Course Coverage

Part 1 (5 hours)

Introduction

Information security - Introduction, Need for Security - Business Needs, Threats, Attacks

Part 2 (3 hours)

Issues

Professional, Legal, Ethical issues in Information Security

Part 3 (4 hours)

Planning for Security

Security Technology - Wireless, VPNs, and Firewalls, IDS and Other Security Tools

Part 4 (3 hours)

Security Management Tools

Physical, Environmental, Network, Security Considerations in Mobile and Wireless communications

Text Book

Whitman, Michael E., and Herbert J. Mattord (2015). *Principles of Information Security*, 5/e; New Delhi: Cengage Learning

Reference Books

1. Godbole, Nina (2011). *Information System Security - Security Management, Metrics, Frameworks and Best Practices*; New Delhi: Wiley India
2. Rhodes-Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw-Hill

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Course Title: **LEGAL ASPECTS OF BUSINESS**
Course Code: MB16LAB
Semester/ Credits: IV/ 2

Course Objective

The objective of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India. On completion of the course, the students will be able recognize the Indian legal environment and identify the challenges regarding IPR in the present digital era.

Course Coverage

Part 1 (15 hours)

Commercial Law

The legal framework of business activity in India - Contract Law - Indian Contract Act, Formation of Agreement, Essentials of Valid Contract, Offer and Acceptance, Alteration and Termination of Contracts, Quasi Contracts, Unilateral and Bilateral Contracts - Agency - Relationship between Principal and Agent, Rights and Duties

Sale of Goods Act- Sales contract, Transfer of Ownership, Sale and Quality of goods, Performance and Rights of Buyer and Seller

Law and Banking - Negotiable Instruments

Part 2 (10 hours)

Company Law

Incorporation of companies, Meeting and Altering the Constitution - Powers and Duties of Directors - Prospectus - Raising of Share Capital - Securities Regulation - Corporate Governance

Part 3 (12 hours)

Consumer Protection and Intellectual Property Rights

Consumer Protection- Formation of the Consumer Protection Act - Consumer rights - Unfair Trade practices - Consumer Dispute Redressal Agency - Competition Act
Intellectual Property Rights - TRIPs - Patents- Copyright Protection - Trademark Protection

Part 4 (8 hours)

Other Major Legislations

Right to Information Act, Foreign Exchange Management Act, Information Technology Act, Environment Protection Act

Text Book

Pathak, Akhileshwar (2013). *Legal Aspects of Business*, 5/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Kumar, Ravinder (2013). *Legal Aspects of Business*, 3/e; New Delhi: Cengage Learning
2. Saravanavel, P. and S. Sumathi (2011). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing

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Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
Course Code: MB16IBM
Semester / Credits: IV / 3

Course Objective

The course would enable the students to understand the business compulsions and complexities of multi-cultural, multi-location, multi-national organizations. Students would gain an understanding of the theories in international business. They would gain a broad knowledge and understanding of the structure, systems and functioning of different regional economic groups and the world trade organization. They would be able to draw a framework for evolving suitable international business strategies.

Course Coverage

Part 1 (8 hours)

Globalisation - country differences; national differences in political economy; political economy and economic development; differences in culture; ethics

Part 2 (12 hours)

Global Trade, Investment, and Economic Integration - international trade theories; political economy; foreign investment; trade barriers; regional and global economic integration

Part 3 (4 hours)

Global Monetary System - foreign exchange market; international monetary system; global capital

Part 4 (12 hours)

Strategies and Structure of International Business - strategy of international business; organisation of international business; entry strategies; choice of entry strategies; exports and imports

Part 5 (9 hours)

Management of International Business - control in international business; international operations management; international financial management; international marketing management; international HR management

Text Book

Hill, Charles W.L. and Arun K Jain (2014). *International Business: Competing in the Global Marketplace*, 10/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Hill, Charles W.L. (2014). *Global Business Today*, 8/e; New Delhi: Tata McGraw-Hill
2. Daniels, John D and Radebaugh, Lee H *et.al.* (2014). *International Business: Environments and Operations*, 12/e; New Delhi: Pearson Education Asia

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Course Title: **TERM PAPER**
Course Code: MB16TP2
Semester/ Credits: II / 2

Guidelines for Term Paper

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 2 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be able to identify key areas or topic to analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

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Course Title:	ONLINE COURSE
Course Code:	MB16OC2
Semester/ Credits	IV/ 2

Overview

The objective of online course is to provide students a technology enabled learning and creating exposure to a different learning environment. Students should choose atleast a 6 weeks course to obtain credits through online course which will be considered as an equivalent work of 2 credits. The faculty guide will facilitate the students to choose an appropriate course and students should receive a course completion certificate from the institution offering the programme. An indicative list of courses offered by premier institutes in India and abroad in various platforms like EdX, Coursera, FutureLearn, iversity, NovoEd etc., will be provided to the students to choose online course according to their interest.

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SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN FINANCE**

No.	Code	Title	Credits
1	MB16CRF	Corporate Finance	3
2	MB16CMT	Cost Management	3
3	MB16FNM	Financial Markets	3
4	MB16FNS	Financial Services	3
5	MB16IFM	International Financial Management	3
6	MB16MNB	Management of Banking	3
7	MB16MCF	Micro Finance	3
8	MB16PAF	Project Appraisal and Financing	3
9	MB16RMI	Risk Management and Insurance	3
10	MB16SAP	Security Analysis and Portfolio Management	3
11	MB16WCM	Working Capital Management	3

Course Title: **CORPORATE FINANCE**
Course Code: MB16CRF
Semester/ Credits: ELECTIVE / 3

Course Objective

This course provides a platform for students to gain knowledge on various corporate financial concepts, tools and techniques and its applications to increase the value of the firm. On completion of this course students will be able to measure hurdle rates for projects, decide optimum financial mix, analyse the impact of dividend decisions to enhance the value of the firm.

Course Coverage

Part 1 (7 hours)

Introduction to corporate finance

Corporate finance and the firm - Stock holder's Wealth Maximisation - Value and Price - The Basics of Risk

Part 2 (12 hours)

Investment Analysis

Estimating Hurdle rates for firms and projects - Estimating earnings and Cash flows on project - Inflation and Exchange Rate Risk - Investment in noncash working capital; cash and marketable securities.

Part 3 (12 hours)

Financial Decision

Financial Choices - Financial process - Financial Mix: trade off and theory - Optimal Financial Mix - Financial Mix and choices

Part 4 (6 hours)

Dividend Decision

Dividend Policy - Analysing cash returned to stock holders - Buybacks, Spinoffs and Divestitures

Part 5 (8 hours)

Valuation

Principles and practice - Value Enhancement: Tools and Techniques - Acquisitions and takeovers

Text Book

Damodaran, Aswath (2014). *Corporate Finance: Theory and Practice*, 4/e; New Delhi: Wiley India

Reference Books

1. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2014). *Principles of Corporate Finance*, 11/e; New Delhi: Tata McGraw-Hill
2. Viswanath, S.R. (2009). *Corporate Finance: Theory and practice*, 2/e; New Delhi: Sage Publications

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Course Title: **COST MANAGEMENT**
 Course Code: MB16CMT
 Semester / Credits: ELECTIVE / 3

Course Objective

This course intends to provide knowledge on basic concepts of cost management, various methods of costing and role of cost centre. On completion of this course the students will be able to prepare cost sheet, appreciate various costing methods and apply costing tools to manage cost effectively.

Course Coverage**Part 1** (7 hours)*Introduction to Cost Management*

Basic Cost Management Concepts - Factors affecting Cost Management - Cost Assignment - Product and Service Costs

Part 2 (7 hours)*Cost Behaviour and Activity-Based Costing*

Basics of Cost Behaviour - Resources, Activities and Cost Behaviour - Methods of determining Cost Behaviour - Activity-Based Costing - Unit-Level Product Costing

Part 3 (7 hours)*Product and Service Costing*

Job-Order Costing System - Process Costing - Operation Costing - Cost Allocation - Allocating costs of Support Departments and Joint Products

Part 4 (10 hours)*Standard Costing and Variance Analysis*

Developing Standards - Standard Cost Sheets - Variance Analysis and Accounting - Numerical Exercises on Material and Labour Variance

Part 5 (6 hours)*Decentralisation and Profitability Analysis*

Decentralization - Responsibility Accounting - Cost Centres - Performance Evaluation and Transfer Pricing - Pricing and Profitability Analysis

Part 6 (8 hours)

Strategic Cost and Activity-Based Management

Basic Concepts - Value-Chain Analysis - Life-Cycle Cost Management - JIT - Activity-Based Management - Process Value Analysis - Balanced Scorecard - Tactical Decision Making

Text Book

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2014). *Corner Stones of Cost Management*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Leslie G. Eldenburg and Susan K. Wolcott (2011). *Cost Management: Measuring, Monitoring and Motivating Performance*, 2/e: Wiley
2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2015). *Cost Management: A Strategic Emphasis*, 7/e; New Delhi: Tata McGraw-Hill

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Course Title: **FINANCIAL MARKETS**
Course Code: MB16FNM
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course will introduce to the students about the role of money market, capital market and regulators in a financial system. On completion of this course, the students will be able to recognise various instruments traded in money market and capital markets and apply stock trading techniques.

Course Coverage

Part 1 (4 hours)

Introduction to Financial Market

Financial Market - Role, Functions and Constituents

Part 2 (6 hours)

Money Market

Call money market, Commercial paper market, Commercial bill market, Certificate of deposit market, Treasury bill market, Government or Gilt - edged securities market

Part 3 (10 hours)

Capital Market

Indian Capital Market - Evolution and Growth, Capital Market Instruments - Preference shares, Equity shares, Company fixed deposits, Warrants, Debentures and Bonds, Global debt instruments; Capital market reforms

Part 4 (8 hours)

New Issue Market

Public Issue of Securities, New Issue Market (NIM) - A conceptual framework and Evaluation; Prospectus

Part 5 (13 hours)

Secondary Market

Stock Exchange - Functions, Trading and Regulatory framework; Indian stock exchanges; Insider Trading, Speculation, Investor Protection, Listing and delisting

Part 6 (4 hours)

Regulation

Role and Functions of RBI; Securities Contract (Regulation) Act; Powers and Functions of SEBI

Text Book

Gurusamy, S. (2010). *Financial Markets and Institutions*, 3/e; New Delhi: McGraw Hill Education

Reference Books

1. Fabbozzi, J. Frank, Modigliani, P. Franco, Jones J. Frank (2015). *Foundations of Financial Markets and Institutions*, 4/e; New Delhi: Pearson India
2. Bhole, L.M. (2009). *Financial Institutions and Markets*, 5/e; New Delhi: McGraw Hill Education

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Course Title:	FINANCIAL SERVICES
Course Code:	MB16FNS
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course intends to enhance the knowledge of the students on asset based financial services and advisory services offered by non banking finance companies. On completion of the course, the students will be able to recognise the operational, legal, procedural and regulatory issues of various financial services.

Course Coverage

Part 1 (5 hours)

Introduction to Financial Services

Financial Services - Concept and Functions, Growth of Financial Services in India; Non-banking Financial Companies

Part 2 (8 hours)

Leasing & Hire Purchase

Leasing - Concept and Classification, Significance, Contract Act, Reporting framework and taxation in leasing; Hire Purchase - Conceptual & legal framework, Taxation aspects, Accounting and reporting

Part 3 (8 hours)

Factoring and Bills Discounting

Factoring - Concept and Mechanism, Functions of a Factor, Forms of factoring, Legal aspects of factoring; Forfaiting Vs. Factoring; Bills discounting - Bill of exchange, Discounting bill of exchange, Types of bills, Bill market scheme

Part 4 (12 hours)

Venture Capital Financing and Mutual Funds

Venture Capital Financing - Features, Selection of investment, structuring the deal, Investment nurturing, Structural aspects, Indian venture capital scenario; Mutual funds - Operations of mutual funds, Regulatory mechanism, Mutual fund schemes

Part 5 (12 hours)

Advisory Financial Services

Corporate Restructuring - Conceptual and Financial Framework, Tax and legal aspects; Stock broking; Custodial Services; Depository system; Credit Rating - Agencies, Process, Symbols

Text Book

Khan, M.Y. (2015). *Financial Services*, 8/e; New Delhi: McGraw Hill Education

Reference Books

1. Shanmugam, R. (2014). *Financial Services*, New Delhi: Wiley India
2. Siddaiah, Thummuluri (2011). *Financial Services*, New Delhi: Pearson

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Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
Course Code: MB16IFM
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course intends to provide an overview of the international finance including forex market, risks and various avenues. On completion of this course, the students will be able to recognise the various instruments traded in forex market, evaluate and manage foreign exchange risk exposure and analyse international investment avenues.

Course Coverage

Part 1 (5 hours)

Financial Management in a Global Context

Recent Changes in Global Financial Markets - The Emerging Challenges- The Nature and Measurement of Exposure and Risk - Exchange Rates, Interest Rates, Inflation Rates and Exposure

Part 2 (10 hours)

Foreign Exchange Market

Structure of the Foreign Exchange Market - Types of Transactions and Settlements - Exchange Rate Quotations and Arbitrage - Exchange Rate Determination and Forecasting - Exchange Rate Regimes- International Monetary System

Part 3 (12 hours)

Managing Foreign Exchange Risk with Derivatives

The Concept of Hedging and Speculation - Currency Forwards - Currency Futures - Currency Options - Currency Swaps

Part 4 (10 hours)

Corporate Exposure Management

The Risk Management Process - Exposure Management - Transactions Exposure - Operations Exposure - Interest Rate Exposure - Financial Swaps and Credit Derivatives

Part 5 (8 hours)

International Financing and Investment

Global Financial market - Domestic and Offshore Market - Euro Markets - Equity Financing - ADRs, GDRs, Euro Notes - Short-term Borrowing - Long Term Borrowing - Bond Financing, Loan Financing - International Equity Investment - International Joint Ventures - Implications of International Activities - Accounting and Tax Implications

Text Book

Apte, P.G. (2015). *International Financial Management*, 7/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Shapiro C. Alan (2015). *Multinational Financial Management*, 9/e; New Delhi: Wiley India
2. Sharan Vyuptakesh (2012). *International Financial Management*, 6/e; New Delhi: PHI Learning

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Course Title: **MANAGEMENT OF BANKING**
 Course Code: MB16MNB
 Semester/ Credits: ELECTIVE/3

Course Objective

This course provides an overview of management of banking in terms of sources and uses of funds, credit risk management and e-banking. At the end of this course, the students will be able to assess the credit risk, analyse the assets and liability of banks and recognise the role of technology in banking.

Course Coverage**Part 1** (8 hours)***Managing Banking and Financial Service***

Financial System - Current Issues and Future challenges - Monetary policy - Implications for Bank Management - Financial Statements of Banks operating in India - Analysing Banks Financial Statement

Part 2 (8 hours)***Sources and Uses of Bank Funds***

Sources of Bank Funds - Bank Liabilities - Deposits - Non-Deposit Sources - Uses of Bank Funds - Lending Function - Credit Process - Fund Based and non-fund based lending - Loan pricing and customer Profitability Analysis

Part 3 (9 hours)***Credit Delivery, Monitoring and Managing Credit Risk***

Credit Delivery and Legal aspects of Lending -Credit Monitoring, Sickness and Rehabilitation - Managing Credit Risk - An Overview - Measuring Credit Risk - Credit Risk models

Part 4 (10 hours)

Banks and Risk Management

Uses of Bank Funds - Investments - Measuring Market Risk with VaR - Banks investment portfolio in India -Capital Adequacy Risk - Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management and Liquidity Risk Management

Part 5 (10 hours)

Retail Banking and Electronic Banking

Banking Functions - Retail Banking and Laws in Everyday Banking -International Banking - Foreign Exchange and Trade Finance - Nature and Scope - High-Tech Banking - E-Payment systems and Electronic Banking

Text Book

Suresh, Padmalatha and Justin Paul (2014). *Management of Banking and Financial Services*, 3/e; New Delhi: Pearson Education

Reference Books

1. Peter S. Rose, Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: Tata McGraw-Hill
2. Joshi and Joshi (2009). *Managing Indian Banks: The Challenges Ahead*, 3/e; New Delhi: Sage Publications

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Course Title: **MICRO FINANCE**
Course Code: **MB16MCF**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course introduces microfinance as a tool for social and rural development. On completion of this course the students will be able to, recognise various credit lending models, identify role of microfinance institutions and assess the risk associated with microfinance.

Course Coverage

Part 1 (8 hours)

Introduction to Microfinance

Fundamentals of Microfinance - Evolution of Microfinance - Supply, Intermediation and Regulations of Microfinance

Part 2 (12 hours)

Credit Models and Risk

Microfinance Credit Lending Models - SHG model and JLG Model - Cases on development of SHG through Microfinance - Risk in Microfinance Institutions - Strategies for Risk Minimisation

Part 3 (13 hours)

Functions of Microfinance Institutions

Social Rating, Credit Rating and Impact Assessment in Microfinance - Marketing of Microfinance Products

Part 4 (12 hours)

Microfinance and Disaster - Microfinance and Development - Cases on Women SHGs, Linkage Building and Successful Micro Entrepreneurs

Text Book

Panda, Debadutta K. (2015). *Understanding Microfinance*, New Delhi: Wiley India

Reference Books

1. Bhaskaran, R. (2009). *Microfinance - Perspectives and Operations*, 1/e; Macmillan India
2. Karmakar, K.G. (2009). *Microfinance in India*, 1/e; New Delhi: Sage Publications

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Course Title:	PROJECT APPRAISAL AND FINANCING
Course Code:	MB16PAF
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course provides the students with an overview of the process involved in financing large capital intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyse the feasibility and risks involved in large projects, and evaluate the project's profitability.

Course Coverage

Part 1 (5 hours)

Introduction to Project Finance

Project Financing - Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing

Part 2 (6 hours)

Large Projects

What is special about “Large Projects”?, Sources of funds for large projects, Project Bonds’ Default risk, Lead Arrangers, Managing Underwriters and Advisors

Part 3 (12 hours)

Analysing & Structuring the Project

Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

Part 4 (10 hours)

Project Financing Plan

Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

Part 5 (12 hours)

Evaluation of Project

Using Real - Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

Text Book

Finerty, D. John (2015). *Project Financing, Asset - Based Financial Engineering*, 3/e; New Delhi: Wiley India

Reference Books

1. Gatti, Stefano (2012). *Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects*, 2/e; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2002). *Principles of Project Finance*, 1/e; USA: Academic Press, Elsevier

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Course Title:	RISK MANAGEMENT AND INSURANCE
Course Code:	MB16RMI
Semester/ Credits:	ELECTIVE/3

Course Objective

This course provides an overview of various risks associated with individual, organization and property. The course introduces to the students insurance as a tool for risk management. On completion of this course, the students will be able to identify and classify various risks, analyse the provisions relating to Insurance contract and identify appropriate insurance based to the need.

Course Coverage

Part 1 (4 Hours)

Introduction to Risk Management

Understanding Risk - Risk Management - Enterprise Risk Management

Part 2 (4 Hours)

Fundamentals of Insurance

Introduction to Insurance - Principles of Insurance - Insurance contract and provisions

Part 3 (3 Hours)

Insurance in India & Legal Framework

Insurance Sector in India - Historical framework - Insurance sector reforms - Players in Insurance Sector - Primary Insurance Laws - IRDA and its functions

Part 4 (10 Hours)

Function of Insurers

Underwriting - Insurance Pricing - Marketing of Insurance Products - Claim Management - Insurance Intermediaries - Risk Management - Reinsurance

Part 5 (10 Hours)

Life Insurance

Fundamentals of Life Insurance - Life Insurance Contracts and Policy Provisions - Types - Claim Management of Life Insurance - Group Insurance

Part 6 (14 Hours)

General Insurance

Introduction to General Insurance - Practice of Non-Life Insurance - Fire Insurance - Marine Insurance - Automobile Insurance - Social Insurance - Liability Insurance - Miscellaneous Insurance

Text Book

Gupta, P. K. (2012). *Insurance and Risk Management*, 2/e; Mumbai: Himalaya Publishing

Reference Books

1. Rejda, E. George, (2011). *Principles of Risk Management and Insurance*, 10/e; Pearson Education
2. Gulati, Neelam C. (2013). *Principles of Risk Management and Insurance*; New Delhi : Excel Books

Course Title: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
Course Code: MB16SAP
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course introduces to the students, the fundamental and technical analysis as a technique for optimal security investment. On completion of this course the students will be able to analyse the risk - return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

Course Coverage

Part 1 (6 hours)

Introduction to Securities

Investment Vs. Speculation, Investment Process, Investment Categories, Markets for securities and their functions, Institutional Investors and changing markets

Part 2 (6 hours)

Risk and Return

Security returns, Systematic and Unsystematic risk, Risk in Contemporary mode, Using Beta to estimate return

Part 3 (12 hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision; Industry Analysis - Industry classification and Industry life cycle; Company Analysis - Internal and External Information, Forecasting via the Earnings Model

Part 4 (6 hours)

Technical Analysis

Technical Analysis - Dow Theory, Market Indicators, Forecasting individual stock performance - Price analysis and Price Volume analysis

Part 5 (10 hours)

Efficient Market Theory & Portfolio Analysis

Fundamental and Technical analysis, Random walk, Efficient market hypothesis, Empirical tests; Portfolio analysis - Markowitz risk - return optimization; Portfolio selection - risk and investor preferences, selecting best portfolio

Part 6 (5 hours)

Capital Market Theory

Capital Asset Pricing Model (CAPM) & Arbitrage Pricing Theory (APT)

Text Book

Fischer, E. Donald and Ronald, J. Jordan (2011). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

Reference Books

1. Chandra, Prasanna (2012). *Investment Analysis and Portfolio Management*, 4/e: New Delhi: McGraw Hill Education
2. Ranganathan, M and Madhmathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

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Course Title: **WORKING CAPITAL MANAGEMENT**
 Course Code: **MB16WCM**
 Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course provides an overview working capital management in terms of cash, receivables and inventory management. On completion of this course, the students would be able to assess the working capital requirement; design credit, inventory and cash policy; and recognizes various sources of funds.

Course Coverage**Part 1** (10 hours)***Overview of Working Capital Management***

Concept and Importance of Working Capital Management - Working Capital Policies - Operating and Cash Conversion Cycle - Levels of Working Capital Investment - Financing of Current Assets - Determinants of Working Capital - Risk and Return Trade off - Estimating Working Capital Needs

Part 2 (9 hours)***Receivables and Payables Management***

Determining the Appropriate Receivables Policy - Analysis of Credit Standards and Credit Terms - Credit Granting Decisions - Sources of Credit Information, Credit Analysis and Decision, Credit Investigation, Credit Limits and Collection Efforts - Monitoring Accounts Receivables - Payables Management

Part 3 (8 hours)***Inventory Management***

Nature and Types of Inventories - Motives for holding Inventories - Cost of Holding Inventories - Inventory Control Models - Inventory Control Systems - Inventory Management and Valuation

Part 4 (10 hours)

Cash Management

Importance of Cash Management - Motives for holding Cash and Marketable Securities- Cash Management System - Collection System, Concentration System and Disbursement System - Forecasting Cash Flows - Cash Management Optimization Models

Part 5 (8 hours)

Working Capital Finance and Banking Policy

Instruments of Short Term Financing - Commercial Paper, Public Deposits, Letter of Credit - Bank Credit Arrangements - Factoring - Committees on Working Capital Finance Regulation

Text Book

Bhalla V. K. (2014). *Working Capital Management*, 1/e; New Delhi: S. Chand Publishing

Reference Books

1. Sekhar Satya G.V. (2015). *Working Capital Management*, 1/e; New Delhi: Wiley
2. Bhattacharya Hrishikes (2009). *Working Capital Management: Strategies and Techniques*, 2/e; New Delhi: PHI Learning

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SYLLABUS & COURSE OUTLINE**LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT**

No.	Code	Title	Credits
1	MB16CMP	Compensation Management	3
2	MB16ERM	Employee Relations Management	3
3	MB16HRA	HRD Audit	3
4	MB16HRD	Human Resources Development	3
5	MB16IHR	International Human Resource Management	3
6	MB16LLN	Labour Legislation	3
7	MB16LAD	Learning and Development	3
8	MB16ORP	Organizational Psychology	3
9	MB16PMT	Performance Management	3
10	MB16SHR	Strategic Human Resource Management	3
11	MB16SFG	Strategic Staffing	3

Course Title: **COMPENSATION MANAGEMENT**
Course Code: MB16CMP
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would enable the students to understand new developments as well as established approaches to compensation decisions. At the end of this course, students would demonstrate knowledge in various components of total compensation and its relevance for achieving sustainable competitive advantage.

Course Coverage

Part 1 (6 hours)

Introduction to Compensation

Definition - Forms of Pay - A Pay Model - Similarities and Differences in Strategies - Strategic Choices - Developing a Total Compensation Strategy - Source of Competitive Advantage.

Part 2 (11 hours)

Internal Alignment

Defining Internal Alignment - Job Analysis - Evaluating Work: Job Evaluation - Person Based Structures

Part 3 (11 hours)

External Competitiveness

Defining External Competitiveness - Designing Pay Levels, Mix, and Pay Structures

Part 4 (11 hours)

Employee Contribution and Benefits

Pay for Performance Design - Pay for Performance Plans - The Benefit Determination Process

Part 5 (6 hours)

Managing the System

Managing Labour Costs - Control Salary Level - Embedded Controls - Pay as Change Agent - Structuring the Compensation Function

Text Books

Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: Tata McGraw Hill

Reference Books

1. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World*, 10/e; New Delhi: Pearson Education.
2. Dipak Kumar Bhattacharya, (2009). *Compensation Management*; New Delhi: Oxford University Press.

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Course Title: **EMPLOYEE RELATIONS MANAGEMENT**
 Course Code : MB16ERM
 Semester/ Credits: ELECTIVE / 3

Course Objectives

This course would enable the students to understand Employee Relations against the backdrop of globalisation and liberalisation. At the end of this course, students will be able to describe the transition of industrial relations to employee relations, and the shift from conflict resolution to collaborative partnerships between the employer and employees.

Course Coverage**Part 1 (6 hours)***Introduction to Industrial Relations*

Industrial Relations: Evolution and Growth - Industrial Relations in India - Changing Characteristics of Industry and Workforce in India

Part 2 (6 hours)*Trade Unionism*

Trade Unionism and Trade Unions - Trade Unions in India - The Trade Unions Act, 1926.

Part 3 (18 hours)*Paradigm Shift*

From Industrial Relations to Employee Relations - Employee Relations in a strategic Framework - Employee Relations at the Workplace - Culture and Employee Relations - The Future of Employee Relations.

Part 4 (15 hours)*Industrial Relations*

Institutional Framework for the Prevention and Settlement of Industrial Disputes - Industrial Conflict: Settlement Machinery - Institutional Framework and Preventive Measures - Negotiation Essentials for Employee Relations

Text Book

Singh, P.N. and Neeraj, Kumar (2011). *Employee Relations Management*, 1/e; New Delhi: Pearson

Reference Books

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 8/e; New Delhi: Pearson Education.
2. Vineet Nayar (2010). *Employees First, Customers Second: Turning Conventional Management Upside Down*. Harvard Business School Publishing.

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Course Title: **HRD AUDIT**
Course Code: **MB16HRA**
Semester/ Credits: **ELECTIVE/3**

Course Objective

This course would enable the students to gain knowledge about a systematic methodology for evaluating HRD. At the end of this course, students are expected to demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.

Course Coverage

Part 1 (13 hours)

Introduction

Good HR Practices - Elements of Good HRD - HRD Audit: Basic concepts and components

Part 2 (16 hours)

HRD and HR Audit

HRD Strategies - HRD Styles and culture - HRD Structures - HRD Systems - HRD Competencies

Part 3 (16 hours)

HRD Audit Methodology and Issues

Interviews - Observation - Questionnaires - HRD Scorecard - Writing the HRD Audit report - Designing and Using HRD Audit for Business Improvement

Text Book

Rao, T.V. (2010). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books

Reference Books

1. Rao, T.V. 2008. *HRD Scorecard 2500*, 1/e; New Delhi: Response Books
2. Udai Pareek and Rao T V (2003). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

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Course Title: **HUMAN RESOURCES DEVELOPMENT**
 Course Code: MB16HRD
 Semester/ Credits: ELECTIVE/ 3

Course Objective

This course will enable students to understand the processes of developing Human Resources in an organisation. At the end of this course, students will be able to demonstrate knowledge in the methods of analysing role, appraising potential and performance, developing learning organisations, developing pride and joy among employees, and evaluating HRD.

Course Coverage

Part 1 (7 hours)

Introduction to HRD & Role analysis

Human Resource Development - Meaning - Significance - Subsystems - Analysing the Role for Development - Competency Mapping

Part 2 (12 hours)

Matching the Role and the Person

Potential Appraisal - Designing and Managing Assessment Centres - Career Planning

Part 3 (12 hours)

Developing the Person in the Role

Performance appraisal - Performance Review and Coaching - Training and Learning Organisations

Part 4 (6 hours)

Developing the Role for the Person

Job design/job redesign - Job Enrichment - Quality of Working Life - Role Efficacy

Part 5 (8 hours)

Developing self-renewing capability & HRD Audit

Organisation Development - Research in HRS - HRD Audit

Text Book

Udai Pareek and Rao T V (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

Reference Books

1. Rao, T.V. (2008). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books
2. Kandula, R Srinivas (2006). *Strategic Human Resource Development*, 1/e; New Delhi: PHI Learning.

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Course Title: **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
 Course Code: **MB16IHR**
 Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to explain the importance and relevance of international HRM practices that helps international companies to gain competitive advantage.

Course Coverage**Part 1** (6 hours)*Introduction to IHRM*

Definition - Differences - Variables Moderating differences - Path to Global Status - Control Mechanism

Part 2 (6 hours)*Cross-border Alliances and SMEs*

Cross-border Alliances - Cross-border mergers and acquisitions - International Equity Joint Ventures - International SMEs

Part 3 (10 hours)*Staffing International Assignments*

Approaches to staffing - Transferring staff for international business activities - Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria - Dual Career Couples

Part 4 (12 hours)*International Training and Development*

Expatriate training - Pre-departure training programmes - Developing staff through international assignments - Performance management - International Compensation

Part 5 (6 hours)

Re-entry and Career Issues

Repatriation Process - Designing Repatriation Programs - Standardization and Localization of HRM Practices - Managing human resources in offshoring countries

Part 6 (5 hours)

International Industrial Relations

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). *International Human Resource Management*, 6/e; New Delhi: Cengage Learning

Reference Books

1. Aswathappa, K. and Sadhana Dash (2013). *International Human Resource Management*, 2/e; New Delhi: McGraw-Hill
2. Edwards, Tony and Chris Rees (2013). *International Human Resource Management*, 1/e; New Delhi: Pearson

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Course Title: **LABOUR LEGISLATION**
Course Code: MB16LLN
Semester/ Credits: ELECTIVE/ 3

Course objective

This course will enable students to understand the various labour laws which govern employment relationships. At the end of this course, students are expected to demonstrate knowledge in labour laws which protect minimum labour standards and improve working conditions, provide social security benefits, and promote the general welfare of the workers.

Course Coverage

Part 1 (10 hours)

Laws related to Working hours, Conditions of services and Employment

Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970

Part 2 (8 hours)

Laws related to Wages

Minimum Wages Act, 1948 - Payment of Bonus Act, 1965

Part 3 (12 hours)

Laws related to Industrial Relations

Trade Unions Act, 1926 - Industrial Disputes Act, 1947

Part 4 (15 hours)

Laws related to Social Security

Workmen's Compensation Act, 1923 - Employees State Insurance Act, 1948 -
Employees' Provident Funds and Miscellaneous Provisions Act, 1952

Text Book

Sinha P R N, Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 7/e; New Delhi: Pearson

Reference Books

1. Pillai R S N, & Bagavathi (2011). *Legal Aspects of Business*, 1/e; New Delhi: S Chand & Company Ltd.
2. Mathur, Satish B (2010). *Business Law*, 1/e; New Delhi: Tata Mc Graw Hill

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Course Title:	LEARNING AND DEVELOPMENT
Course Code:	MB16LAD
Semester/ Credits:	ELECTIVE / 3

Course Objective

The course would enable students to gain an understanding of the latest trends and developments in training. Students will be able to understand the learning process. After completion of the course, students would be able to design training programmes, choose appropriate training methods, and evaluate the effectiveness of learning and development programmes

Course Coverage

Part 1 (5 Hours)

Training: Overview and Trends

Significance of Training and Development - Career Opportunities in Training -
Strategic Planning - OD - Linkage between Business strategy and Training

Part 2 (10 Hours)

Learning, Motivation, and Performance

Understanding Motivation and Performance - Understanding Learning - Social Learning Theory - Experiential Learning - Aligning Training Design with Learning Process

Part 3 (10 Hours)

Training Needs Analysis and Design

Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer

Part 4 (10 Hours)

Training Methods

Traditional Training Methods - Lectures and demonstrations - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training - Computer based training methods

Part 5 (10 Hours)

Implementation and Evaluation of Training

Development and Implementation of Training - Transfer of Training - Areas of Organizational Training - Orientation - Diversity training - Safety training - Cross-functional training - Employee Development - Team Training - Cross functional Training

Text Book

Blanchard, P. Nick, Thacker, James, V. and Ram, V. Anand (2015). *Effective Training*, 4/e; New Delhi: Pearson Education

Reference Books

1. Noe, A. Raymond and Kodwani, D. Amitabh (2012). *Employee Training and Development*, 5/e; New Delhi: Tata McGraw-Hill
2. Janakiram, B. (2007). *Training and Development*; New Delhi: Biztantra

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Course Title: **ORGANIZATIONAL PSYCHOLOGY**
Course Code: MB16ORP
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course will enable the students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge about productive and counterproductive behaviour in organisations, approaches to managing stress, intergroup behaviour, and measuring and changing organisational culture.

Course Coverage

Part 1 (7 hours)

Introduction to Organizational Psychology

Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

Part 2 (12 hours)

Productive and Counterproductive Behaviour

Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour - Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover - Accidents - Theft

Part 3 (10 hours)

Occupational Stress

Brief history - Approaches - Occupational stress models - Workplace stressors - Reducing the impact of workplace stressors

Part 4 (8 hours)

Intergroup Behaviour

Types of interactions - Predictors of interaction patterns - Intergroup conflict - Improving the quality of intergroup relations

Part 5 (8 hours)

Organizational Culture

Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture

Text Book

Jex, Steve M. (2006). *Organisational Psychology - A Scientist Practitioner Approach*, 1/e; New Delhi: Wiley India

Reference Books

1. McKenna, Eugene F. (2000). *Business Psychology and Organisational Behaviour*, 3/e; New Delhi: Vikas Publishing
2. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). *Social Psychology*, 11/e; New Delhi: Prentice Hall India

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Course Title: **PERFORMANCE MANAGEMENT**
Course Code: MB16PMT
Semester/Credits: ELECTIVE/ 3

Course Objective

The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management; and will be able to design the performance management systems.

Course Coverage

Part 1 (5 hours)

Introduction to Performance Management

Performance Management - Concepts, Philosophy, Overview, Objectives and Standards

Part 2 (10 hours)

Performance Planning and Appraisal

Performance Planning - Process, Contents, steps, Process of developing individual to group performance plans

Performance Appraisal and Review - Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling

Part 3 (8 hours)

Performance Management Systems

PMS - Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

Part 4 (8 hours)

Competency and Team based PMS

Competency based Performance Management System - Managerial skills and competencies, Developing competencies, Competency Identification and Assessment Process, Competency models

Team Performance Management - Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

Part 5 (8 hours)

Decisions based on Performance

Performance based Compensation - Concepts of compensation, Performance related compensation and benefits, skill based pay, competency based pay, Executive compensation - Performance based Career Planning, Career Development and Succession planning

Part 6 (6 hours)

Contemporary practices of PMT

Balanced Scorecard - HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

Text Book

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson

Reference Books

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: Macmillan
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage

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Course Title:	STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Code :	MB16SHR
Semester/ Credits:	ELECTIVE / 3

Course Objective

The course will enable students to understand HR function's strategic partner role in contributing to business strategy development. They will be able to understand how HR metrics and practices influence the strategy of an organisation. Students will also be able to demonstrate knowledge of developing of HR practices as strategic differentiators

Course Coverage

Part 1 (10 Hours)

The Context of Strategic Human Resource Management - An Investment perspective of Human Resource Management - Understanding and Measuring

Human Capital - Human Resource Metrics - Workforce Demographic Changes and Diversity

Part 2 (10 Hours)

Strategic Management - Corporate Strategies - The evolving/ strategic role of Human Resource Management

Part 3 (10 Hours)

Human Resource Planning - Design and Redesign of Work Systems - Impact of Technology

Part 4 (10 Hours)

Implementation of Strategic Human Resource Management - Staffing - Training and Development - Performance Management and Feedback - Compensation

Text Book

Mello, Jeffrey A. (2011). *Strategic Management of Human Resources*, 3/e; New Delhi: Cengage Learning India Pvt Ltd

Reference Books

1. Greer, Charles, R. (2012). *Strategic Human Resource Management*, 2/e; New Delhi: Pearson Education
2. Boselie, Paul (2011). *Strategic Human Resource Management*, 1/e; New Delhi: Tata McGraw Hill

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Course Title:	STRATEGIC STAFFING
Course Code:	MB16SFG
Semester/ Credits:	ELECTIVE/ 3

Course Objective

This course would enable the students to gain an in-depth understanding of process of strategic staffing. Students will be able to identify the competencies required for a given job title, identify appropriate recruitment sources, selection tools and techniques and design a customized staffing procedure.

Course Coverage

Part 1 (6 hours)

Strategic Staffing and Staffing Strategies

Staffing Strategy - Components - Firm's Business Strategy, Talent Philosophy, Staffing Strategy

Part 2 (8 hours)

Strategic Job Analysis and Competency Modeling

Changing Nature of Jobs - Job Analysis - Competency - Concept, Mapping, Modeling, Identification, Assessment - Job Rewards - Job Analysis for Teams

Part 3 (7 hours)

Forecasting and Planning

Workforce Planning Process - Forecasting Firm's Labor Demands and Labor Supply - Staffing planning

Part 4 (14 hours)

Recruitment and Selection

Identifying Recruits - Recruiting - Measurement - Assessing External and Internal Candidates

Part 5 (8 hours)

Choosing and Hiring Candidates and Managing Workforce Flow

Choosing Candidates - Job Offer Strategies - Employment Contract - Presenting a Job Offer - Negotiating - Closing the Deal - Orienting and Socializing New Employees - Global Mobility - Managing the Flow of the Workforce - Involuntary Employee Separations

Part 6 (2 hours)

Staffing System Evaluation and Technology

Staffing Outcomes - Evaluating Staffing Systems - Technology and Staffing Evaluation

Text Book

Jean, M. Phillips (2015). *Strategic Staffing*, 3/e; New Delhi: Pearson Education

Reference Books

1. Heneman III, G. Herbert and Timothy A. Judge (2012). *Staffing Organizations*, 6/e; New Delhi: McGraw-Hill
2. Roberts, D. Gatewood, Hubert S. Feild, and Murray Barrick (2011). *Human Resource Selection*, 7/e; New Delhi: Cengage Learning

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SYLLABUS AND COURSE OUTLINE**LIST OF ELECTIVES IN MARKETING MANAGEMENT**

No.	Code	Title	Credits
1	MB16AMK	Agricultural Marketing	3
2	MB16BMT	Brand Management	3
3	MB16CBR	Consumer Behaviour	3
4	MB16CRM	Customer Relationship Management	3
5	MB16EMK	E-Marketing	3
6	MB16IMC	Integrated Marketing Communication	3
7	MB16IMT	International Marketing	3
8	MB16RMT	Retail Management	3
9	MB16RUT	Rural Marketing	3
10	MB16SDM	Sales and Distribution Management	3
11	MB16SVM	Services Marketing	3

Course Title: **AGRICULTURAL MARKETING**
Course Code : MB16AMK
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would enable the students to know about facets of Marketing system, marketing structure for agricultural products. At the end of this course, the students will be able to comprehend the marketing decisions involved in agricultural products.

Course Coverage

Part 1 (9 Hours)

Agricultural Marketing and Development

Need, Scope and Role of Agricultural Marketing - Characteristics of Developed Markets and Ideal System of Agricultural Marketing - Mechanization/Modernization of Food Grain Markets.

Part 2 (8 Hours)

Marketing Functions

Meaning - Classification - Packaging - Transportation - Grading - Storage and Warehousing

Part 3 (9 Hours)

Market Information System

Meaning - Importance- Types - Collection and Dissemination - Criticism - Genesis of Market Intelligence System in India - IT Application in Agricultural Marketing.

Part 4(9 Hours)

Marketing Institutions and Channels

Marketing Institutions - Channels - Contract Farming - Food Retailing for Organized Sector - Supply Chain Management

Part 5(10 Hours)

Agricultural Products, Pricing and Promotion Marketing Costs, Margins and Price spread - Factors affecting Cost - Limitations - Trade Policy - Share of Agricultural Products in Total Imports/Exports - Suggestions for Promoting Agricultural Exports from India.

Text Book

Acharya S S and Agarwal N L (2014). *Agricultural Marketing in India*, 5/e; New Delhi: Oxford University Press

Reference Books

1. Venugopal, Pingali and Koundinya Ram (2014). *Agri in-put Marketing in India*; New Delhi: Sage
2. Kohls, Richard L., and Joseph N. Uhl (2014). *Marketing of Agricultural Products*, 10/e; New Delhi: Prentice Hall

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Course Title: **BRAND MANAGEMENT**
 Course Code : MB16BMT
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course would give insights on branding initially and then provides a big picture of managing a brand and building a brand equity. This course also provides a deep insight on developing and implementing brand equity measurement system. By the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.

Course Coverage

Part 1 (5 hours)

Brands and Brand Management

Brands versus Products - Branding Challenges and Opportunities - Strategic Brand Management Process

Part 2 (10 hours)

Brand Positioning and Values

Sources of Brand Equity - Building a Strong Brand - Creating Customer Value. Establishing Brand Positioning - Positioning Guidelines - Brand Mantras

Part 3 (11 hours)

Brand Marketing

Choosing Brand Elements - Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity - Integrating Marketing - Product - Price - Channel Strategies, Integrated Marketing Communication to Build Brand Equity - Developing IMC Programmes.

Part 4 (10 hours)

Measuring Brand Performance

Conducting Brand Audits - Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity - Qualitative Research Technique - Quantitative Research Technique.

Part 5 (9 hours)

Brand Strategies

Brand Architecture - Brand Hierarchy - Designing Branding Strategy - Using Cause Marketing to Build Brand Equity

Text Book

Keller Kevin Lane, Parameswaran M.G. and Jacob Isaac (2015). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

Reference Books

1. Panda, Tapan K (2008). *Building Brands in the Indian Market*; New Delhi: Excel Books
2. Harish Bijoor, (2001), *Marketing trends : Smart Insights into the world of Indian Business*, S. Chand

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Course Title:	CONSUMER BEHAVIOUR
Course Code:	MB16CBR
Semester / Credits:	ELECTIVE / 3

Course Objective

This course deals with the behavioral aspects of marketing management. This course enables the students to know about how the markets, consumers behave under different situations. This would also provide insights on how the cultural, social, personal and psychological factors influence the consumer behavior. At the end of the course, the students will be able to develop marketing strategies that are consumer based and create and enhance customer value

Course Coverage

Part 1 (9 hours)

Introduction to Consumer behaviour

Defining Consumer Behaviour - Scope and Application of Consumer Behavior - The Interdisciplinary Nature of Consumer behavior - Digital Revolution and consumer behaviour - A Model of Consumer Decision Making

Part 2 (12 hours)

Psychological Influences and Learning on Consumer Decision Making

Motivation - Personality - Perception - Attitudes - Learning

Part 3 (10 hours)

Sociological Influences on Consumer Decision Making

The Family and Social Class - Culture and Subculture - Cross-Cultural Behaviour - Reference Groups and Word-of-Mouth

Part 4 (8 hours)

Consumers' Decision-Making

Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Kotler's Model of Buyer Behaviour - Brand Equity and Consumer Decision-Making Process - Model of Industrial Buying

Part 5 (6 hours)

Diffusion and Adoption

Types of Innovations - The Diffusion of Innovations - The Adoption Process

Text Book

Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education

Reference Books

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). *Consumer Behaviour: Building Marketing Strategy*, 12/e; New Delhi: Tata McGraw-Hill
2. Majumdar, Ramanuj (2010). *Consumer Behaviour: Insights from Indian Market*; New Delhi: Phi Learning Private Limited

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Course Title:	CUSTOMER RELATIONSHIP MANAGEMENT
Course Code :	MB16CRM
Semester/ Credits:	ELECTIVE / 3

Course Objective

This course intends to give an insight on the process of acquiring, retaining and managing long term relationships with customers. It also enables the students to understand the utilization of technology in managing customer relationships. By the end of the course students will have understanding of the benefits of CRM and the competitive advantage it provides to organizations, appreciation for how technology can be leveraged to enhance a CRM initiatives and can have exposure to best CRM practices in different sectors.

Course Coverage

Part 1 (8 hours)

Fundamentals of CRM

Relationship- Theoretical Perspective - Types of Relationships, Stages of Relationship, Issues in Relationships, Evolution of Relationships as a marketing tool, Emergence of CRM Practice, CRM Cycle, Stakeholders in CRM, Attributes Of CRM, Strategic issues in Relationship Marketing, CRM Success Factors

Part 2 (10 hours)

Types of CRM

Operational CRM- Sales Force Automation, Customer Service, Campaign Management, Analytical CRM- Managing and sharing customer data - Customer information databases, Technological Solutions, Collaborative CRM - Customer Interactions Centre, Contact Centre, Portals in Building Relationship

Part 3 (10 hours)

IT dynamics in CRM

E-CRM - Features, Advantages, Technologies, Functional components of CRM solution, CRM Software Programs, Applications of e-CRM, IT Implementation in CRM - Date Base Management, Database Construction, Data Ware housing, Data Mining. Customer Care Management -EPOS, Multimedia contact centre, Leveraging Internet.

Part 4 (8 hours)

Applications of CRM in different sectors

Service Sector - Banking, Financial Sector, Insurance, Health Care, Hotel, Aviation Industry, Retail Industry, Telecom Industry, Higher Education, Agriculture

Part 5 (9 hours)

Emerging trends in CRM

Customer Retention - Customer Retention Management, Customer Recall Management, Customer Experience Management, Service Recovery Management - Service Failure, Reasons for failure, Service Recovery Stages, Importance of Employee Factor, Emerging Concepts - Cost Benefit Analysis, Customer Life Time Value, Enterprise Marketing Management, Social CRM.

Text Book

Rai, Alok Kumar (2013). *Customer Relationship Management, Concepts and Cases*, 2/e; New Delhi: Prentice Hall

Reference Books

1. Peelan Ed, (2013). *Customer Relationship Management*, 2/e; New Delhi: Pearson Education
2. Makkar Urvashi, Makkar Harinder (2012). *Customer Relationship Management*; New Delhi: Tata McGraw-Hill

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Course Title: **E-MARKETING**
 Course Code: MB16EMK
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course helps the students to understand the fundamental principles of e-marketing, the past, present and future potential of e-marketing. At the end of the course students will be able to identify the role of e-marketing in the present context and develop an e-marketing plan with appropriate e-marketing strategies.

Course Coverage**Part 1** (7 hours)*Introduction to e-Marketing*

Past, Present & Future - E-Marketing Landscape, E-marketing's Past - Web 1.0, E-Marketing Present - Web 2.0, Future -Web 3.0, Strategic e-Marketing, E-Business Models - Online Revenue Models, Value Models, Strategic e-Business Models.

Part 2 (9 hours)*E-Marketing Plan*

Overview, Process, Creating a E-Marketing Plan, Seven Steps -Situation Analysis, Strategic Planning, Objectives, E-Marketing Strategies - Product, Price, Distribution, Communication, Relationship Management; Implementation plan, Budget, Evaluation.

Part 3 (9 hours)*E-Marketing Environment*

Global e-Markets, Wireless Internet Access, Digital divide, Building inclusive e-markets, social networking, Ethical and Legal Issues - Overview, Digital Property, Emerging issues.

Part 4 (11 hours)*E-Marketing Management*

Product : Online offer - Creating customer value online, Product Benefits, E-Marketing enhanced product development; Price : Online Value - Buyer and seller

perspectives, Payment options, Pricing Strategies; Internet as distribution, E-Marketing Communication - Owned Media, Paid media, Earned Media.

Part 5 (9 hours)

Emerging trends in E-marketing

Content Marketing, Social Media Marketing, Email Marketing, Affiliate Marketing, Video Marketing, Mobile Marketing, Interactive advertising, International Online Marketing, Search Engine Marketing, Online Partnership, Viral Marketing, E-CRM, E-Business, E-Tailing.

Text Book

Strauss Judy, Frost Raymond (2013), *E-Marketing*, 7/e; New Delhi: Prentice Hall

Reference Books

1. Chaffey Dave and Smith PR (2013), *Emarketing Excellence: Planning and Optimizing your Digital Marketing*; 4/e; Routledge
2. Ryan Damian, (2014), *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, 3/e; Kogan Page Limited

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Course Title:	INTEGRATED MARKETING COMMUNICATION
Course Code:	MB16IMC
Semester/ Credits:	ELECTIVE / 3

Course Objective

This course will enable the students to understand promotion as an element of marketing and also to recognize the role of various communication tools such as advertising, sales promotion, public relations, publicity, social media marketing in the changing environment. At the end of the course students will be able to develop an overall IMC Plan for an organization and can evaluate the effectiveness of IMC.

Course Coverage

Part 1 (8 Hours)

Introduction to Integrated Marketing Communication

Introduction to IMC - The Evolution of IMC - Reasons for the Growing Importance of IMC - The Role of IMC in Marketing Process - The IMC Tools - The Communication Process - The IMC Planning Process

Part 2 (11 Hours)

The IMC Tool - Advertising

Advertising Strategy - Creative Execution in Advertising - Execution in Print, Radio, Television, and Online

Part 3 (10 Hours)

Other IMC Tools

Sales Promotion - Direct Marketing - Public Relations and Publicity - Personal Selling - Word of Mouth - Social Media Marketing

Part 4 (9 Hours)

Media Planning

Print Media - Broadcast Media - Outdoor Media - Developing the Media Plan

Part 5 (7 Hours)

Budgeting and Measuring IMC

Promotion Objectives and Budget Determination - Measuring IMC Performance

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2013). *Advertising and Sales Promotion*, 9/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion - An IMC Perspective*, 1/e; New Delhi: Tata McGraw-Hill
 2. Baack, E. Donald and Clow, E. Kenneth (2008). *Integrated Advertising, Promotion and Marketing Communications*, 3/e; New Delhi: Pearson Education
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Course Title:	INTERNATIONAL MARKETING
Course Code:	MB16IMT
Semester / Credits:	ELECTIVE / 3

Course Objective

This course enables the students to appraise the potential of international markets for a variety of goods and services. By the end of this course the students will be able to craft a marketing mix suitable to a variety of international markets. The students will be able to prepare an international marketing plan.

Course Coverage

Part 1 (10 hours)

Overview of International Marketing

The Scope and Challenge of International Marketing - Dynamic Environment of International Trade

Part 2 (12 hours)

The International Marketing Environment

The Foundations of Culture and Cultural Dynamics - The Political Environment - The International Legal Environment - The Economic Environment - The Technological Environment

Part 3 (13 hours)

Developing Strategies for International Markets

Identifying the International Market Opportunities - International Marketing Mix Decisions

Part 4 (10 hours)

Implementing Strategies

Negotiating with International Customers, Partners, and Regulators - New Directions and Challenges

Text Book

Cateora, R. Philip, Graham, L. John, and Graham, L. John (2015). International Marketing, 15/e; New Delhi: McGraw-Hill Education

Reference Books

1. Czinkota, R. Michael and Ronkainen, A. Ilkka (2013). *International Marketing*, 10/e; New Delhi: Cengage Learning
2. Gerald Albaum, Jesper Strandskov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson education

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Course Title:	RETAIL MANAGEMENT
Course Code:	MB16RMT
Semester/ Credits:	ELECTIVE / 3

Course Objective

This course will enable the students to explore the field of highly competitive retail environment, establish and maintain relationships in retail business. This course also intends to understand the basic principles of retail strategy and decisions made in managing a retail business. By the end of this course the students will be able to formulate strategies for creating customer experience.

Course Coverage

Part 1 (9 hours)

Overview of Retail Management

Introduction to Retailing - Characteristics, Importance, Developing Retail Strategy
- Building and Sustaining Relationships in Retailing - Strategic Planning in Retailing
- Elements of Retail Strategy, Developing an Overall Retail Strategy, Preparation of a Strategic Plan

Part 2 (9 hours)

Situation Analysis

Retail Institutions by Ownership - Retail Institutions by Store-Based Strategy Mix - Considerations in Planning a Retail Strategy Mix, Categories of Store-Based Strategy-Mix - Web, Non-store Based, and Other Forms of Non-traditional Retailing
- Single and Multi-Channel Retailing, Strategy Mixes, Emergence of Electronic Retailing, Other Non-traditional Forms of Retailing

Part 3 (10 hours)

Choosing a Store Location

Trading-Area Analysis - Importance of Location, Characteristics, and Analysis - Site Selection - Types of Locations, Site Evaluation

Part 4 (10 hours)

Merchandise Management and Pricing

Organisational Patterns in Retailing - Developing Merchandise Plans - Buying Organisation Formats and Processes - Devising Merchandise Plans - Category Management - Implementing Merchandise Plans - Inventory Management - Merchandise Forecasting and Budgeting - Pricing in Retailing

Part 5 (7 hours)

Communicating with the Customer

Establishing and Maintaining a Retail Image - Components, Dynamics, and Atmosphere - Promotional Strategy - Elements and Planning a Retail Promotional Strategy

Text Book

Berman, Barry and Joel, R. Evans (2012). *Retail Management - A Strategic Approach*, 12/e; New Delhi: Pearson Education

Reference Books

1. Pradhan, Swapna (2012). *Retailing Management*, 4/e; New Delhi: Tata McGraw-Hill

2. Levy, Michael, Barton Weitz, and Ajay Pandit (2012). *Retailing Management*, 8/e; New Delhi: Tata McGraw-Hill

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Course Title:	RURAL MARKETING
Course Code:	MB16RUT
Semester / Credits:	ELECTIVE / 3

Course Objective

This course will enable the students to identify the opportunities of the rural market and also to appreciate the differences and similarities between urban and rural Indian markets. By the end of this course the students will be able to apply the concepts of rural marketing into practice and design strategies suitable for rural markets.

Course Coverage

Part 1 (8 hours)

Introduction to Rural Marketing

Rural Marketing - Concept, Scope, Nature, and Approaches - Urban Vs. Rural - Rural Marketing Management Perspectives - Challenges to Indian Marketer - Policy Interventions - Reforms in Rural towards Digital India

Part 2 (8 hours)

Rural Marketing Environment and Consumer Behaviour

The Evolution of Rural Marketing - The Rural Environment - The Rural Economic Structure - Changing Profile of Rural Consumers - Influence of Rural Consumer

Part 3 (8 hours)

Selection of Rural Market

Rural Marketing Research - Segmenting Rural Markets - Concepts, Degrees, Bases, and Guides to Effective Segmentation - Targeting Rural Markets - Positioning in Rural Markets

Part 4 (13 hours)

Rural Marketing Mix

Product - Concept, Product Mix Decisions, Competitive Product Strategies - Pricing - Concept, Significance, Objectives, Influencing Factors and Pricing Strategy - Rural Distribution - Challenges, Dynamics, New Players and New Approaches, and Coverage Strategy. Promotion - Challenges, Developing Effective Rural Communication, Rural Media, and Promotion Strategy

Part 5 (8 hours)

Future of Rural Marketing

The Rural Boom - The Rural Dividend

Reference Books

1. Pradeep Kashyap (2012). *Rural Marketing*, 2/e; New Delhi: Pearson Education
2. Prahalad, C.K. (2010). *The Fortune at the Bottom of the Pyramid*; New Delhi: Pearson Education
3. Krishnamacharyulu, C.S.G. and Lalitha, R. (2011). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education
4. Dogra, Balram and Karminder Ghuman (2008). *Rural Marketing - Concepts and Practices*; New Delhi: Tata McGraw-Hill
5. Rajan RV (2013). *Don't Flirt with Rural Marketing*; Chennai: Productivity & Quality Publishing Private Limited

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Course Title: **SALES AND DISTRIBUTION MANAGEMENT**
Course Code : MB16SDM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course will enable the students to understand the importance of managing sales and distribution in the competitive market. By the end of this course, the students will be able to comprehend and differentiate the concept of sales and distribution, design, develop, and manage sales and distribution in the changing business scenario.

Course Coverage

Part 1 (9 hours)

Introduction to Sales Management

Sales Management - Evolution, Nature and Importance - Sales Management Positions - Women in Sales, Sales Objectives, Strategies and tactics, Emerging Trends -Linking Sales and Distribution Management

Part 2 (10 hours)

Managing the Sales force

Changing role of a sales force - Personal Selling - Planning, Sales Forecasting, and Budgeting -Designing and Managing Sales Territories - Organizing and staffing the sales force, training, motivating, compensating and leading the sales force, controlling the sales force.

Part 3 (9 hours)

Basics of Distribution Management

Distribution Management, Need for Distribution Channels, Marketing Channels - Evolution, Formats, and Levels - Prominent Channel Systems - Costs and Margins in the Distribution System

Part 4 (9 hours)

Designing Channel Systems

Channel design and Planning Process, Channel Design Implementation - Channel Management and Channel Strategy - Channel Information systems - Elements, Performance evaluation, Channel Implementation

Part 5 (8 hours)

Emerging Trends in Sales and Distribution Management

Electronic form of Selling and Distribution - E-Commerce and e-tailing as a Channel of Distribution - Electronic intermediaries - e-enabled Logistics Management and Tracking Systems

Text Book

Havaladar, K. Krishna and Cavale, M. Vasant (2015-9th Reprint). *Sales and Distribution Management - Text and cases*, 2/e; New Delhi: McGraw-Hill Education

Reference Books

1. Panda, K. Tapan and Sahadev, Sunil (2012). *Sales and Distribution Management*, 2/e; New Delhi: Oxford University Press
2. Nag, A. (2013), *Sales and Distribution Management*; New Delhi: McGraw-Hill Education

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Course Title: **SERVICES MARKETING**
Course Code: **MB16SVM**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course is intended to appreciate the unique challenges involved in managing the services and analyze the strategies to deal with these challenges. It also gives insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality. At the end of this course students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.

Course Coverage

Part 1 (5 Hours)

Foundations for Services Marketing

Introduction to Services - Service Based Economies - Service and Technology - Characteristics of Services - Service Marketing Mix - The Gaps Model of Service Quality

Part 2 (10 Hours)

Focus on the Customer

Customer Expectations of Services - Customer Perceptions of Services - Service Quality - Service Encounters - The Building Blocks for Customer Perceptions

Part 3 (10 Hours)

Understanding Customer Requirements

Customer Research to Understand Customer Perceptions - Elements in an Effective Services Marketing Research Programme - Building Customer Relationships - Service Recovery - Service Recovery Strategies

Part 4 (10 Hours)

Aligning Service Design and Standards

Service Innovation and Design - Types of Service Innovation - Stages in Service Innovation and Development - Service Blueprinting - Customer Defined Service Standards - Physical Evidence and the Servicescape

Part 5 (10 Hours)

Delivering and Performing Service

Role of Employees in Service Delivery - Role of Customers in Service Delivery - Managing Demand and Capacity - Managing Service Promises - Pricing of Services

Text Book

Valarie, A. Zeithaml, Mary Jo Bitner, Dwayne, D. Gremler, Ajay Pandit (2013). *Services Marketing*, 6/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Christopher Lovelock, Jochen Wirtz (2013). *Services Marketing*, 7/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2012). *Services Marketing: Text and Cases*, 2/e; New Delhi: Pearson Education

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SYLLABUS AND COURSE OUTLINE**LIST OF ELECTIVES IN GENERAL MANAGEMENT**

No.	Code	Title	Credits
1	MB16BAN	Business Analytics	3
2	MB16BPD	Business Plan Development	3
3	MB16EPS	Entrepreneurship	3
4	MB16EMT	Environmental Management	3
5	MB16IEM	Indian Ethos in Modern Management	3
6	MB16PRJ	Project Management	3
7	MB16PPA	Public Policy and Administration	3
8	MB16SCM	Supply Chain Management	3
9	MB16TQM	Total Quality Management	3

Course Title: **BUSINESS ANALYTICS**
 Course Code: MB16BAN
 Semester/ Credits: ELECTIVE / 3

Course Objective

The course would enable the students to gain knowledge on turning large amounts of data into meaningful and actionable information. At the end of the course students will be able to utilize the information for making effective business decisions.

Course Coverage

Part 1 (6 hours)

Business Enterprise Organization, Functions and Process - Use of IT in Business - Types of Digital Data - OLTP and OLAP - Architectures, Data Models - Role of OLAP Tools in Business Intelligence Architecture

Part 2 (8 hours)

Business Intelligence - Introduction, Evolution, Value Chain - Component Framework - Users - Applications Roles and Responsibilities - Tools

Part 3 (8 hours)

Warehouse, Data Integration - Data Integration Technologies - Data Quality and Profiling

Part 4 (15 hours)

Multidimensional Data Modeling - Types of Data model, Data Modeling Techniques - Dimensional Table, Models and Life Cycle - Measures - Metrics - KPIs - Performance Management

Part 5 (8 hours)

Enterprise Reporting - Balanced Scorecard - Dashboards - Business Intelligence and Mobility, Cloud Computing - Business Intelligence for ERP Systems

Text Book

Prasad, R. N. and Seema Acharya (2011). *Business Analytics*, 1/e; New Delhi: Wiley

Reference Books

1. Christian S. Albright and Wayne L. Winston (2015). *Business Analytics & Decision Making*, 5/e; New Delhi: Cengage Learning
2. Evans R. Joel (2014). *Business Analytics*, 1/e; New Delhi: Pearson Education

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Course Title: **BUSINESS PLAN DEVELOPMENT**
Course Code : MB16BPD
Semester/ Credits: ELECTIVE / 3

Course Objective

To enable students to understand the importance and various components of a business plan and lead them through a step by step process of developing , preparing and presenting a comprehensive and effective business plan. After completing this course the students will be able to develop a business plan and write an executive summary, identify the target market and competition, develop an exit plan and address the business and strategic aspects of internet business activities, as well as give a structure to outline the technology needs when planning an 'E - Business' or adding an internet component to their business.

Course Coverage

Part 1 (5 Hours)

Starting the Process

The Successful Business - Getting Your Plan Started - Making Your Plan Compelling.

Part 2 (20 Hours)

Business Plan Components

The Executive Summary - Company Description - Industry Analysis and Trends - Target Market - Competition - Strategic Position and Risk Assessment - Marketing Plan and Sales Strategy - Operations - Technology Plan - Management and Organisation - Community Involvement and Social Responsibility - Development - Milestones and Exit Plan - The Financials - The Plans Appendix.

Part 3 (10 Hours)

Putting the Plan to Work

Preparing - Presenting and Sending Out Your Plan - Looking for Money - Using Your Plan for Class and Competitions - Internal Planning for Existing Business and Corporations - Time Saving Tips.

Part 4 (10 Hours)

Special considerations

Considerations for Internet , 'E- Business' - Considerations for Retailers - Considerations for Manufacturers - Considerations for Service Businesses - Business Planning in a Weak or Strong Economy.

Text Book

Kleiner, Eugene, Abrams , Rhonda (2014). *The Successful Business Plan: Secrets & Strategies*, 6/e; New Delhi: Prentice Hall of India Private Ltd.

Reference Book

1. Chandra, Prasanna (2014). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: Tata McGraw-Hill
2. Barringer, R. Bruce (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

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Course Title: **ENTREPRENEURSHIP**
 Course Code : MB16EPS
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course is designed to enable the students to analyse the business environment to recognise the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to do the self analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture.

Course Coverage**Part 1** (9 Hours)*The Entrepreneurial Perspective*

The Nature and Importance of Entrepreneurs - The Entrepreneurial and Entrepreneurial Mind - The Individual Entrepreneur - International Entrepreneur Opportunities.

Part 2 (10 Hours)*Creating and Starting the Venture*

Creativity and the Business Idea - legal Issues for the Entrepreneur -The Business Plan - The Marketing Plan - The Financial Plan - The Organisational Plan.

Part 3 (8 Hours)*Financing the New Venture*

Sources of Capital - Informal Risk Capital and Venture Capital - Managing, Growing, Ending the New Venture.

Part 4 (9 Hours)*Women Entrepreneurship*

Introduction - Problems and Hardships of Women entrepreneurs - Entrepreneurship and Economical Development - Role of Government in Development of Women Entrepreneurship.

Part 5 (9 Hours)***Women Empowerment and Entrepreneurship***

Introduction - Entrepreneurship and Indian Economy Interface - Rural Women Entrepreneurs - Promotion of Credit to Women Entrepreneurs - Self Help New Mantra for Entrepreneurship - Management of Small Scale Enterprises - Challenges.

Text Book

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2014). *Entrepreneurship*, 9/e; New Delhi: Tata McGraw-hill.

Reference Books

1. Zimmerer, W. Thomas and Scarborough, M. Norman and Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India
2. Desai, Vasant (2009). *Dynamics of Entrepreneurial Development and Management*, 4/e; Mumbai: Himalaya Publishing

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Course Title:	ENVIRONMENTAL MANAGEMENT
Course Code :	MB16EMT
Semester/ Credits:	ELECTIVE / 3

Course Objective

The course is designed to provide a critical overview on the various aspects of environmental management. At the end of the course the students will show sensitivity to issues of environmental concerns and environmental conservation, understand Global and Indian environmental policies and laws, be able to enhance their synthesis skills to evolve strategic corporate responses to integrate social/environmental issues into business management

Course Coverage**Module 1 (12 Hours)*****The Global Environmental Crisis***

Population - Water and Sanitation - Biodiversity - Forests - Land - Pollution - Disasters - Global Warming - The Scientific and Industrial Revolution - Ecological Footprint - The world's response to Environmental Crisis

Module 2 (10 Hours)

Environmental Pollution

Air and Noise Pollution - Water, Soil and Marine Pollution - Solid Waste Management - Disaster Management

Module 3 (10 Hours)

Human Population and The Environment

Population Growth - Environment and Human Health - Women and Child Welfare

Module 4 (13 Hours)

Social Issues and The Environment

Sustainable Development - Global Warming, Acid Rain and Ozone Depletion - Environmental Laws and Regulation

Text Book

Rajagopalan, R. (2012). *Environmental Studies: From Crisis to Cure*, 2/e; New Delhi: Oxford

Reference Books

1. Uberoi, N.K. (2010). *Environmental Management*, 2/e; New Delhi: Excel Books
2. Bala, Krishnamoorthy (2008). *Environmental Management*, 2/e; New Delhi: PHI

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Course Title:	INDIAN ETHOS IN MODERN MANAGEMENT
Course Code :	MB16IEM
Semester/ Credits:	ELECTIVE / 3

Course Objective

The objective of this course is to acquaint the students with Indian Ethos and its relevance to managerial decision making. At the end of this course, students will understand that when ethics regulate human activities business becomes an instrument of human welfare and hence the importance of ethics in modern management .They will acquire knowledge and capability to develop ethical practices for effective management. Finally the students will realise the growing realisation that ethics is vitally important for any business and for the progress of the society as a whole.

Course Coverage

Part 1 (9 hours)

Philosophy of Indian Ethos in Modern Management

Indian Ethos: Distinctive Characteristics - Model of Modern Management in Indian Socio-Political Environment - Indian Perspective on Functions of Management - Indian Perspective on General and Functional Management - Indian Heritage in Production and Consumption

Part 2 (9 hours)

Values and Ethics for Modern Management

Values and Ethics: Concepts - Criteria for Ethical Evaluation - Ethics and Business - Ethical Dilemmas. Universalism vs Utilitarianism. Societal Values: Attitude to Other Beings - Values and Society - Values for Managers.

Part 3 (9 hours)

Indian Spiritual Values in Modern Management

The Concept of Karma - Spirituality: The Essence - Religion and Spirituality - Behavioural Implications - Humility - Meditation: Introduction - Benefits - Methods - The Primeval Sound.

Part 4 (9 hours)

Social Responsibility and Trusteeship

The Concept of Duty - Spirituality and Duty - Corporations and Social Responsibility - Trusteeship: Concept, Principles, Accountability - Social Responsiveness and Social Responsibility.

Part 5 (9 hours)

Leadership and Personal Effectiveness

Personal Leadership - Responsibilities - Demotivators - Integrity - Leader as Head of the Family - Personal Effectiveness : Learning - Intangibility of Objectives - Mind and Effectiveness - Desires and Pleasures - Managing the Mind - Interdependence - Creativity - Confidence and Responsibility.

Text Book

Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). *Ethics, Indian Ethos and Management*, 2/e; Mumbai: Shroff Publishers and Distributors

Reference Books

1. Khandelwal, N.M. (2011). *Indian Ethos and Values for Managers*, 1/e; New Delhi: Himalaya Publishing House
2. Ghosh, Biswanth, (2006). *Ethics in Management and Indian Ethos*, 2/e; Chennai: Vikas Publishing House
3. Devdutt Patanaik, (2013). *Business Sutras: A Very Indian Approach to Management*, 1/e; New Delhi: Aleph Book Company

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Course Title: **PROJECT MANAGEMENT**
Course Code: MB16PRJ
Semester/ Credits: ELECTIVE/ 3

Course Objective

The course would enable the students to gain knowledge on the principles and tools of project management. At the end of the course students will be able to apply the principles and tools of project management in business on regular basis to accomplish unique outcomes with limited resources under critical time constraints.

Course Coverage

Part 1 (5 hours)

Project- Definition, Purpose of Project Management, Project Life Cycle, Project Management Growth

Part 2 (15 hours)

Project Initiation - Strategic Management and Project Selection, The Project Manager, Managing Conflict and the Art of Negotiation, The Project in the Organizational Structure

Part 3 (15 hours)

Project Planning - Project Activity and Risk Planning, Estimating Project Costs and Risks, Scheduling, Resource Allocation

Part 4 (10 hours)

Project Execution - Monitoring the Information Systems, Project Control, Project Auditing, Project Termination

Text Book

Meredith, R. Jack and Samuel J. Mantel (2012). *Project Management: A Managerial Approach*, 8/e; New Delhi: Wiley India

Reference Books

1. Prasanna Chandra (2014). *Projects - Planning, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw-Hill
2. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10/e; New Delhi: Wiley India

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Course Title: **PUBLIC POLICY AND ADMINISTRATION**
Course Code: MB16PPA
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course provides the students with an overview of evolution of Indian public administration, structure of Indian Constitution and its execution. On completion of this course the students will be able to recognize the roles and responsibilities at various levels of administrators involved in Public administration and identify the challenges in the process of making public policy in the changing environment.

Course Coverage

Part 1 (5 hours)

Evolutionary Perspective & Constitutional Setting

Kautilya's Administrative State, Mughal Administration, Administration under British rule; Value Premises of Indian Constitution, Parliamentary Democracy in India, Union - State Relations

Part 2 (10 hours)

The Union Executive & State Administration

Roles and Responsibilities of Indian President, Prime minister, Council of Ministers, Cabinet Secretariat, Central Secretariat, Ministries and Departments; The Governor, Chief Minister and State Secretariat

Part 3 (10 hours)

Area Administration & Civil Service System

District Collector, Urban local Governance, Panchayati Raj - Struggle for Effectiveness

Part 4 (10 hours)

Development Administration & Accountability System

Planning System - Central, State, and District, Rural Development Programmes - Foci and Strategies; Parliamentary Control over Public Expenditure, Comptroller and Auditor General of India

Part 5 (10 hours)

Issue Areas & Public Policy

Administrative Reforms in India, Integrity in Civil Service, The Right to Information; Public Policy - Nature and Scope, Public Policy Making Process

Text Book

Arora, K. Ramesh, Rajni Goyal (2014), *Indian Public Administration, Institutions and Issues*, 3/e; New Delhi: New Age International

Reference Books

1. Medury, Uma (2012), *Public Administration in the Globalization Era, The New Public Management Perspective*, 1/e; New Delhi: Orient Blackswan
2. Basu, Durga Das (2013), *Introduction to the Constitution of India*, 21/e; Gurgaon: LexisNexis

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Course Title: **SUPPLY CHAIN MANAGEMENT**
 Course Code : MB16SCM
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course is designed to recognize the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance. At the end of this course students would be able to appreciate the strategic framework of supply chains, plan and manage inventories in a supply chain, design and plan transportation networks and also the role of information technology in supply chain.

Course Coverage**Part 1** (10 Hours)*Building a Strategic Framework to Analyse Supply Chain*

Understanding the Supply Chain - Supply Chain Performance - Supply Chain Drivers and Metrics - Designing the Supply Chain Network - Network Design in Supply Chain.

Part 2 (15 Hours)*Planning Demand and Supply in a Supply Chain*

Demand Forecasting in a Supply Chain - Aggregate Planning in a Supply Chain - Sales and Operations Planning - Planning and Managing Inventories in a Supply Chain - Managing Uncertainty in a Supply Chain.

Part 3 (10 Hours)*Designing and Planning Transportation Networks*

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

Part 4 (10 Hours)***Information Technology in a Supply Chain***

The role of IT in a supply chain - the supply chain IT framework - the future of IT in the supply chain - Risk management in IT - Supply chain IT in practice - coordination in a supply chain.

Text Book

Chopra, Sunil, Meindl, Peter, Kalra, D.V. (2015). *Supply chain Management: Strategy, planning and operation*, 6/e; New Delhi: Pearson Education.

Reference Books

1. Shah, Janat (2009). *Supply Chain Management - Text and cases*, New Delhi: Pearson Education

2. Sahay, B.S. (2012). *Supply Chain Management for Global Competiveness*, 2/e; New Delhi: Macmillan

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Course Title:	TOTAL QUALITY MANAGEMENT
Course Code:	MB16TQM
Semester/ Credits:	ELECTIVE / 3

Course Objective

This course is designed to provide the students with the knowledge of the underlying philosophies and tools in the managerial perspective. At the end of the course students can understand the importance of HR dimensions of TQM and compare and contrast the various tools used in quality management.

Course Coverage**Part 1 (5 hours)*****Introduction to Total Quality Management***

Introduction, Gurus of TQM, TQM Framework, Defining Quality, Historical review, Obstacles and Benefits of TQM

Part 2 (6 hours)***Leadership***

Characteristics of Quality leaders, 7 Habits of highly effective people, Deming Philosophy, Role of TQM leaders, Core values, Quality Statement, Strategic Planning, Communication, Decision making

Part 3 (14 hours)

Human Resource Dimension of TQM

Customer Satisfaction - Customer perception of quality, Feedback, Using customer complaints, Service Quality, Translating Customer needs into requirements, Customer Retention

Employee Involvement - Empowerment, Teams, Suggestion system, Recognition and rewards, Performance Appraisal, Benefits

Supplier Partnership - Principles, Partnering, Sourcing, Supplier selection, certification, Rating and Relationship development

Part 4 (6 hours)

Process and Performance

Continuous Process Improvement - Process, Strategies and Methods, Performance Measures - Concepts, Strategy, Presentation, Costs, improvement action strategy and plan

Part 5 (14 hours)

Tools and Techniques

Concept, Process, Models and Benefits of following Quality control Tools: Benchmarking, Quality Management System, Environmental Management System, Quality Function Deployment, Failure Mode and Effect Analysis - Total Productive Maintenance, Management Tools and Statistical Process Control

Text Book

Besterfield, D.H., Carol Besterfield-Michna, Mary Besterfield-Sacre, Glen H. Besterfield (2015). *Total Quality Management*, 4/e; New Delhi: Pearson

Reference Books

1. Evans, R. J. (2005). *Total Quality Management, Organization and Strategy*, 4/e; New Delhi: Thomson South-Western
2. Oakland, John S (2014). *Total Quality Management and Operational Excellence: Text with Cases*, 4/e; New York: Routledge

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