

New Course Curriculum Development

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Outline

- Program Outcomes for MBA
- Program Specific Outcomes (PSO's)
- Comparison of SOS
- Course revision of First semester and Second semester along with Course Outcomes

Semester-I (MBA)

EXISTING SOS

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MB-1101	IT tools for Managers	2	-	-	2
MB-1102	Business Communication, Etiquettes & Grooming	2	-	-	2
MB-1103	Management Science & Organization Behavior	4	-	-	4
MB-1104	Accounting for Management	3	2	-	4
MB-1105	Managerial Economics	3	2	-	4
MB-1106	Business Environment	3	-	-	3
MB-1107	Mathematics for Business Decisions	3	2	-	4
Total					23

PROPOSED SOS

(Adopted from DU, PU-CHD, AMITY, JAMIA MILIA)

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MMGT-1106	IT tools for Managers	2	0	0	2
MENG-1102	Oral and Written Communication	2	0	0	2
MMGT-1101	Management Science & Organization Behavior	3	0	0	3
MMGT-1102	Accounting for Management	3	2	0	4
MECO-1101	Managerial Economics	3	2	0	4
MMGT-1104	Mathematics for Business Decisions	3	2	0	4
MMGT-1105	Seminar on Business Environment	3	0	0	3
Total					22

Semester-II (MBA)

EXISTING SOS

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MB 1201.	Professional Ethics & Corporate Social Responsibility	2	-	-	2
MB 1202.	Financial Management	3	2	2	5
MB 1203.	Marketing Management	4	2	-	5
MB 1204.	People Management	4	-	-	4
MB 1205.	Data Analysis & Interpretation	3	2	2	5
MB 1206.	Productions & Operations Management	4	-	-	4
MB 1207.	Seminar on Contemporary issues in Business	2	-	-	2
Total					27

PROPOSED SOS

(Adopted from DU, PU-CHD, AMITY, JAMIA MILIA)

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MMGT-1201	Professional Ethics & Corporate Social Responsibility	2	0	0	2
MMGT-1202	Financial Management	3	2	0	4
MMGT-1203	Marketing Management	3	0	0	3
MMGT-1204	Human Resource Management	3	0	0	3
MMGT-1205	Data Analysis & Interpretation	3	2	0	4
MMGT-1206	Productions & Operations Management	3	0	0	3
MMGT-1207	Seminar on Contemporary issues in Business	2	0	0	2
Total					21

Semester-III (MBA)**EXISTING SOS**

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MB 2301	Applied Operations Research	3	2	0	4
MB 2302	Strategic Management	3	0	0	3
MB 2303	Presentation on Training Report	2	0	0	2
Mentioned in the attached Scheme	Super Specialization-I	3	0	0	3
	Super Specialization-II	3	0	0	3
	Super Specialization-III	3	0	0	3
	Super Specialization-IV	3	0	0	3
	Super Specialization-V	3	0	0	3
	Super Specialization-VI	3	0	0	3
	Super Specialization-VII	3	0	0	3
Total					27

PROPOSED SOS

(Adopted from DU, PU-CHD, AMITY, JAMIA MILIA)

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
	Applied Operations Research	3	2	-	4
	Presentation on Training Report	3	0	0	3
	Specializations (Strategic HRM)	3	0	0	3
	Specializations (Banking, Finance & Insurance)	3	0	0	3
	Specializations (Sales, Advertising & Marketing)	3	0	0	3
	Specializations (Food & Agri Business)	3	0	0	3
	Specializations (Hospital & Health Care)	3	0	0	3
Total					25

Semester-IV (MBA)

EXISTING SOS

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
MB 2401	Research Project	0	0	10	5
MB 2402	Services Marketing	3	0	0	3
MB 2403	International and Social Media Marketing	3	0	0	3
MB 2404	Brand Management	3	0	0	3
Total					14

PROPOSED SOS

(Adopted from DU, PU-CHD, AMITY, JAMIA MILIA)

COURSE		Contact Hr/Week			Credit
Course Code	Course Title	L	T	P	
	Strategic Management	4	0	0	4
	Research Project	0	0	20	10
	Specializations (Strategic HRM)	3	0	0	3
	Specializations (Banking, Finance & Insurance)	3	0	0	3
	Specializations (Sales, Advertising & Marketing)	3	0	0	3
	Specializations (Food & Agri Business)	3	0	0	3
	Specializations (Hospital & Health Care)	3	0	0	3
Total					20

MBA

COURSE CATEGORY-WISE CREDIT DISTRIBUTION

S. N.	CATEGORY	NUMBER OF CREDITS	PERCENTAGE WEIGHTAGE
1	University Core	-	-
2	University Open	-	-
3	Program Core	43	48.86
4	Program Elective	2	2.27
5	Program Specialization	24	27.27
6	MOOCs	-	-
7	Project / Research Projects	-	-
8	Thesis/Dissertation	10	11.36
9	Training/Internships/Field Trips	3	3.40
10	Professional Skills	6	6.81
11	Any Other	-	-
TOTAL CREDITS		88	100

SUBJECT TITLE: Management Science & Organizational Behavior

SUBJECT CODE: MMGT-1101

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Objective and outcome of course: The course aims at enriching students with the behavioral aspects of individuals in organizational settings.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	What managers do, Definition of OB, contributing disciplines to OB. Challenges and opportunities for OB, Foundations of Individual Behavior: biographical characteristics, Learning, Theories of Learning, Attitudes, and Values& Beliefs, Personality: Determinants of Personality; Perception, Attribution Theory, Person's Perception. Motivation: Definition & Process of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Application of Motivation Concept.	15
UNIT-II	Job Satisfaction: Nature & Significance of Job satisfaction, Leadership: Theories of Leadership. Leadership Effectiveness Model; Leadership in Indian Culture; Nature & Significance of Leadership; Leadership traits & Skills; Behavioral Styles in Leadership, Transactional Analysis, Life Position, Johari Window Model. Foundations of Group Behavior: Nature & Concept of Group Formation. Stages of Group Formation, Theories of Group Formation, Teams Difference between Group & Team, Decision Making: Introduction, Types of Decision, Process of Decision making, Individual and Group Decision Making Models	10
UNIT-III	Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict, Conflict Process; Individual & Group Level Conflict; Organization level Conflict, Negotiations- Meaning & definition; Conflict management process; Issues in Negotiations. Resolution of conflict.	10
UNIT-IV	Stress Management: Meaning and Concept of Stress Management of Stress. Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics. Organizational Change & Development: Meaning & Definition, Change Agents, Change Models, Resistance to Change. Learning Organization: Meaning & Definition, Creating a Learning Organization. Organizational Culture: Meaning & Concept, Cultural Differences & Business Ethics.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Luthans	Organization Behaviour, Tata McGraw Hill
2	Newstrom,	Organizational Behaviour: Human Behaviour at work, Tata McGraw Hill
3	Kalliath,	Organization Behaviour, The McGraw –Hill
4	Griffin& Moorhead	Introduction to Organisational Behaviour, Cengage Learning
5	Hersey,	Management of Organizational Behaviour, Prentice Hall India

Recommended Reference Books:

S.no	Name of Author	Title
1	Pareek, U. and Khanna, S. (2016)	Understanding Organizational Behaviour (4th ed.). New Delhi: Oxford University Press.
2	Robbins, S. P., & Judge, T.A. & Vohra, N. (2015)	Organizational Behaviour (16th ed.).New Delhi: Pearson Education
3	Nelson, Quick and Khandelwal:	ORGB: An Innovative Approach to Learning and Teaching Organizational Behavior, Cengage Learning Pvt. Ltd., New Delhi.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author/ Instructor	Course Name and link
1	Prof. M.P. Ganesh	NOC:Organizational Behaviour, IIT Madras https://nptel.ac.in/courses/110106145
2	Prof. (Dr.) Susmita Mukhopadyay, Prof. Sangeeta Sahney, Prof. S. Srinivasan	NOC:Organizational Behaviour - II, IIT Kharagpur https://nptel.ac.in/courses/110105154
3	Prof. (Dr.) Susmita Mukhopadyay	Understanding Organizational Behaviour https://nptel.ac.in/courses/110105033

Recommended Journals:

Name of Journals	Link
The Journal of Organizational Behavior Management	https://www.tandfonline.com/doi/full/10.1080/01608061.2022.2137320
Employee performance and abusive supervision: The role of supervisor over-attributions	https://onlinelibrary.wiley.com/doi/epdf/10.1002/job.2560
Organizational Behavior and Human Decision Processes	https://www.sciencedirect.com/journal/organizational-behavior-and-human-decision-processes

CASE STUDY

Leadership Style & Techniques

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left as well as three key research staff and one staff person from the finance department. Laura has a demanding schedule that requires frequent travel; however, she supervises two managers who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated and driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as a problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staff are becoming over worked as everyone takes on increased responsibilities due to high staff turnover. Staff have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available. As staff become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

DISCUSSION QUESTIONS:

1. How can Laura most effectively use both management and leadership skills in her role as associate director? What combination of the two do you think would work best in this setting?

Ans. A director could be both a leader and manager. However, given that the two managers are very capable and directly manage all the department staff, Laura should focus on being a leader. She should delegate managerial responsibilities to the two managers. This strategy will build the managers' confidence, allowing them to problem-solve for their staff. It will also free Laura to focus on building a greater sense of staff commitment to mission and vision

2. What steps could be taken to build staff confidence?

Ans. Staff seems uncertain about the future due to high turnover and Laura's negative conversation style. Building staff confidence could involve:

- Giving managers more autonomy and the needed information to manage their staff
- Communicating regularly with staff about changes
- Encouraging staff to pursue professional development and learning opportunities and providing time for them to do so
- Engaging in team building exercises and interactions
- Incentivizing excellent performance
- Addressing Laura's conversation style directly, explaining to her how it impacts staff perceptions
- Involving staff in the hiring process where possible as team vacancies are filled
- Talking to staff directly and without retribution about the issues they think contribute to high-turnover

3. What advice would you give Laura on improving her leadership skills and to the managers on improving their management skills?

Ans. It might help for both Laura and the managers to take a personality or leadership/management assessment. This way the managers can ascertain their individual skills, learn how they can best support employees, and figure out how they can work together to use each other's strengths to run the department. Using a Style approach, Manager 1 appears to utilize a task oriented approach and Manager 2 demonstrates a relationship oriented style. These two orientations could be structured to support one another. Laura can focus on building leadership skills by building on her current strengths. In addition, Laura may want to revisit the roles and responsibilities of each position and how her division's work aligns with the overall organizational mission. Aligning with the overall mission and communicating it to staff may help improve morale and provide clarity on the department's role and direction.

DELHI UNIVERSITY:

Link: <https://web.sol.du.ac.in/uploads/MBA-2022-23/pdf/MBA-Syllabus-1st-year.pdf>

7. Understanding the behavioural approach to Managerial decision-making
8. Develop an understanding of teams and groups in organizations
9. Understanding the process of leadership
10. Understanding the various organization structures and their usefulness.

Contents:

Unit I: Introduction to Organizational Behaviour; Management Functions, Skills and Roles

Unit II: Introduction to Individual Behaviour: Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions

Unit III: Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window

Unit IV: Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

Unit V: Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership

Unit VI: Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

Unit VII: Decision Making: Introduction, Types of Decision, Process of Decision, Individual and Group Decision Making Models

Unit VIII: Stress and Well-being at work: Introduction, Sources, Reaction and

Unit IX: Organization Structure and Design:

Jamia Millia Islamia University:

Link:https://www.jmi.ac.in/upload/programme/cs_fss_cbs_mcom.pdf

MC-1.5: ORGANIZATIONAL BEHAVIOUR (Choice Based Course)

Lectures 4 + Tutorial 1 =
05 Credits

Duration of Exam.: 3 Hours

Max. Marks: 100
(End Term Exam: 75 + Internal: 25)

Course Objective: The objective of this course is to help students understand the conceptual framework of organizational behaviour (OB) and learn foundations, realities and challenges of OB.

Course Contents:

UNIT-I

Organizational Behaviour: Organization behaviour – Concept and significance; Management vs. organizational behaviour; Challenges for Managers; Attitudes, Values and Ethics; Job satisfaction; Emotions and Moods; Personality, perception, and attribution.

UNIT-II

Motivation: Process of motivation; Theories of motivation-Need hierarchy theory, Two-factor theory, Alderfer's ERG theory, McClelland's need theory, Victor Vroom's expectancy theory, Stacy Adam's equity theory.

Leadership: Concept; Leadership styles; Theories of Leadership - Trait theories, Behavioral theories, Contingency and Situational theories; Leader – Member Exchange (LMX) theory, Managerial Grid; Likert's four systems of leadership; Transactional and Transformational leadership.

UNIT-III

Power and Politics: Contrasting power and leadership; Bases of powers, Power tactics; Sexual harassment: unequal power at workplace; Power and political behavior: causes and consequences of political behaviour.

Conflict and Negotiation: Sources, levels and types of conflict; Traditional and modern approaches to conflict; **Conflict process: Resolution of conflict**

Managing Change and Stress Management: Forces for change; Resistance to change; Theories of planned change; Work stress and its Management.

Suggested Readings:

1. **Stephan P. Robbins, Timothy A. Judge, and Niharika Vohra:** *Organizational Behaviour*, 10e, Pearson Education, New Delhi
2. **Wehrich, Heinz and Harold Koontz:** *Management: A Global Perspective*, Mc-Graw Hill, New-Delhi.
3. **Luthans, Fred:** *Introduction to Management*, McGraw Hill.
4. **Jerald Greenberg and Robert A Baron:** *Behavior in Organizations*, PHI Learning Pvt. Ltd., New Delhi.
5. **Nelson, Quick and Khandelwal:** *ORGB: An Innovative Approach to Learning and Teaching Organizational Behavior*, Cengage Learning Pvt. Ltd., New Delhi.
6. **Nelson Quick:** *Organizational Behavior*, Cengage Learning India Ltd., New Delhi.
7. **Hersey, Blanchard and Johnson:** *Management of Organizational Behavior: Leading Human Resources*, PHI Learning Pvt. Ltd., New Delhi.
8. **Udai Pareek:** *Understanding Organizational Behaviour*, Oxford University Press, New Delhi.
9. **Griffin, Ricky W.:** *Organizational Behavior*; Houghton Mifflin Harcourt, Boston.
10. **Luthans, Fred:** *Organizational Behavior*, McGraw-Hill, New York.
11. **Newstrom, John W.:** *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.

UGC-NET:

Link : <https://www.ugc.ac.in/net/syllabus.aspx>

**UNIVERSITY GRANTS COMMISSION
NET BUREAU**

Code No. 17

**Subject : MANAGEMENT (including Business Admn.
Mgt./Marketing/Marketing Mgt./Industrial
Relations and Personnel Mgt., etc.)**

SYLLABUS AND SAMPLE QUESTIONS

Note :

There will be two question papers, Paper—II and Paper—III (Part-A & B). Paper—II will cover 50 Objective Type Questions (Multiple choice, Matching type, True/False, Assertion-Reasoning type) carrying 100 marks. Paper—III will have two Parts—A and B; Paper—III (A) will have 10 short essay type questions (300 words) carrying 16 marks each. In it there will be one question with internal choice from each unit (i.e. 10 question from 10 units; Total marks will be 160). Paper—III (B) will be compulsory and there will be one question from each of the Electives. The candidate will attempt only one question (one elective only in 800 words) carrying 40 marks. Total marks of Paper—III will be 200.

PAPER-II & PAPER-III (A) [CORE GROUP]

Unit—I

Managerial Economics-Demand Analysis
Production Function
Cost-output relations
Market structures
Pricing theories
Advertising
Macro-economics

Unit—II

The concept and significance of organisational behaviour—Skills and roles in an organisation—Classical, Neo-classical and modern theories of organisational structure—Organisational design—Understanding and Managing individual behaviour personality—Perception—Values—Attitudes—Learning—Motivation. Understanding and managing group behaviour, Processes—Inter-personal and group dynamics—Communication—Leadership—Managing change—Managing conflicts.

Organisational development

Unit—III

Concepts and perspectives in HRM; HRM in changing environment

Human resource planning—Objectives, Process and Techniques

Job analysis—Job description

Selecting human resources

Induction, Training and Development

Exit policy and implications

Performance appraisal and evaluation

Potential assessment

Job evaluation

SUBJECT TITLE: Accounting for Management

SUBJECT CODE: MMGT-1102

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam:3Hrs.

Objective and outcome of course: The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers virtually need to acquire such knowledge for application in their day-to-day managerial decision making.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance & scope of accounting, Accounting concepts & conventions, Accounting Standards, IFRS, Accounting equations, Users of accounting statements. Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting. Preparation of Books of Original Records: Journals, Subsidiary books, Ledgers & Trial balance. Preparation of Final Accounts: Basic adjustments, Preparation of financial statements.	15
UNIT-II	Financial Statement Analysis-Concepts and objectives, Tools and Techniques of financial statement analysis – Horizontal Analysis, Vertical Analysis, common size statements, comparative statements, Introduction to ratio analysis, fund flow and cash flow statements.	10
UNIT-III	Introduction to Cost Behavior : Distinction between Management accounting and cost accounting. Cost Volume Profit Analysis: Marginal cost statement/equation; P/V ratio; Break Even Point (BEP), Break even chart; Margin of safety; Decisions relating to key factor, Price fixation, Export order, Make or buy, Deletion or addition to product/Services, Sell or process further, Continue or shut down, etc.	5
UNIT-IV	Accounting for Planning and Control: Budgetary Control System, Budget Preparation, Master Budget, Flexible Budget, Zero based review, Behavioral aspects of budgeting, Standard Costing and variance analysis, Responsibility Accounting :Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting. New Developments in Management Accounting: Activity-Based Costing, Life-Cycle Costing, Target Costing, Kaizen Costing and Human Resource Accounting.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Lal, Jawahar	Advanced Management Accounting, Text and Cases. S. Chand & Company, New Delhi.
2	Khan and Jain	Management Accounting, Tata McGraw Hill;
3	Hanif Mukherjee	Financial Accounting, Tata McGraw Hill
4	Gupta and Radhaswamy	Financial Accounting; Sultan Chand, New Delhi.
5	Charles T. Horngren, Srikant M. Datar and George Foster	Cost Accounting- A Managerial Emphasis, Prentice Hall India.

Recommended Reference Books:

S.no	Name of Author	Title
1	Charles T. Horngren, Jeff Schatzberg, Gary L. Sundem and William O. Ostratton	Introduction to Management Accounting, Pearson Education.
2	J.R. Williams, S.F. Haka, M.S. Bettner and R.F. Meigs	Financial and Managerial Accounting – The Basis for Business Decisions, Tata McGraw Hill
3	Atkinson, Anthony A., Banker, Rajiv, D., Kaplan, Robert & Young, S. Mark	Management Accounting. Prentice Hall.
4	Colin, Drury	Management and Cost Accounting. Thomas learning
5	N.R.Swamy	Financial Accounting-A managerial Perspective, Prentice Hall India.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author/ Instructor	Course Name and link
1	Dr. Pradeep P. Prajapati Department of Economics, Gujarat University, Ahmedabad.	https://onlinecourses.swayam2.ac.in/cec20_mg02/preview
2	Dr. Deepak Raste Shree Sahjanand Vanijya Mahavidyalaya, Ahmedabad	https://onlinecourses.swayam2.ac.in/cec21_cm01/preview

Recommended Journals:

Name of Journals	Link
International Journal of Business and Management (IJBM)	https://www.ccsenet.org/journal/index.php/ijbm
Management Accounting Research	https://www.sciencedirect.com/journal/management-accounting-research
Qualitative Research in Accounting & Management	https://www.emerald.com/insight/publication/issn/1176-6093
The Journal of Social Sciences Research	https://arpgweb.com/journal/journal/7

Paper Code: MBARM-1003 **ACCOUNTING FOR MANAGEMENT** *Credit=4*
Marks=100

Learning Objectives:

The objective of this course is to develop acquaintance with basic techniques of accountancy. This is an introductory course on accounting that attempts to equip the students with the understanding of some commonly used accounting techniques and enable them to apply appropriate technique for managerial purpose.

Section – A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards (Ind AS and IFRS), **Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting.** Accounting Equation, Accounting Structure, Types of Accounts, Rules regarding Journal Entries, Recording of Journal Entries, Ledger Posting, Cash book, Trial Balance, Preparation of Final Accounts, Trading Account, Profit & Loss Account, Balance Sheet, Treatment of Adjustments into trial balance.

Section – B

Meaning of Management Accounting: Nature, Scope, Objectives, Functions of Management Accounting, Relationship between Financial and Management Accounting, Meaning of Financial Statement, Importance and Limitations of Financial Statement, Meaning and Objectives of Financial Statement Analysis, Limitation of Financial Analysis. **Tools of financial analysis:** Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

Section – C

Cost Accounting: Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making. **Cost Control Techniques:** Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing, **Responsibility Accounting: Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.**

Section – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages, **Social Accounting:** Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches. **Human Resource Accounting:** Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:

1. Charles T. Horngren, Gary L. Sundem, John A. Elliott and Donna Philbrick: Introduction to Financial Accounting, Prentice Hall India.
2. Hanif Mukherjee: Financial Accounting, Tata McGraw Hill
3. Charles T. Horngren, Jeff Schatzberg, Gary L. Sundem and William O. Ostratton: Introduction to Management Accounting, Pearson Education
4. Hilton Ronald: Managerial Accounting, McGraw Hill Professional
5. Charles T. Horngren, Srikanth M. Datar and George Foster: Cost Accounting- A Managerial Emphasis, Prentice Hall India.
6. N.R. Swamy: Financial Accounting-A managerial Perspective, Prentice Hall India.
7. J.R. Williams, S.F. Haka, M.S. Bettner and R.F. Meigs: Financial and Managerial Accounting – The Basis for Business Decisions, Tata McGraw Hill

Source : DELHI UNIVERSITY

[http://du.ac.in/uploads/RevisedSyllabi1/Annexure-2.%20Revised%20MBA\(IB\)%20Revised%20Draft%20as%20on%208-9-18..pdf](http://du.ac.in/uploads/RevisedSyllabi1/Annexure-2.%20Revised%20MBA(IB)%20Revised%20Draft%20as%20on%208-9-18..pdf)

Course MBIBCC103: ACCOUNTING FOR MANAGERS

Marks: 100

Duration: 60 Hrs.

Objective: The objective of this course is to encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

Course Outcomes: The successful completion of this course shall enable the student to:

CO1: Identify differences between different forms of accounting—Financial, managerial and cost, the role of a Management Accountant.

CO2: Identify cost according to their associated activities and apply costing techniques for computing cost of products or services.

CO3: Understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

CO4: Make decisions related to make or buy a particular input, operate at a loss or shut down, lease or buy a plant or fixed asset, expand or contract operations.

CO5: Prepare different forms of budgetary statements and identify and control material cost methods.

Contents:

Unit I-Financial Accounting: Meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation; Capital and revenue items; Generally accepted accounting principles, accounting standards and International Financial Reporting Standards (IFRS).

Accounting process using accounting software: Journals; Ledger accounts, trial balance; Financial statements including corporate entities.

Unit II-Financial Statement Analysis: Analyzing financial statements through ratios: Liquidity analysis ratios, Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios, limitations of Ratio Analysis; Analytical comparative statement; Cash flow statement.

Unit III-Introduction to Cost Accounting: Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction of methods of costing (Theory Only); Cost control and Cost reduction.

Unit IV- Cost Volume Profit Analysis: Marginal cost statement/equation; P/V ratio; Break Even Point (BEP), Break even chart; Margin of safety; Decisions relating to key factor, Price fixation, Export order, Make or buy, Deletion or addition to product/Services, Sell or process further, Continue or shut down, etc.

Unit V- Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of functional budgets and Master budget and flexible budgets.

Costing and Control of Materials: Introduction control of material, cost of inventory a costing methods, Just in time Inventory.

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

MBA CP-106
ACCOUNTING FOR MANAGEMENT DECISION MAKING

Objectives:

The objectives of this course are:

1. To familiarize students with the principles and practices of financial, cost and management accounting as tools for business decision making;
2. To help students develop knowledge and skill relating to tools and techniques of cost and management accounting in management decision makings;
3. To provide scope for application oriented learning in the areas of management accounting

Course Contents:

Financial Accounting: Meaning, scope and functions and Importance of financial accounting; Double entry system of book keeping; Accounting Cycle; Generally Agreed Accounting Principles; Classification of Assets, Liabilities and Owners Equity; Measurement of Business Income; Valuation of Assets and Depreciation;

Financial Statements and Published Accounts; Formats and contents of financial statements; Users of Accounting Information and their Information Needs; Analysis and interpretation of financial statements; Tools and Techniques of financial statement analysis – Horizontal Analysis, Vertical Analysis, Ratio analysis, fund flow and cash flow statements;

Cost Accounting: Meaning, scope and functions of cost accounting; cost classification-direct and indirect cost, variable and fixed cost, controllable and non-controllable cost, differential and marginal cost; Cost concept, sunk cost, out of pocket cost, imputed cost, replacement cost, opportunity cost; Cost allocation and Apportionment;

Cost analysis and Cost control; Variable and absorption costing; Marginal Costing and Cost-volume-profit analysis; Break-even analysis, Make or buy decision; Decision on product priorities; Profit decision, margin of safety;

Budgeting: Objectives and functions of a budget; Essentials of Budgeting; Types of Budget; Budgeting and Budgetary Control; Production budget; Fixed and flexible Budget; Cash Budget; Budgetary process; Budget Administration;

Suggested Readings:

1. Anthony, R. N. and Reece J. S., "1995", "Accounting Principles", 6th Ed. Homewood, Illinois, Richard D. Irwin.
2. Bhattacharya, S. K. and Dearden, J., (1996), "Accounting for Management: Text and Cases", Vikas, New Delhi.
3. Heitger, L. E. and Matulich, S., (1990), "Financial Accounting" McGraw Hill, New York.
4. Hingorani, N. L. and Ramanathan, A. R., (1992), "Management Accounting", 5th Ed. Sultan Chand, New Delhi.
5. Horngren, Charles et al., (1994), "Principles of Financial and Management Accounting", Prentice Hall Inc, Englewood Cliffs, New Jersey.
6. Kaplan and Atkinson, "Advanced Management Accounting", 2nd Ed.
7. Khan and Jain, Management Accounting, Tata McGraw Hill;
8. Meigs and Meigs, Accounting for Business Decision Making, McGraw Hill;
9. Needles, Belverd, et al., (1994), "Financial and Managerial Accounting", Boston, Houghton Mifflin Company.
10. Vij, Madhu, (1997), "Financial and Management Accounting", Anmol Publication, New Delhi.

SUBJECT TITLE: Managerial Economics

SUBJECT CODE: MECO-1101

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Objective and outcome of course: The basic objectives of this course are to familiarize the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Marginal Analysis: Law of diminishing marginal utility, Law of Equi-marginal utility, Indifference Curve Analysis: Meaning Assumptions Properties, Consumer Equilibrium, Uses. Demand Analysis: Law of Demand: Meaning, Determinants, Exceptions, Demand function, Application of demand analysis in managerial decision making.	10
UNIT-II	Elasticity of Demand: Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Importance, Scope, Techniques of forecasting. Theory of Production: Production function, Short run and Long run production, analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making	10
UNIT-III	Theory of Cost and Market Structure: Cost Analysis: Cost Concepts and Determinants of cost, Long run and Short run, Economy of scale, Revenue Curve, Market Structure: Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making	10
UNIT-IV	Macro Economics: Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements, Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, Business Cycle: Concepts, Causes, Measures to control through Fiscal and Monetary Policy, Inflation: Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation Through Price, Demand and Income Policies.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Varian, H. R. (2010).	Intermediate Microeconomics (8th ed.). East-West Press Pvt. Ltd.
2	Keat Paul, K Young Philip, Erfle Steve, College Dickinson,	Managerial Economics, Pearson.
3	Peterson and Lewis	Managerial Economic, Prentice Hall of India
4	Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009).	Managerial Economics: Theory, Applications and Cases (7th ed.). W. W. Norton & Company.
5	G.S Gupta	Managerial Economics, TataMcGraw Hills.

Recommended Reference Books:

S.no	Name of Author	Title
1	Mark, H. (2009).	Fundamentals of Managerial Economics (9th ed.). Cengage Learning.
2	Thomas C. R., & Maurice, S.C. (2010).	Managerial Economics: Foundations of Business Analysis and Strategy (10th ed.). McGraw Hill Education.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	College Macroeconomics	https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics#basic-economics-concepts-macro
2	An Introduction to Microeconomics	https://onlinecourses.nptel.ac.in/noc23_hs44/preview
3	How the AD/AS model incorporates growth, unemployment, and inflation	https://www.khanacademy.org/economics-finance-domain/macroeconomics/aggregate-supply-demand-topic/macro-changes-in-the-ad-as-model-in-the-short-run/a/how-the-ad-as-model-incorporates-growth-unemployment-and-inflation-cnx
4	Macroeconomics	https://onlinecourses.swayam2.ac.in/cec23_hs15/preview
5	Microfoundations Of Macroeconomics	https://onlinecourses.nptel.ac.in/noc23_hs02/preview

6	Foundation Course in Managerial Economics	https://onlinecourses.nptel.ac.in/noc23_mg43/preview
7	Supply, demand, and market equilibrium	https://www.khanacademy.org/economics-finance-domain/microeconomics/supply-demand-equilibrium

Recommended Journals:

S.no	Name of Author	Name and link
1	Liu Ming, Tunay I. Tunca	Consumer Equilibrium, Demand Effects, and Efficiency in Group Buying. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3352047
	Name of Journal	Link
	Quarterly Journal of Economics	https://www.openaccessjournal.com/journal/601/Quarterly-journal-of-economics
	Journal of International Economics	https://www.openaccessjournal.com/journal/404/Journal-of-international-economics
	Journal of Accounting and Economics	https://www.openaccessjournal.com/journal/570/Journal-of-accounting-and-economics

Panjab University, MBA

(Link: <https://www.puchd.ac.in/includes/syllabus/2019/20190717101747-mbauhssyllabus2019-2021-final2.pdf?202303252801>)

FIRST SEMESTER

MBA6101: BUSINESS ECONOMICS

Objective: The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis as relevant for business decision making.

UNIT I

Nature and scope of business economics, concepts of economics and managerial decision making, demand theory and techniques for demand estimation, demand forecasting, Production function for single product, production function for multiple products, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

UNIT II

Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, monopoly, monopolistic competition and oligopoly.

UNIT III

Utility analysis : types of utility, relationship between total utility and marginal utility, critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT IV

Keynesian analysis: Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

Note:

The syllabus of Managerial Economics already provided was vast and inclusive of all the relevant topics. Hence, not much modification of the syllabus was needed.

SUBJECT TITLE: Mathematics for Business Decisions**SUBJECT CODE: MMGT-1104****SEMESTER: I****CONTACT HOURS/WEEK:****Internal Assessment: 40**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

End Term Exam: 60**Duration of Exam: 3Hrs.**

Objective and outcome of course: Objective of the course is to have a general understanding of mathematical sciences and learn how to apply this knowledge in areas relevant to business and finance so that they can prove to be compact, consistent and powerful tools especially in the fields of Economics, Commerce and Industry. These quantitative methods not only guarantee a deeper insight into the subject but will also lead towards exact and analytical solutions to problems treated. This course is the foundation for business core courses, showing the students how to apply the language of mathematics to business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation, depiction of data. Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation.	15
UNIT-II	Probability: Addition theorem, Multiplication theorem, Conditional probability, Bernoulli's theorem, Baye's theorem, Probability Distribution: Binomial, Poisson & Normal. Simple numerical only.	10
UNIT-III	Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test, Test of significance for small sample.	10
UNIT-IV	Correlation Analysis: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation. Regression analysis: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Levins, Krehbiel	Business Statistics, Pearson Berenson
2	Gupta & Gupta	An Introduction to Statistical Methods, Vikas Publications
3	Levin & Rubin	Statistics for Management, Prentice Hall
4	S P Gupta	Statistical Methods, Sultan Chand
5	Beri	Business Statistics, Tata McGraw Hill
6	Croucher, Statistics	Making Business Decisions, Tata McGraw Hill

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Mukesh Kumar Barua	Business Statistics (By Prof. Mukesh Kumar Barua) https://onlinecourses.nptel.ac.in/noc23_mg22/preview
2	Dr. P. M. SHIVA PRASAD	Business Statistics (By Dr. P. M. SHIVA PRASAD) https://onlinecourses.swyam2.ac.in/cec22_mg24/preview
3	KHAN ACADEMY	Statistics and probability https://www.khanacademy.org/math/statistics-probability
4	Rajarshi Sharma	Business Statistics Fundamentals https://www.udemy.com/course/business-statistics-fundamentals/

Recommended Journals:

Name of Journal	Link
Annual review of statistics and its application	https://www.openaccessjournal.com/journal/390/Annual-review-of-statistics-and-its-application
The American Statistician	https://www.openaccessjournal.com/journal/210/The-american-statistician
Australian and New Zealand journal of statistics	https://www.openaccessjournal.com/journal/211/Australian-and-new-zealand-journal-of-statistics

Source : JAMIA MILLIA ISLAMIA UNIVERSITY

https://www.jmi.ac.in/upload/programme/cs_centre/cms_mba_full1.pdf

Page no:3

MBA CP-102

QUANTITATIVE METHODS AND BUSINESS STATISTICS

Objectives:

The objective of this course is to familiar the quantitative aspect of Managerial decision making it covers a wide variety of Concepts and Techniques from Mathematics, Statistics. The main focus, however, is in their application in business Decision-Making.

Course Contents:

Introduction to Quantitative Analysis and its application in Decision Making, Preliminary Mathematics and Statistic. Arithmetic and Geometric Progression. Mathematical Basis of Managerial Decisions

Determinants and Matrices, Cramer's Rule, Integrations and Differentiation, Frequency Distribution and Analysis, Statistic & Probability Theory

Markov Model and Applications, Binomial & Poisson Distribution, Correlation and Regression Analysis Variance Analysis, One-Way Classification, Two way Classification.

Transportation Problems, Project Scheduling by PERT Programme Evaluation and Review theory /CPM (Critical Path Method)

Optimization Techniques, Linear Programming

Suggested Readings:

UGC-NET:

Link : <https://www.ugc.ac.in/net/syllabus.aspx>

UNIVERSITY GRANTS COMMISSION NET BUREAU

Code No. 17

**Subject : MANAGEMENT (including Business Admn.
Mgt./Marketing/Marketing Mgt./Industrial
Relations and Personnel Mgt., etc.)**

SYLLABUS AND SAMPLE QUESTIONS

Note :

There will be two question papers, Paper—II and Paper—III (Part-A & B). Paper—II will cover 50 Objective Type Questions (Multiple choice, Matching type, True/False, Assertion-Reasoning type) carrying 100 marks. Paper—III will have two Parts—A and B; Paper—III (A) will have 10 short essay type questions (300 words) carrying 16 marks each. In it there will be one question with internal choice from each unit (i.e. 10 question from 10 units; Total marks will be 160). Paper—III (B) will be compulsory and there will be one question from each of the Electives. The candidate will attempt only one question (one elective only in 800 words) carrying 40 marks. Total marks of Paper—III will be 200.

PAPER-II & PAPER-III (A) [CORE GROUP]

Unit—I

Managerial Economics-Demand Analysis
Production Function
Cost-output relations
Market structures
Pricing theories
Advertising
Macro-economics

scheduling; Work measurement; Time and motion study; Statistical Quality Control.

Role and scope of Operations Research; Linear Programming; Sensitivity analysis; Duality; Transportation model; Inventory control; Queuing theory; Decision theory; Markov analysis; PERT/CPM.

Unit—VII

Probability theory; Probability distributions—Binomial, Poisson, Normal and Exponential; Correlation and Regression analysis; Sampling theory; Sampling distributions; Tests of Hypothesis; Large and small samples; t , z , F , Chi-square tests.

Use of Computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision making System analysis and design; Trends in Information Technology; Internet and Internet-based applications.

Unit—VIII

SUBJECT TITLE: Seminar on Business Environment

SUBJECT CODE: MGMT-1105

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	2	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Objective and outcome of course: Upon the satisfactory completion of this course the students will be able to: analyze different types of legal, political, economic systems influencing business; have introductory knowledge of Indian legal concepts; and see how these concepts apply in Business Environment.

Contents of Syllabus:

Units	Contents	Contact Hours
Unit I	Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. Process of environmental scanning, Environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV	10
Unit II	Economic Environment: Types of economies, Economic policies- Industrial policy, Fiscal policy, Monetary policy, privatization and disinvestment, liberalization and globalization. Political environment: relation between business and government of India. Constitutional provisions related to business, concept of state intervention in business..	10
Unit III	Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005. Technological environment: Impact of Technology on Business, policy for research and development in India, appropriate technology, debate of technology v/s labour. Societal environment: Business and society, social responsibility of business.	10
Unit IV	International Environment: Emergence of Globalisation, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (Export Oriented Units). Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Paul Justice,	Business Environment- Text and Cases, TATA McGraw Hill
2	Aswathappa, K.,	<i>Essentials of business environment</i> , Himalaya Publishing House.
3	Ghosh,B.N	Business Environment, ., Oxford University Press, 2014
4	H.L. Ahuja, S. Chand	Economic Environment of Business,

Recommended Reference Books:

S.no	Name of Author	Title
1	A.C. Fernando	Business Environment, Latest Edition, Pearson Publication, New Delhi.
2	Sengupta N.K	Government and Business, Vikas Publication, New Delhi

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Business Environment	https://onlinecourses.swayam2.ac.in/imb22_mg28/preview
2	Understanding the Business Environment	https://www.edx.org/course/understanding-the-business-environment
3	International Business Environment	https://www.coursera.org/learn/global-business-environment?action=enroll#syllabus

Recommended Journals:

S.no	Name of Author	Name and link
1	Andrew John Hoffman University of Michigan	Business Decisions and the Environment: Significance, Challenges, and Momentum of an Emerging Research Field
	Name of Journal	Link

International Journal of Business Environment	https://www.inderscience.com/jhome.php?jcode=ijbe
Asian Journal Of Business Environment	https://www.ajbe.or.kr/journal/intro.do?journalSeq=J000172
Academy of Management Learning and Education	https://www.openaccessjournal.com/journal/67/Academy-of-management-learning-and-education
Academy of Management Journal	https://www.openaccessjournal.com/journal/399/Academy-of-management-journal

Panjab University, MBA (Font in Pink)

(Link: <https://www.puchd.ac.in/includes/syllabus/2019/20190717101747-mbauhssyllabus2019-2021-final2.pdf?202303252801>)

MBA6201: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT I

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT II

Economic environment: the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment: relation between business and government of India. Constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

UNIT III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and

Punjab Technical University (Font in Green)

(Link: <https://ptu.ac.in/wp-content/uploads/2022/08/MBA-upto-4th-Sem.-2021-onwards.pdf>)

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment.

Political Environment: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

I.K.G. Punjab Technical University **MBA Batch 2018 onwards**

Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO, its role and functions, Implications for India, Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.


LPU, MBA (Font in Blue)

(Link: <https://www.lpude.in/academics/online-study-material/management/mba/>)

Course Code:	D	M	G	T	4	0	1	Course Title:	BUSINESS ENVIRONMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:



Sr. No.	Topics
1.	Theoretical Framework of Business Environment, Recent developments in political, economical and financial environment.
2.	Techniques of environment scanning and monitoring, SWOT analysis of Indian Economy; Planning in India with special focus on 11 th 5 year plan.
3.	Industrial Policies; Industrial Licensing; Stock Exchanges in India; Liberalisation, Privatisation and Globalisation.
4.	Economic Trends; National Income Economic Development; Inflation, Problems of Growth.
5.	India's Monetary and Fiscal Policy; Foreign Trade Policy and BOP; Direct and Indirect Taxes.
6.	Poverty in India; Unemployment in India; Human development, Rural Development, Business Ethics, Corporate Governance and Corporate Social Responsibility.
7.	MRTTP Act, FERA, FEMA, IPR, RTI.
8.	Foreign Investment, MNCs; EXIM Policy; SEZ.
9.	International Organizations.
10.	World Trade Organization.

Notes:

1. The deleted/ replaced part is in the font **Red**. The deletion is made considering their relevance and importance as per the syllabus requirements.
2. Major portion of the syllabus is modified keeping in view the concepts of business environment, which students need to understand as per post-graduation level.
3. The syllabus of IIM, IBS, Symbiosis and other premium institutes were not available online to be considered for revision.
4. Most institutes did not have this subject in post-graduation, hence the modifications are done on the bases of the syllabi of other decent institutions.

SUBJECT TITLE: IT Tools For Managers

SUBJECT CODE: MMGT-1106

SEMESTER: I

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Course Objectives:

1. Understand the role of IT and IS in operational, tactical and strategic decision making.
2. Understand the business functions and integration of IT and IS in business processes in various functions and sector.
3. Understand the various IT applications in various functions and sector.

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Computers: Classification of computers, Components of Computer System, Introduction to High level and low level languages. Software: System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.	10
UNIT-II	MS Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, , Tables in the word, Merge Documents, Mail Merge Tool.	15
UNIT-III	MS Excel: Spreadsheets and their uses in business, Excel basics, Sort & Filter Option, Worksheets, Excel formatting techniques, using formulas and functions. Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions.	15
UNIT-IV	MS Power Point: Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	P.K.Sinha	Computer Fundamentals, BPB Publications.
2	A. Leon & A. Leon:	Internet for Everyone, Vikas Publishing House.
3	Curtin, Foley, Sen& Morin	Information Technology, Breaking New Wave.
4	Ron Mansfield	Compact guide to MS-Office, BPB Publication.

Recommended Reference Books:

S.no	Name of Author	Title
1	V.K. Jain	Information Technology, Atlantis.
2	D. Anfinson & K. Quamme	Information Technology Essentials, Pearson Education.

Videos/SWYAM courses/MOOCs:

S.no	Course Name and link
1	https://nptel.ac.in/courses/106106092
2	https://www.pdfdrive.com/microsoft-excel-2016-step-by-step-d34313668.html

SUBJECT TITLE: Oral and Written Communication**SUBJECT CODE: MENG-1102****SEMESTER: I****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs.**

Course Objectives: To enhance students' thoughts, ideas, and vision, for practical application in their professional lives. To identify various communication skills involved in the business organization, To developing critical and analytical skills among the students, To develop business communication skills among the students, To Understand the system of sound and sound combinations in English (Phonology). To understand how sounds are produced, how they are transmitted, and how they are perceived (Phonetics). To know the different intonation patterns of English.

Sr. No	Contents	Contact Hours
UNIT-I	Communication elements and process, needs of communication skills for manager, Channels, forms and dimensions of communication, verbal and non-verbal communication, Barriers to communication and how to overcome the barriers, Principles of effective communication, 7 C's of communication: Clarity, Completeness, Coherence, Conciseness, credibility, correctness,, Continuity. Types of communication: Oral communication: Advantages and disadvantages, conversation as communication, Art of public speaking, Basic Writing Skill Punctuation, Words often frequently misspells, Words-multiple meaning, Single word for group of word ,Synonyms and Antonyms, Idioms and phrases.	10
UNIT-II	Written communication: Advantage and disadvantages, Need, functions and kinds. Layout of letter writing, Types of letter of writing: persuasive letter, request letter, sales letter, and complaints; Departmental communication: meaning, needs and types: Interview letters, promotion letters, resignation letters, newsletters, circular, agenda, notice. Press release report writing: structure, types, formats, Drafting of various types of report.	15
UNIT-III	Non-verbal-Features, understanding of body language, posture, gestures, Developing effective public relations: Drafting speech, press release, brochures, Hangouts, Leaflets, e-newsletters, Group Discussions-Nature .	15
UNIT-IV	Phonetics & phonology: Consonant, Vowels, Transcription: phonetic and phonemic, Consulting a dictionary for pronunciation, exercise with audio aids, ear training, reading exercises- stress, accent and intonation, tone group.	10

Source: *The English And Foreign Languages University*

Website Link: <http://www.efluniversity.ac.in/>

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Cambridge.2012	English Pronouncing Dictionary
2	Sethi, J., and P.V. Dhamija (1999)	A Course in Phonetics and Spoken English (2nd Ed.). New Delhi: Prentice Hall of India Pvt. Ltd.
3	Sethi, J.	A Handbook of Standard English and Indian Usage. New Delhi: Prentice-Hall. 2007.
4	Sailaja, Pingali	Indian English. Edinburgh: Edinburgh University Press. 2009.

Recommended Reference Books:

S.no	Name of Author	Title
1	Murphy and Hildebrandt	Effective Business Communication, Tata McGraw Hill Education

SUBJECT TITLE: Professional Ethics & Corporate Social Responsibility**SUBJECT CODE: MGMT-1201****SEMESTER: II****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
2	-	-	2

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs****Contents of Syllabus:**

Sr. No	Contents	Contact Hours
UNIT-I	Ethics in Business: Concept of Business Ethics. Corporate Code of Ethics: Environment, Accountability, Responsibility, Leadership, Diversity, Discrimination. Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values , Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics. Ethics v/s Ethos, Indian v/s Western Management, Globalization and Business Ethics. Emerging issues of Business Ethics. code of conducts; meaning and importance of social responsibility, the evolution of CSR, a morale argument of CSR, increasing relevancy of CSR, social responsibility and ethics, CSR domains.	10
UNIT-II	Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process. Ethical Considerations in Marketing: meaning, unethical practices in marketing considering products, Prices, Place and promotion, marketing ethics and consumer rights. Ethics in Finance: meaning, code of ethics in finance, ethical issues in finance. Managerial ethics: Meaning, types of management ethics, ethical principles for managers. Ethical considerations in Human Resource Management: Meaning, role of HRM in promoting ethics- selection and training and development. Environmental Ethics. Redressal of grievances. Employee Rights. Conflicts of Interest. Employee Relationship at workplace.	10
UNIT-III	Corporate Social responsibility: Meaning, Definition, need.CSR Models- ethical, statist, liberal and stakeholders. Drivers of CSR. Arguments in favour of and against corporate Social responsibility, Evolution of CSR. CSR for Stakeholders: Shareholders, employees, customers, suppliers, creditors, government and society. CSR for environment, CSR and Social development.	10
UNIT-IV	Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability. Corporate Governance: Meaning, requirement, Purpose, principles and Importance.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Philip Kotler and Nancy Lee	Corporate social responsibility: doing the best for the company and your cause, Wiley, 2005.
2	Subhabrata Bobby Banerjee	Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
3	Satheesh Kumar	Corporate Governance, Oxford University, Press, 2010.

Recommended Reference Books:

S.no	Name of Author	Title
1	Roa, F. Fr.	Business Ethics and Social Responsibility, Rex Book Store
2	Schwartz, M. S.	Corporate Social Responsibility: An Ethical Approach, Broadnew Press
3	Chatterji, M.	Corporate Social Responsibility, Oxford University Press

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Aradhna Malik	Corporate social responsibility https://onlinecourses.nptel.ac.in/noc21_mg54/preview

Recommended Journals:

Name of Journal	Name and link
Business & professional ethics journal	https://catalog.loc.gov
Business and society review	https://catalog.loc.gov/vwebv/search
International Journal of Corporate Social Responsibility	https://jcsr.springeropen.com/
Social Responsibility Journal	https://www.emerald.com/insight/publication/issn/1747-1117

Tribhuvan University, (Font in Blue)

(Link: <https://benchpartner.com/tu/business-ethics-and-social-responsibility/185/syllabus>)

Business Ethics and Social Responsibility (Tribhuvan University)

Unit 1: Introduction

Concept of business ethics, the importance of ethics in business, myths about business ethics, morale reasoning, the morality of profit motive, ethics and philosophy, ethics and morality, benefits of business ethics, code of conducts, meaning and importance of social responsibility, the evolution of CSR, a morale argument of CSR, increasing relevancy of CSR, social responsibility and ethics, CSR domains.

Unit 2: Ethical Issues and Dilemmas

The problem of just wage, sexual harassment, gift-giving and bribery, the morality of advertising, office romance, the problem of fair pricing, trade secrets and corporate disclosure, product misinterpretation and Caveat Emptor, the morality of labor strikes, whistle-blowing, unfair competition, money laundering, conflict of interest, insider trading, privacy issues, discrimination and corporate intelligence.

Unit 3: Ethical Theories

Scholastic philosophy, the Kantian ethics, the Machiavellian principle, utilitarianism of Jeremy Bentham, and John Stuart Mill, the morale positivism of Thomas Hobbes, Divine command ethics, virtue ethics.

Unit 4: Application of Ethical Standards

Manufacturing- duties of manufacturer, consumer rights, informed consumer, consumer politics, consumer privacy, ethical consumption, classification of unethical behavior, legal versus morale and ethics business ethics; in the market place- Product positioning and competing, pricing and its consequences, packaging and labeling, brand management and imperatives, advertising and communication, exploitative nature of advertising; finance and value- Financial accounting and standards, responsibilities of financial institutions, capital market and its regulator.

Panjab University, (Font in Green)

(Link: <http://punjabiversity.ac.in/syllabi/Academic%20Session%202021-22/Faculty%20of%20Business%20Studies/Post%20Graduate%20Courses/MBA%20AM%20%28FYIC%29%20PART-V%28SEMESTER%20IX%20%26%20X%29%20Session%202020-2021%26%202021-2022-converted.pdf>)

AM901 BUSINESS ETHICS AND CORPORATE GOVERNANCE

The objective of this course is to familiarize the students with the knowledge of ethics and emerging trends in good governance practices in the Indian and global corporate context. At the end of the course, the students should be able to - (1) see relevance of ethics and corporate governance in offering a comprehensive, interdisciplinary approach to the management and control of companies.; (2) gain knowledge of global development on governance, ethics and sustainability aspects and best governance practices followed worldwide, and (3) understand national and international governance norms, ethical business practices, corporate sustainability, CSR and sustainability reporting, role of various governance forums etc.

Unit – I

Ethics in Business: Concept of Business Ethics, Approaches to Moral Reasoning: Consequentialism, Deontologism, Teleological reasoning. Corporate Code of Ethics: Environment, Accountability, Responsibility, Leadership, Diversity, Discrimination. Principles of Business Ethics, Theories of Business Ethics, Characteristics of Ethical Organization, Advantages of Business Ethics, Scope of Business Ethics in Compliance: Ethics in Finance, Ethics in Human Resources, Ethics in Marketing, and Ethics in Production. Globalization and Business Ethics, Stakeholder's Protection, Corporate Social Responsibility and Business Ethics, Corporate Governance and Business Ethics.

Unit – II

Corporate Governance; Introduction, Conceptual Framework of Corporate Governance, Elements of Good Corporate Governance, Failure of Governance and its Consequences, Insider Trading, Rating Agencies, Whistle Blowing. Board Effectiveness - Issues and Challenges, Corporate Governance Reforms, Initiatives in India including clause 49. Corporate Governance in Banks, Insurance and Public Sector Companies; Corporate Governance and Shareholder Rights; Corporate Governance and Other Stakeholders; Corporate Governance Forums

Amity University, (Font in Pink)

(Link: [NewSyllabus_d77dde72-2c02-495a-b822-50c3115114f1\(1\).pdf](#))

Annexure 'CD – 01'



AMITY UNIVERSITY
UTTAR PRADESH

Course Title: Professional Ethics and Social Responsibility

Credit Units: 2

Course Code: PFE301

Course Level: UG

Course Objectives:

- To understand the concept of professional ethics
- To identify ethical issues at workplace.
- To learn to match code of ethics with appropriate profession
- To understand theories of ethics

Pre-requisites: ---

L	T	P/S	SW/F W	TOTAL CREDIT UNITS
-	1	-	2	2

Course Contents/Syllabus:

	Weightage (%)
Module I – Philosophy and Ethics	
Descriptors/Topics	
<ul style="list-style-type: none">• Introduction to philosophy; definition, nature and scope, concept, branches• Origin of Ethics• Ethics: definition, moral philosophy, nature of moral judgments and reactions.• Theories of Ethics (Utilitarian Theory, Right Theory & Casuist Theory)• Benefit of Ethics• Freedom in ethical discourse	20%
Module II: Ethical Issues and practices at Workplace	

<p>Descriptors/Topics</p> <ul style="list-style-type: none"> • Ethical Dilemma's • Challenges in ethical decision making • Redressal of grievances • Employee Rights • Conflicts of Interest • Employee Relationship at workplace 	20%
<p>Module III: Code of Ethics:</p>	20%
<p>Descriptors/Topics</p> <ul style="list-style-type: none"> • Principle of Ethics • Compliance based and values based code of ethics • Professional obligation • Role of regulatory authority • Respect for Privacy • Confidentiality • Inform Consent and debriefing 	
<p>Module IV: Sustainable Practices</p>	20%
<ul style="list-style-type: none"> • Green Practices • Ethics to handle VUCA environment • Importance of sustainability • Sustainable Business practices • Corporate Social Responsibility • Inclusive development 	
<p>Module V: Ethics in different Domain</p>	20%
<ul style="list-style-type: none"> • Role of ethics in different domain • Ethics in Research, Medicine, Engineering, Sciences, Entrepreneurship, Psychology, Journalism, Management, law, Humanities etc. 	

SUBJECT TITLE: Financial Management

SUBJECT CODE: MGMT-1202

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	2	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Objective and outcome of course: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

Sr. No	Contents	Contact Hours
UNIT-I	Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economic Environment on Financial Management; Time Value of Money. Planning for Sources of Finance (Domestic and International) Sources of Finance: Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR, Derivative instruments, Commercial Papers, Certificate of Deposits, Trade credit, Bank finance, money market instruments.	10
UNIT-II	Capitalization: Over Capitalization and Under Capitalization; Causes and Remedies of Over and Under Capitalization; Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT–EPS Analysis, Capital Gearing/Debt–Equity Ratio Generation of Internal Funds. Concept of Operating, financial and combined leverage; Retained Earnings Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach	10
UNIT-III	Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.	10
UNIT-IV	Long term investment decision; Capital Budgeting; principles and process; techniques: Accounting Rate of Return, Pay Back Period, NPV, IRR, MIRR& profitability index methods; Project Evaluation: independent, replacement and mutually exclusive projects, Capital Budgeting under constraints (Capital Rationing). Corporate Restructuring: Meaning and need of corporate restructuring, Financial and Operational restructuring, merger and amalgamation: meaning types and motives	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.No.	Name of Author	Title
1	Khan and Jain	Financial Management: Text and Cases, Tata McGraw Hill
2	Prasanna Chandra	Financial Management, Tata McGraw-Hill Publishing
3	Pandey, I.M	Financial Management, Vikas Publication New Delhi
4	Ahuja N.L., Dawar V. and Arrawatia R	Corporate Finance, PHI, Latest Edition
5	Maheshwari, S.N	Financial Management – Principles & Practice, Sultan Chand & Sons.

Recommended Reference Books :

S.No.	Name of Author	Title
1	John J. Hampton	Financial Decision Making-Concepts, Problems and Cases, Prentice Hall India
2	Menamin, M.J	Financial Management - An Introduction. New Delhi: Oxford University Press, Latest Edition.
3	Emery, D.R. & Finnerty, J.D	Corporate Financial Management. New Jersey: Prentice Hall, Latest Edition.
4	James C. Van Horne	Financial Management, Pearson Education.
5	Richard A. Brearley and Stewart C. Myres	Principles of Corporate Finance, McGraw Hill.

Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	CA Amita Bissa Jai Narain Vyas University , Jodhpur	https://onlinecourses.swyam2.ac.in/cec20_mg05/preview
2.	Dr. Rupali Sheth Savitribai Phule Pune University, Pune	https://onlinecourses.swyam2.ac.in/cec20_mg10/preview

Recommended Journals :

S.No.	Name of Author	Name & Link
1	Dr G.M. Purani Associate Professor, Arts and Commerce College, Piparia, Vadodara, Gujarat.	A Review Paper on Financial Management and Financial Manager https://www.ijrrjournal.com/IJRR_Vol.4_Issue.5_May2017/IJRR007.pdf

Name of Journals	Link
Journal of Risk & Financial Management (JRFM)	https://www.mdpi.com/journal/jrfm
Journal of Financial Management , Markets & Institutions	https://www.worldscientific.com/worldscinet/jfmimi
Journal of Multinational Financial Management	https://www.sciencedirect.com/journal/journal-of-multinational-financial-management
International Journal of Research and Review (IJRR)	https://www.ijrrjournal.com/

**Paper Code:MBARM-
2002**

FINANCIAL MANAGEMENT

Credit=4

Marks=100

Learning Objectives:

The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Section – A

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics. **Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR, Derivative instruments, Commercial Papers, Certificate of Deposits, Trade credit, Bank Finance, money market instruments. **Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

Section – B

Capital Structure: Meaning, Determinants, Assumptions, Net Income Approach, Operating Income Approach, Traditional Position, Modigliani Millar Approach, EBIT and EPS Analysis, Trading on Equity, Gearing Ratio. **Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Section – C

Management of Working Capital: Meaning of working capital, Need of managing working capital, Determinants of working capital, Operating Cycle, and Estimation of working capital. **Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory, Inventory Management, Factors affecting inventory investment, Determination of Economic Order Quantity, Evaluation of Discount Proposal, Determination of maximum, minimum, average, safety and reordering level of inventory, Models for classification of inventory, Inventory Control System. **Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance: Baumols model, Miller-Orr model, . Short-Term and Long-Term Cash Forecasting.

Section – D

Receivable Management: Meaning and objectives of receivable management, Factors affecting receivables, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable. **Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model. **Corporate Restructuring:** Meaning and need of corporate restructuring. **Financial and Operational restructuring, merger and amalgamation:** meaning types and motives.

Suggested Readings:

1. James C. Van Horne: Financial Management, Pearson Education.
2. Richard A. Brearley and Stewart C. Myres: Principles of Corporate Finance, McGraw Hill.
3. John J. Hampton: Financial Decision Making-Concepts, Problems and Cases, Prentice Hall India.
4. M.Y. Khan and P.K. Jain: Financial Management-Text and Problems, McGraw-Hill.
5. Prasanna Chandra: Financial Management, Tata McGraw-Hill Publishing.

Source : DELHI UNIVERSITY

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20\(FM\)%20%20SEPTEBER%204,%202018%20\(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20(FM)%20%20SEPTEBER%204,%202018%20(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf)

Page No. 37-39

Department of Financial Studies, University of Delhi

107: FINANCIAL MANAGEMENT

Course Objectives:

The objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. This course introduces the core concepts and skills needed in financial management. It considers the main financial decision facing a company, approaches as to how these decisions are made and introduces analytical tools that can assist in financial decision-making.

Course Learning Outcomes:

CLO1: Understand the core concepts and techniques in financial management.

CLO2: Ability to conduct discounted cash flow analysis and estimate a company's cost of capital.

CLO3: Application of various tools to analyze the risk dimension in decision making.

CLO4: Ability to allocate funds to the most attractive investment opportunities.

CLO5: Understand the process of a determining firm's optimal cash payout policy.

CLO6: Analysis of working capital needs of the company.

Contents

Unit I: Scope and Objectives of Financial Management; Time Value of Money; Return, Risk & Cost of Capital.

Unit II: Long term investment decision; Capital Budgeting: principles and process; techniques: Accounting Rate of Return, Pay Back Period, NPV, IRR, MIRR & profitability index methods; Project Evaluation: independent, replacement and mutually exclusive projects; Capital Budgeting under constraints (Capital Rationing).

Unit III: Sources of Long-term Finance: Debt vs Equity capital; Concept of Operating financial and combined leverage; Capital Structure theories, NI approach, NOI approach and MM approach.

Unit IV: Types of dividends; Dividend policy & Share Valuations; Determinants of dividend policy, Theories of dividend: Walter's Model, Gordon's Model and MM hypothesis.

Unit V: Overview; Working Capital needs and Estimation; Cash Management; Inventory Management; Receivables Management; Current Assets Financing.

**MBA CP-204
FINANCIAL MANAGEMENT**

Objectives:

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

Course Contents

Financial Management: Nature, Scope and Functions; Objectives of Financial Management; Profit Maximization versus Wealth Maximization, Economic Value Addition (EVA) Model; Financial Manager: Role and Responsibilities; Agency Cost and Agency Relationship; Mathematics for Finance and Valuation Models;

Cost of Capital: Component Cost and Weighted Average Cost of Capital; Application of Cost of Capital in Financial Decision Making; Capitalization: Over Capitalization and Under Capitalization; Causes and Remedies of Over and Under Capitalization;

Long-term Financing Decisions; Sources of Long Term Finance; Capital Structure Decision in Risk-Return framework; Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Classical Theory, Modigliani-Miller Hypothesis

Short-term Financing Decisions: Working Capital Management: Components and Determinants of Working Capital; Working Capital Policy and Decisions; Computation of Working Capital Requirements; Management of Cash, Receivables and Inventory; Financing of Working Capital Needs;

Capital Budgeting: Techniques of Project Appraisal and Ranking: Pay Back Period, Accounting Rate of Return (ARR), Present Value Method, Net Present Value Method (NPV), Profitability Index;

Financial Planning and Forecasting: Long-range Financial Planning Model; Dividend and Self-financing Decision; Factors influencing Dividend Decision; Dividend Decision Models;

Suggested Readings:

1. James C Van Home (2002), Financial Management and Policy, Prentice Hall of India
2. Prasanna Chandra (2001), Financial Management: Theory and Practice, Tata Mcgraw Hill
3. Khan and Jain (1999), Financial Management: Text and Cases, Tata Mcgraw Hill
4. I.M. Pandey (1999), Financial Management, Vikas
5. George A Aragon, Financial Management, Allyn and Bacon

UGC-NET:

Link : <https://www.ugc.ac.in/net/syllabus.aspx>

UNIT-IV

**UNIVERSITY GRANTS COMMISSION
NET BUREAU**

Code No. 17

**Subject : MANAGEMENT (including Business Admn.
Mgt./Marketing/Marketing Mgt./Industrial
Relations and Personnel Mgt., etc.)**

SYLLABUS AND SAMPLE QUESTIONS

Note :

There will be two question papers, Paper—II and Paper—III (Part-A & B). Paper—II will cover 50 Objective Type Questions (Multiple choice, Matching type, True/False, Assertion-Reasoning type) carrying 100 marks. Paper—III will have two Parts—A and B; Paper—III (A) will have 10 short essay type questions (300 words) carrying 16 marks each. In it there will be one question with internal choice from each unit (i.e. 10 question from 10 units; Total marks will be 160). Paper—III (B) will be compulsory and there will be one question from each of the Electives. The candidate will attempt only one question (one elective only in 800 words) carrying 40 marks. Total marks of Paper—III will be 200.

PAPER-II & PAPER-III (A) [CORE GROUP]

Unit—I

Managerial Economics-Demand Analysis
Production Function
Cost-output relations
Market structures
Pricing theories
Advertising
Macro-economics

Unit—II

The concept and significance of organisational behaviour—Skills and roles in an organisation—Classical, Neo-classical and modern theories of organisational structure—Organisational design—Understanding and Managing individual behaviour personality—Perception—Values—Attitudes—Learning—Motivation.

Understanding and managing group behaviour, Processes—Inter-personal and group dynamics—Communication—Leadership—Managing change—Managing conflicts.

Organisational development

Unit—III

Concepts and perspectives in HRM; HRM in changing environment

Human resource planning—Objectives, Process and Techniques

Job analysis—Job description

Selecting human resources

Induction, Training and Development

Exit policy and implications

Performance appraisal and evaluation

Potential assessment

Job evaluation

Wage determination

Industrial Relations and Trade Unions

Dispute resolution and Grievance management

Labour Welfare and Social security measures

Unit—IV

Financial management—Nature and Scope

Valuation concepts and valuation of securities

Capital budgeting decisions—Risk analysis

Capital structure and Cost of capital

Dividend policy—Determinants

Long-term and short-term financing instruments

Mergers and Acquisitions

SUBJECT TITLE: Marketing Management

SUBJECT CODE: MMGT-1203

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs.

Objective and outcome of course: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Contents of Syllabus:

Units	Contents	Contact Hours
Unit I	Introduction to Marketing: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs. Selling, Effect Of Liberalization and Globalization, Creating Customer Value. Analyzing Marketing Environment- Micro, Macro Corporate Strategic Planning: defining role marketing strategies, Marketing planning process. Global Marketing. consumer and organization buyer behaviour, market measurement	10
Unit II	Creating and Managing Product: Market Segmentation & Targeting. Differentiation & Positioning, Competitors Analysis. Product Decisions: Product Mix, Packaging And Labeling Decisions, Branding & Brand Equity New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies. Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies.	15
Unit III	Delivering and Promoting Product: Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain. Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. Personal Selling: Personal Selling Process. Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations.	10
Unit IV	Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Kotler,P., Keller, K.L. Koshy, A. and Jha, M	Marketing Management: A South Asian Perspective, Pearson Education.
2	Stanton, Etzel, Walke	Fundamentals of Marketing, Tata-McGraw Hill, New Delhi
3	Saxena, Rajan,	Marketing Management, Tata-McGraw Hill, New Delhi.
4	Ramaswamy, V.S and Namakumari	Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.

Recommended Reference Books:

S.no	Name of Author	Title
1	Stanton, Etzel, Walker	Fundamentals of Marketing, Tata-McGraw Hill, New Delhi
2	McCarthy, E.J.	Basic Marketing: A managerial approach, Irwin, New York.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof.Jayanta Chatterjee and Prof. Shashi Shekhar Mishra	Marketing Management-I https://onlinecourses.nptel.ac.in/noc19_mg48/preview

Recommended Journals:

Name of Journal	Name and link
Journal of Marketing Management	https://www.tandfonline.com/toc/rjmm20/current
Journal of Marketing	https://journals.sagepub.com/home/jmx
Asia - Australia Marketing Journal	https://www.monash.edu/marketing/mktjourn.html
Asian Journal of Marketing	http://www.fba.nus.sg/qm/journals/AJM.html

Programme	MBA
Course Full Title	Marketing Management
Course Short Title	MM
Course Code	MMGT-1203
Course Credit	3
Semester	II
Internal /External	External
Specialization	NA
Core/Elective	Core
Course Outcomes (CO)/Learning On successful completion of this course, the learner will be able to	
MMGT-1203.1	Explain Creating Customer Value. Analyzing Marketing Environment.
MMGT-1203.2	Describing different stages of PLC & Explain New Product Development.
MMGT-1203.3	Explain Wholesaling, Retailing, Direct Selling and Online Marketing, Promotion Decisions.
MMGT-1203.4	Illustrate Green Marketing, Network Marketing, Event Marketing.

CO/PO Mapping matrix														
COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
MMGT-1203.1	3	2	2	3	2	2	3	2	3	3	2	2	2	3
MMGT-1203.2	3	3	3	3	3	3	3	2	2	3	3	3	2	2
MMGT-1203.3	3	3	3	3	3	3	3	3	2	3	3	3	3	2
MMGT-1203.4	3	3	3	3	2	3	3	3	3	3	3	3	3	3
Total	3	2.75	2.75	3	2.5	2.75	3	2.5	2.5	3	2.75	2.75	2.5	2.5

Delhi University, (Font in Green)

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf>)

MBAFT-6105: MARKETING MANAGEMENT

Course Objective:

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

Course Learning Outcomes:

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding the marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behavior and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understanding contemporary issues in marketing

Course Contents

Unit I: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

Unit II: Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, **Global Marketing**.

Unit III: Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

Unit IV: Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

Unit V: Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

M.J.P. Rohilkhand University, (Font in Blue)

(Link: <http://mjpru.ac.in/pdf/mktg.pdf>)

Marketing Management

PAPER CODE :MM-106

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

UNIT-I

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

UNIT-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

UNIT-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organisation and Control: Organising and controlling marketing operations.

Panjab University, (Font in Pink)

(Link: <https://pu.ac.in/includes/syllabus/2015/20150715151333-mbagenral2015-16.pdf?202205074612>)

MBA6105: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

SUBJECT TITLE: Human Resource Management

SUBJECT CODE: MMGT-1204

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

Objective and outcome of course: This course aims at enabling students to critically analyse organizational situations, prescribe courses of action necessary for problem solving, and integrate the steps necessary for effective implementation. Upon completion, the student should be able to indicate and explain various human resource management interventions that may be required when dealing with the work environment, people, and problems.

Contents of Syllabus:

S. No.	CONTENT	HOURS
UNIT I	HRM: Introduction, meaning, evolution, nature, scope, and importance, Objectives, Processes, Importance and Evolution of HRM, Roles and Responsibilities of HR managers. Contemporary issues and challenges in managing human resources. Job Analysis: Job description, job specification. HR Planning: meaning, nature, importance, process, HR supply forecast and analysis; Recruitment & Selection: sources, recruiting methods, selection procedure, selection tests, placements and follow up.	15
UNIT II	Training and Development: need, significance, types, effectiveness, Management and career development: meaning,, nature, methods, concept and stages of career development, benefits and problems. Strategic HRM . Emotional quotient and mentoring, Emerging horizon in HRM	10
UNIT III	Performance Appraisal: Importance & Objectives, Techniques of appraisal system, New trends in appraisal system. Compensation and benefits: Job evaluation techniques, Wage & salary administration Compensation, fringe benefits , Human resource audit.	10
UNIT IV	Occupational Safety and Health: types of working environment, employee welfare and social security; employee grievance and Industrial relations: importance, grievance handling procedure, causes, Dispute settlement machinery and Conflict Management; Employee Engagement; International Dimensions of HRM.	10

Recommended Study Materials

Recommended Text Books:

S. No	Name of Author	Title
1	Aswathappa, K. (2017)	Human Resource Management: Text and Cases. (8thed.) New Delhi: McGraw Hill.
2	Carbonara, S.	Manager's Guide to Employee Engagement. New York: McGraw Hill.
3	DeCenzo, D.A., Robbins, S.P.,& Verhulst, S.L.	Human Resource Management (12th ed.). Wiley.
4	Dessler, G. & Varkkey, B.	Human Resource Management (14th ed.). New Delhi: Pearson.
5	Ivancevich, J.M.	Human Resource Management (11thed.). New York: McGraw Hill.
6	Venkat Ratnam, C.S.,& Dhal, M.	Industrial Relations (2nded.). New Delhi: Oxford University Press.

Recommended Reference Books:

S. No	Name of Author	Title
1	Bohlander, G.W.,&Snell, S.A.	Principles of Human Resource Management (16thed.). New Delhi: Cengage India.
2	Ivancevich, J.M.	Human Resource Management (11thed.). New York: McGraw Hill.
3	Pattanayak Biswajeet	Human Resource Management, PHI Learning Pvt. Ltd., New Delhi.

Videos/SWYAM courses/MOOCs:

S. No	Name of Author	Course Name and link
1	Prof. Ashish Pandey	Advances in Strategic Human Resource Management (HRM), IIT Bombay https://nptel.ac.in/courses/110101164
2	Prof. A. Malik	Principles of Human Resource Management, IIT Kharagpur https://nptel.ac.in/courses/110105069
3	Prof. Kalyan Chakravarti	Human Resource Management-I, IIT Kharagpur https://nptel.ac.in/courses/122105020

4	Prof. Ashish Pandey	Advances in Strategic Human Resource Management (HRM) https://onlinecourses.nptel.ac.in/noc23_mg64/preview
5	Dr. Prakash Pillai R	Human Resource Management https://onlinecourses.swayam2.ac.in/cec23_mg02/preview

Recommended Journals:

Name of Journal	Name and link
The International Journal of Human Resource Management	https://www.tandfonline.com/toc/rijh20/current
The Human Resource Management Review	https://www.sciencedirect.com/journal/human-resource-management-review/vol/33/issue/1
The Journal of HRM: A Study of the recruitment & selection process in the ICT sector	https://www.jhrm.eu/2022/10/40-a-study-of-the-recruitment-and-selection-process-in-the-ict-sector-the-hr-perspective-and-creating-advantages/

Programme	MBA
Course Full Title	Human Resource Management
Course Short Title	HRM
Course Code	MMGT-1204
Course Credit	3
Semester	II
Internal /External	External
Specialization	NA
Core/Elective	Core
Course Outcomes (CO)/Learning On successful completion of this course, the learner will be able to	
MMGT-1204.1	To Enables the Students to Understand Nature of PM, Scope, Functions and Objectives, PM Policies and practices & Models of PM,
MMGT-1204.2	To Help the Students Focus on Design Human Resource Planning and How to recruit and select the HR,
MMGT-1204.3	To Enables the Students to Understand Make Career Planning, Undertake Training and Development programs at different levels,
MMGT-1204.4	To Develop Relevant Skills Necessary for Application in PM Related Issues. And Measure Employee Appraisal & provide Compensation.

CO/PO Mapping matrix														
COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
MMGT-1204.1	3	3	2	3	2	2	3	1	2	3	-	3	2	3
MMGT-1204.2	3	2	3	2	2	3	2	3	3	3	3	-	3	2
MMGT-1204.3	3	2	3	1	3	3	3	2	2	-	2	3	3	3
MMGT-1204.4	3	2	2	1	3	2	2	3	2	2	1	2	2	2
Average	3	2.25	2.5	1.75	2.5	2.5	2.25	2.25	1.75	2.5	2.25	2.5	2.5	2.25

MBAFT- 6106: HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

Learning Outcome:

- Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector;
- Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
- Participants will be able to appreciate the need for well-designed HR policies that enhance employee motivation and performance;
- Participants will be able to learn the tools and techniques of human resource management systems;
- The entire course is based on case studies and students will be able to understand the dynamics of managing people from real-world examples.

Course Content:

Module 1: Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources;

Module 2: Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction; Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management;

Module 3: Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM.

Suggested Readings

1. Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14thed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8thed.) New Delhi: McGraw Hill.

Jamia Millia Islamia University

Link: https://www.jmi.ac.in/upload/programme/cs_fss_cbs_mcom.pdf

MC-3.2: HUMAN RESOURCE MANAGEMENT (AEC)

Lectures 4 + Tutorial 1 = 05 Credits	Duration of Exam. : 3 Hours	Max. Marks : 100 (Term-end Exam : 75 +Internal : 25)
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Course Objectives: This course aims at providing a broad understanding of concepts, principles and operative functions of human resource management.

Course Contents:

UNIT-I

Introduction: Definition, Importance, Objectives and functions of human resource management, HR policies - meaning types and process of formulation of HR policies, merit and demerits of HR policies, policies in various HR areas.

Acquisition of HR: Human resources planning - concept, objectives and process of HRP, Concepts and Applications of job analysis, Recruitment – meaning, Factors affecting recruitment and sources of recruitment, recent trends in recruitment, selection process, placement induction.

UNIT-II

Training and Development: Concept and objectives of training and development, Principles and Methods, Techniques of management development, Career Planning and Development – job changes- transfer, promotion, demotion and separation.

Employee Compensation and Benefits: Wage and salary administration, Concept and Objectives, Job evaluation – meaning, objectives and methods, System of wage payment-Time wage, Piece wage and wage incentive plans, Fringe benefits - Concept, objectives and types of Fringe benefits. ESOP, Flexi-time schedule. Performance appraisal- meaning and its importance, methods of performance appraisal.

UNIT-III

Strategic HRM Emotional quotient and mentoring. Emerging horizon in HRM- HRM and economic liberalization, HRM – future scenario- downsizing and voluntarily retirement, empowerment and workforce diversity. Changing role of HRM, Flexi time schedule, HR accounting, HRM information system.

Suggested Readings:

1. Gomez-Mejia, Balkin and Cardy, *Managing Human Resources*, PHI Learning Pvt. Ltd., New Delhi.
2. Monappa Arun, Saiyadam Mirza, *Personnel Management*, Tata McGraw Hill, New Delhi.
3. Chopra, Rakesh K, *Management of Human Resources*, V.K. Publishing House, Bareilly.
4. Tripathi, P.C, *Personnel Management and Industrial Relations*, Sultan Chand & Sons, New Delhi.
5. Michael, V.P., *Human Resource Management*, Himalaya Publishing House, New Delhi.
6. Yoder, Dale: *Personnel Management and Industrial Relations*, Prentice Hall of India, New Delhi.
7. Dessler Gary, *Human Resource Management*, Pearson Education, New Delhi.
8. Worther, William and Davis Keith, *Human Resource and Personnel Management*, McGraw Hill, New York.
9. Sherwani , NUK, *Human Resource Management*, Galgotia Publications Pvt Ltd., Noida.
10. Pattanayak Biswajeet, *Human Resource Management*, PHI Learning Pvt. Ltd., New Delhi.
11. Gupta, C.B, Sultan Chand and Sons , New Delhi.
12. Singh B.P. and T.N. Chhabra, *Personal Management and Industrial Relations*, Dhanpat Rai and Co. pvt ltd., Delhi-2000.

UGC-NET: (FONT IN BLUE)

Link : <https://www.ugc.ac.in/net/syllabus.aspx>

UNIVERSITY GRANTS COMMISSION NET BUREAU

Code No. 17

**Subject : MANAGEMENT (including Business Admn.
Mgt./Marketing/Marketing Mgt./Industrial
Relations and Personnel Mgt., etc.)**

SYLLABUS AND SAMPLE QUESTIONS

Note :

There will be two question papers, Paper—II and Paper—III (Part-A & B). Paper—II will cover 50 Objective Type Questions (Multiple choice, Matching type, True/False, Assertion-Reasoning type) carrying 100 marks. Paper—III will have two Parts—A and B; Paper—III (A) will have 10 short essay type questions (300 words) carrying 16 marks each. In it there will be one question with internal choice from each unit (i.e. 10 question from 10 units; Total marks will be 160). Paper—III (B) will be compulsory and there will be one question from each of the Electives. The candidate will attempt only one question (one elective only in 800 words) carrying 40 marks. Total marks of Paper—III will be 200.

PAPER-II & PAPER-III (A) [CORE GROUP]

Unit—I

Managerial Economics-Demand Analysis
Production Function
Cost-output relations
Market structures
Pricing theories
Advertising
Macro-economics

PAPER-III (B)

[ELECTIVE / OPTIONAL]

Elective—I

Human Resource Management (HRM)—Significance; Objectives; Functions; A diagnostic model; External and Internal environment;

Forces and Influences; Organizing HRM function.

Recruitment and Selection—Sources of recruits; Recruiting methods; Selection procedure; Selection tests; Placement and Follow-up.

Performance Appraisal System—Importance and Objectives; Techniques of appraisal system; New trends in appraisal system.

Development of Personnel—Objectives; Determining Needs; Methods of Training & Development programmes; Evaluation.

Career Planning and Development—Concept of career; Career planning and development methods.

Compensation and Benefits—Job evaluation techniques; Wage and salary administration; Fringe Benefits; Human resource records and audit.

Employee Discipline—importance; causes and forms; Disciplinary action; Domestic enquiry.

Grievance Management—Importance; Process and Practices; Employee Welfare and Social Security Measures.

Industrial Relations—Importance; Industrial conflicts; Causes; Dispute settlement machinery.

SUBJECT TITLE: DATA ANALYSIS & INTERPRETATION**SUBJECT CODE: MGMT-1205****SEMESTER: II****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	2	2	4

I

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	An Introduction To Research: Meaning, Definition, Objectives, And Process; Research Problem: Selection of Problem, setting objectives; Review of Literature. Research Design: Types – Descriptive, Diagnostic, Exploratory and Experimental. Sources of Data: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Types, construction of a good Questionnaire. Research Proposal/Synopsis writing.	10
UNIT-II	Sampling Techniques, Steps in Sampling, Types of Sample Design – Probability and Non probability Sampling Designs, Size of Sample, Sampling Errors, Concept of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement. Sampling distribution, Hypothesis Testing: Steps of hypothesis testing; One and two-tailed tests; Type I and type II Errors. One Sample Tests: Means and proportions. Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples: Testing of difference between proportions.	10
UNIT-III	Classification of data and construction of Frequency Distribution: Graphic Presentation of Data. Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation. Theoretical Distributions: Binomial, Poisson and Normal Distribution.	10
UNIT-IV	Discriminant Analysis, Conjoint Analysis, Multi-Dimensional Scaling, Factor Analysis, Cluster Analysis, Time Series and Business Forecasting .Applications of Index Numbers; Tests of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use of SPSS For T-Test, Chi-Square Test And ANOVA. Interpretation of Data, Report Preparation and Presentation.	10

INSTRUCTION FOR QUESTION PAPER SETTER: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.No.	Name of Author	Title
1	M.P. Gupta & S.P. Gupta	Business Statistics, Sultan Chand and Sons.
2	Kothari C.R	'Research Methodology – Methods and Techniques', Wishwa Prakashan, New Delhi.
3	Vohra, N. D.	Business Statistics. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.
4	D R. Cooper, & P.S,Schindler	Business Research Methods, Tata McGraw Hill
5	P.N. Arora & S. Arora	Statistics for Management, Sultan Chand and Sons

Recommended Reference Books:

S.No.	Name of Author	Title
1	Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R	Complete Business Statistics. McGraw Hill Education (India) Pvt. Ltd.: New Delhi.
2	Black, K.	Applied Business Statistics. Wiley.
3	Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D. & Cochran, J. J	Statistics for Business & Economics, Cengage Learning Custom Publishing.
4	J.K. Sharma	Business Statistics, Pearson Publication.
5	Malhotra N.K.	'Marketing Research – An Applied Orientation', Pearson Education Ptc. Ltd., New Delhi.

Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	James O. Aldrich	SPSS https://study.sagepub.com/aldrich3e/student-resources/step-by-step-spss%C2%AE-tutorial-videos
2.	Prof. M P Gururajan, Prof. Hina Gokhale IIT Bombay.	https://onlinecourses.nptel.ac.in/noc21_mm09/preview

Recommended Journals:

S.No.	Name of Author	Name & Link
1	Zulfiqar Ali, S Bala Bhaskar	Basic statistical tools in research and data analysis https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5037948/pdf/IJA-60-662.pdf

Name of Journals	Link
International Journal of Data Science and Analytics	https://www.springer.com/journal/41060
International Journal of Data Analytics (IJDA)	https://www.igi-global.com/journal/international-journal-data-analytics/225843
International Journal of Data Analysis Techniques and Strategies	https://www.inderscience.com/jhome.php?jcode=ijdots

Programme	MBA
Course Full Title	Data Analysis & Interpretation
Course Short Title	DA&I
Course Code	
Course Credit	4
Semester	II
Internal /External	External
Specialization	NA
Core/Elective	Core
Course Outcomes(CO)/Learning Outcomes On successful completion of this course, the learner will be able to	
	To make student understand various types of research and research methods thereby making student grasp the relevance & scope of research
	To impart the knowledge of statistics and various measures of central tendency
	To provide students information about sampling, sample design, sample size , various sampling techniques
	To make student aware about steps involved in preparation of questionnaire and various modes of data collection

CO/PO Mapping												
COs	Program Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
	3	2	3	3	2	1	3	2	3	2	3	2
	3	3	3	2	3	2	3	2	3	3	2	3
	3	3	3	3	2	3	3	2	3	3	2	3
	2	2	3	3	3	2	3	2	3	2	3	3
Average	2.75	2.5	3	2.75	2.5	2	3	2	3	2.5	2.5	2.75

BUSINESS RESEARCH METHODS

Course Code: MBA 281

L:2, T:1,P/FW:0 C:03

Course Objective:

This course aims to provide the theoretical and practical base for a research project by focusing on the fundamentals of the research proposal, literature review, and qualitative and quantitative methods. This course aims to equip students with the skills and expertise to develop and implement a research dissertation.

Course Contents:

Module I: Introduction

Introduction to Research; Understanding Research Philosophies; Research as Creative and Strategic Thinking Process; Theory Building; Research Concept, Construct, Propositions, Variable, and Hypothesis; Business Research Process; Ethical Issues in Business Research, Generating & Refining Ideas for Research Topic, Developing Research Questions, Indicators of Good Scientific Research

Module II: Reviewing Literature and Formulating Research Design

Importance of Literature Review; Finding & Managing the Literature; Writing Formal Literature Review; Building Theoretical Framework; Generation of Hypothesis; Formulation of Research Design; Exploratory Research Design; Descriptive Research Design; Experimental Research Design

Module III: Measurement & Sampling

Levels of scale measurement; Conceptualization & Operationalization; Criteria for Good measurement; Sampling Design; Probability and Non Probability Sampling Techniques; Sample Size Determination; Sampling and Non Sampling Errors

Module IV: Research Methods & Data Collection

Questionnaire Design: Basic Considerations, Wording, Layout, Methods to Administer Questionnaire, Techniques for Measuring Attitudes; Comparative and Non Comparative Scaling Techniques; Overview of Qualitative Methods: Interview, Focus Group, Observation

Module V: Data Analysis & Report Writing

Overview of SPSS, Descriptive and Inferential Statistical Analysis, Purpose and Components of Research Proposal, Components of Written Research, Overview of Academic Writing, Using MS Word for Referencing

Examination Scheme:

Components	CA	A	CT	EE
Weightage (%)	30	5	15	50

Text & References:

Text:

- Zikmund, Babin, Carr, Adhikari, Griffin., Business Research Methods, Cengage Learning, 1e, 2012
- Zina O'Leary, The Essential Guide to Doing Research, SAGE, 2004

References:

- Aaker, David A; Kumar V and George S., Marketing Research, Sixth edition, John Wiley & Sons
- Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research – Text & Cases, Richard D. Irwin Inc. Homewood, Illinois.
- Luck, David J and Rubin, Ronald S., Marketing Research, Seventh edition, Prentice Hall of India

Source : DELHI UNIVERSITY

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure2.%20Revised%20MBA\(IB\)%20Revised%20Draft%20as%20on%208-9-18..pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure2.%20Revised%20MBA(IB)%20Revised%20Draft%20as%20on%208-9-18..pdf)

Page No. : 27-28

Department of Commerce, University of Delhi

**Master of Business Administration (International Business)
MBA (IB)
Semester I
Course MBIBCC107: BUSINESS STATISTICS**

Marks: 100

Duration: 60 Hrs.

Objective: The objective of this course is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyse and interpret data in a meaningful manner.

Course Outcomes: The successful completion of this course shall enable the student to:

- CO1: Demonstrate an understanding of probability and probability distributions.
- CO2: Comprehend the decision making process under uncertainty using statistical tools.
- CO3: Appreciate the concepts in sampling and estimation.
- CO4: Execute the process of hypothesis testing including one-sample and two-sample tests.
- CO5: Appreciate the importance and application of non-parametric tests in hypothesis testing.
- CO6: Understand correlation and regression analysis and their importance in decision making.

Contents:

Unit I- Theory of Probability and Probability Distributions: Approaches to calculation of probability, marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions- Binomial, Poisson, and Normal.

Unit II- Statistical Decision Theory: Decision-making process; Payoff and regret tables; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

Unit III- Sampling, Estimation: Types of sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

Unit IV- Hypothesis Testing: Steps of hypothesis testing; One and two-tailed tests; Type I and type II Errors.

One Sample Tests: Means and proportions.

Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples. Testing of difference between proportions.

Unit V- Analysis of Variance and Non-Parametric Tests: F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test, One-sample runs test.

Unit VI- Correlation and Regression Analysis: Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if

**MBA CP-207
METHODOLOGY OF BUSINESS RESEARCH**

OBJECTIVES:

The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. They are also expected to learn the basic statistical tools of analysis to sharpen their research studies.

Course Contents:

Meaning and Significance of Research in Management, Different Approaches to Research – Scientific Methods and Non-scientific Methods, Types of Research – Historical Studies, Case Studies, Survey and Experimental Studies, Research Process, Criteria for Good Research, Critically Reviewing the Literature.

Formulation of Research Problem, Defining a Research Problem, Formulating Research Hypotheses, Meaning of Research Designs, Need for Research Design, Features of Good Research Design, Various Research Designs.

Sampling Techniques, Steps in Sampling, Types of Sample Design – Probability and Non-probability Sampling Designs, Size of Sample, Sampling Errors, Concept of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Data Collection Methods – Primary vs. Secondary Data, Questionnaire Development Process, Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire, Processing of Research Data – Editing, Coding, Classification and Tabulation.

Measures of Central Tendency, Measures of Dispersion and Skewness, Testing of Hypotheses, Advance Techniques of Data Analysis – Correlation and Regression Analysis, ANOVA, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Data Analysis by Software Packages.

Suggested Readings:

1. Cooper (2002), 'Methods in Business Research', Tata McGraw-Hill, New Delhi.
2. Gupta S.P., 'Statistical Methods'.
3. Kothari C.R., 'Research Methodology – Methods and Techniques', Wishwa Prakashan, New Delhi.
4. Malhotra N.K. (2004), 'Marketing Research – An Applied Orientation', Pearson Education Ptc. Ltd., New Delhi.
5. Saunders (2003), 'Research Methods for Business', Pearson Education Ptc. Ltd., New Delhi.

SUBJECT TITLE: PRODUCTION & OPERATIONS MANAGEMENT**SUBJECT CODE: MMGT-1206****SEMESTER: II****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Operations management: concept, functions. Transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of henry ford, deming, crossby, taguchi. Facility Location – importance, factors in location analysis, location analysis techniques. Product Design and development – product design and its characteristics, product development process (technical), product development techniques. Process selection- project, job, batch, mass and process types of production systems. Operations management in corporate profitability and competitiveness.ISO Standards, and ISO Certification.	10
UNIT-II	Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Basics of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout. Production Planning & Control (PPC): –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.	15
UNIT-III	Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran’s Quality Trilogy, Deming’s 14 principles, Tools and Techniques for Quality Improvement, Management Tools Taguchi’s Quality Engineering. Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Acceptance Sampling – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.	15
UNIT-IV	JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, 2 card kanban Production Control system; Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising.	10

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Mahadevan B	Operations Management: Theory And Practice, 2 nd Edition, Pearson Education
2	Krajewski&Ritzman	Operations Management, 5th Pearson Education
3	Buffa&Sarin	Modern Production/Operations Management, 8th John Wiley
4	Chary,	Production and Operations Management, Tata McGraw-Hill
5	Johnston R et al	Cases in Operations Management, Pitman
6	McGregor D	Operations Management, McGraw-Hill
7	Adam and Eben	Production & Operations, 5 th ed Prentice Hall
8	Nair	Production & Operations 1st Tata McGraw Management

Recommended Reference Books:

S.no	Name of Author	Title
1	Mahadevan, B	Operations Management: Theory & Practice, 3rd ed., Pearson Education
2	Mahadevan, B	Operations Management: Theory & Practice, 2nd ed., Pearson Education
3	Buffa, E.S, Sarin RK,2008,	Modern Production/ Operations Management, John Wiley & Sons
4	Everett E., Adam Jr. & Ronald J Ebert	Production and Operation Management, Fifth edition, Prentice Hall of India.
5	Monden Y, 1993,	Toyota Production System, Industrial Engineering and Management Press – Institute of Industrial Engineering, Norcross, Georgia.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Rajat Aggarwal	Production and Operation Management, IIT Roorkee https://nptel.ac.in/courses/110107141
2	Dr. Inderdeep Singh	Operations Management, IIT Roorkee https://nptel.ac.in/courses/112107238
3	Mahadevan B	Operations Management https://onlinecourses.swyam2.ac.in/imb19_mg17/preview

Recommended Journals:

Name of Journal	Name and link
Journal of Operations Management	https://www.sciencedirect.com/science/article/abs/pii/S0272696398000400
Journal of Business Logistic:	https://onlinelibrary.wiley.com/doi/abs/10.1002/j.2158-1592.2008.tb00067.x
Production and Operations Management	https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1937-5956.2005.tb00234.x

Programme	MBA
Course Full Title	Productions & Operations Management
Course Short Title	POM
Course Code	
Course Credit	3
Semester	II
Internal /External	External
Specialization	NA
Core/Elective	Core
Course Outcomes (CO)/Learning On successful completion of this course, the learner will be able to	
	To Enables the students to Understand ever growing importance of Production and Operations management in uncertain business environment
	To Explain the Gain an in-depth understanding of resource utilization of an organization
	To Develop skills to operate competitively in the current business scenario.
	To Understand the concepts of inventory and purchasing management

CO/PO Mapping matrix

COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO 1	PSO 2
MB1206.1	3	3	2	3	2	2	3	1	2	3	3	3	2	3
MB1206.2	3	2	3	2	2	3	2	-	3	3	3	1	3	2
MB1206.3	2	2	3	1	3	3	3	2	2	-	2	3	3	3
MB1206.4	3	3	2	2	3	2	2	3	2	2	1	2	2	2
Average	2.25	2.5	2.5	2.6	2.5	2.5	2.25	2	2.5	2.5	2.25	2.5	2.5	2.25

DELHI UNIVERSITY

Link: <https://sscbs.du.ac.in/course/production-and-operations-management/>

Unit I (3 Weeks)

Introduction to Operations Management: Definition, need, key decisions of OM, goods vs. services. Operations as a key functional area in an organization; Operation Strategies: Definition, relevance, strategy formulation process; Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, 2 card kanban Production Control system; Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous.

References:

AMITY UNIVERSITY UTTAR PRADESH GAUTAM BUDDHA NAGAR

Link:

<file:///C:/Users/91978/Downloads/BBA%20syllabus%20of%20the%20Amity%20University%20Noida.pdf>

Module III: Facility Location and Facility Layout Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method – Numerical for each method),

Utilization of GIS in Plant Location. Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Basics of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout.

Module VI: Foundations of Quality, Quality Control, TQM Concept of Quality - Gurus of quality a Comparative Discussion on Edward Deeming, David Juran and Philip Crosby - their Philosophy contribution and limitations. Statistical Quality Control (Mean and Range Charts, c Chart, p Chart – Numerical), Basic Concepts of Acceptance Sampling, OC Curves – No Numerical.

Basic Concepts of TQM, 5 –S and Kaizen, 6-Sigma, ISO Standards, and ISO Certification.

PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

PRODUCTION AND OPERATIONS MANAGEMENT

Unit- II

Production Techniques: Introduction to modern productivity techniques-Just in Time, Kanban system, Total Quality Management and Six-Sigma. Make or Buy decisions. Management Tools Taguchi's Quality Engineering

Inventory Control and Management Purchase Management - Objectives; Functions; Methods; Procedure

Stores Management - Types of Stores; Functions; Coding Methods Inventory Management - Concepts; Classification; Objectives; Factors Affecting

Inventory Control Policy; Inventory Costs; Inventory Control tools and techniques Quality Management and Statistical Quality Control

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance TQM, Quality Specification, Design Meaning and objectives of Statistical Quality Control.

SUBJECT TITLE: SEMINAR ON CONTEMPORARY ISSUES IN BUSINESS

SUBJECT CODE: MMGT- 1207

SEMESTER: II

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
2	-	-	2

Internal Assessment: 100

Duration of Exam: 3 Hrs.

Instructions for the teacher-

- To cover this course teacher can make it compulsory for the students to read newspaper and prepare news PPTs.
- Group discussion in the class on various issues of Business & Economy.
- Presentations on various topics by each student.
- At the end teacher can evaluate the student through PPTs prepare by students, class presentations and group discussion conducted through the semester.

SUBJECT TITLE: Applied Operations Research

SUBJECT CODE:

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	2	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

Objective and outcome of course: Objective of the syllabus is to acquaint the students with the knowledge of various tools & techniques which helps in optimal utilization the scarce resources of an organization.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Operations Research: Introduction, , Scope of Operations Research , Features of Operations Research, Operations Research Methodology, Operations Research Techniques and Tools , Limitations of Operations Research .	5
UNIT-II	Linear Programming: Introduction, Requirements of LPP, Mathematical Formulation of LPP, Graphic Method , Simplex Method, Big-M Method Maximization Problems, Minimization Problems, Concepts of Feasible Solution, Basic Feasible Solution, Degenerate Solution, Special cases in Linear Programming.	10
UNIT-III	Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality. Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm. Inventory Models. Sequencing Problems – n Jobs and 2/3 machines.	15
UNIT-IV	Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance & other methods. Project Management: Challenges in Project Management, appreciating the issues involved in project planning and control. Application of Network Techniques – PERT and CPM in Project Management. Preparation of Network, minimum time schedule and slack/float analysis; time-cost trade-off, Project Scheduling and Uncertainty, Resource Allocation Problem in Project	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books :

S.No.	Name of Author	Title
1	Kapoor V.K.	Operations Research Techniques for Management, Sultan Chand & Sons.
2	Kantiswarup, Gupta P.K.&Manmohan.	Operations Research ,Sultan Chand & Sons.
3	Taha H.A	“Operations Research: An Introduction”, Prentice Hall of India, New Delhi.
4	N.D. Vohra	Quantitative Techniques in Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, (Latest Edition)
5	Gupta, M.P and Sharma J.K	“Operations Research for Management”, National, New Delhi.

Recommended Reference Books :

S.No.	Name of Author	Title
1	Pradep Prabhakar Pai	“Operations Research- Principles and Practice, Oxford Higher Education
2	Anderson, Sweeney, Williams, Martin	“An Introduction to Management Science Quantitative Approaches to Decision Making”, Cengage Learning.
3	Federick S. Hiller and G. J. Liberman	Introduction to Operations Research, Tata McGraw-Hill Publishing Company Ltd., New Delhi (Latest Edition)
4	T. Lucey	Quantitative Techniques, Thompson Learning Publishers, London, (Latest Edition).
5	R. Thierauf and R. Klekamp	Decision Making Through Operations Research, John Wiley & Sons

Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	Professor Bibhas C. Giri Jadavpur University	https://onlinecourses.swyam2.ac.in/cec20_ma10/preview
2.	Prof. G. Srinivasan , IIT Madras	https://onlinecourses.nptel.ac.in/noc20_ma23/preview

Recommended Journals:

S.No.	Name of Author	Name & Link
1	S. Datta	Applications of Operational Research to the Transportation Problems in Developing Countries: A Review Global Business Review http://gbr.sagepub.com/cgi/content/abstract/1/1/113 T

Name of Journals	Link
Operations Management Research	https://www.springer.com/journal/12063
Journal of Operations Management (JOM)	https://onlinelibrary.wiley.com/journal/18731317
International Journal of Engineering Business Management	https://journals.sagepub.com/doi/10.5772/56919

Programme	MBA
Course Full Title	Applied Operations Research
Course Short Title	AOR
Course Code	
Course Credit	4
Semester	III
Internal /External	External
Specialization	NA
Core/Elective	Core
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	Introduction to Operations Research & various tools & techniques. Students will learn how to formulate Linear Programming Problem.
	Solving Linear Programming Problems with Graphic & Simplex Method.
	Enabling Student to make optimum utilization of Resources with the Techniques of Assignment & Transportation Problems.
	Enabling Student to face Business Competition with the technique of Game Theory and Network Analysis.

CO/PO Mapping matrix

COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO 1	PSO 2
	3	3	3	1	1	1	3	2	1	3	3	2	1	1
	3	3	3	1	1	1	3	1	1	3	3	2	2	2
	3	3	3	1	1	1	3	1	1	3	3	2	2	2
	3	3	3	1	1	1	3	1	1	3	3	2	1	1
Average	3	3	3	1	1	1	3	1.25	1	3	3	2	1.5	1.5

Paper Code: MBARM-4004 OPERATIONS RESEARCH Credit=4
Marks=100

Learning Objectives:

Upon completion of this course, students will be able to: Formulate a real-world problem as a mathematical programming model and Implement and solve the model in EXCEL.

Section – A

Introduction: Problem solving and Decision Making, Quantitative analysis, Management Science Techniques, Linear Programming: Simplex Method, Big-M Method, Two Phase Method, Maximization Problems, Minimization Problems, Duality, Sensitivity Analysis and Interpretation of Solution, Applications in Marketing, Finance, and Operations Management

Section – B

Advanced Linear Programming Applications: Data Envelopment Analysis, Revenue Management, Portfolio Models and Asset Allocation, Game Theory, Distribution and Network Models: Transportation Problem, Assignment Problem, Transshipment Problem, Shortest-Route Problem, Maximal Flow Problem.

Section – C

Integer Linear Programming: Types of IL Programming Models, Graphical and Computer Solutions for IL Program, Nonlinear Optimization Models: Unconstrained Problem, Constrained Problem, Project Scheduling: PERT/CPM, Inventory Models

Section – D

Decision Analysis: Decision Making without Probabilities, Decision Making with Probabilities, Goal Programming, Forecasting: Components of Time Series, Smoothing Methods

Suggested Readings:

1. Anderson, Sweeney, Williams, Martin, "An Introduction to Management Science- Quantitative Approaches to Decision Making", 13th edition, Cengage Learning.
2. Hiller, F.S. and Lieberman, G.J., Introduction to Operations Research (9th ed.),

Source : DELHI UNIVERSITY

[http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20\(FM\)%20%20SEPTEMBER%204,%202018%20\(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf](http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure4.%20FINAL%20Course%20MBA%20(FM)%20%20SEPTEMBER%204,%202018%20(AFTER%20SUGGESTIONS%20FROM%20STANDING%20COMMITTEE.pdf)

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202: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Contents:

Unit I: Linear Programming: Meaning, Assumptions and Problem Formulation/Model Construction, Graphical Solution, **Concepts of Feasible Solution, Basic Feasible Solution, Degenerate Solution,** Simplex Method, **Special cases in Linear Programming,** Duality, Postoptimal/Sensitivity Analysis and Economic Interpretation of duality or shadow prices.

Unit II: Special Cases of Linear Programming & Other Mathematical Programming Models: Transportation Models and Assignment Models – as a special case of Linear Programming; their meaning, assumptions, and formulation of the model, their solution methodology; sensitivity analysis and their applications, Integer Programming, Zero-One Programming, Mixed Integer Programming, Goal Programming, Dynamic Programming – their applications and solution methodology

Unit III: Project Management: Challenges in Project Management, appreciating the issues involved in project planning and control. Application of Network Techniques – PERT and CPM in Project Management. Preparation of Network, minimum time schedule and slack/float analysis; time-cost trade-off, Project Scheduling and Uncertainty, Resource Allocation Problem in Project.

Unit IV: Optimization Models for Business Related Problems: Application of optimization techniques to Inventory related problems; Simple EOQ Model, Production Run Model, Back-orders with Infinite Replenishment Model, Production Run Model with Back Orders, EOQ Model with Price-Breaks, determination of various inventory levels – Reorder Level, Safety Stock, Maximum Level etc. under certain, probabilistic and uncertainty situations. Inventory Classification – ABC, VED, FNSD and other classification. Periodic Review Model and Continuous Review Methods; contemporary tools of managing inventories of a firm – like JIT, Material Requirements Planning etc. **Sequencing Problems – n Jobs and 2/3 machines** Replacement of Fixed Assets - Individual Replacement Policy - with and without time value; and Group Replacement Policy, Preventive Replacement Policy Markov Processes – Applications and Computations; Waiting Line or Queuing Models - Characteristics, Theory and applications

Unit V: Decision Analysis: Decision Making under Certainty, Risk and Uncertainty conditions – Pay-off Matrix, Expected Monetary Value criteria, Expected Value of Perfect Information. Decision Tree, Game Theory - Nash Equilibrium; Two Persons-Zero Sum Game; Pure and Mixed Strategies; Game Theory and Linear Programming, Simulation – Deterministic and Probabilistic (Monte Carlo Simulation)

Suggested Readings:

- Introduction to Operations Research - Federick S. Hiller and G. J. Liberman; Tata McGraw-Hill Publishing Company Ltd., New Delhi (Latest Edition)
- Management Science - Sang M. Lee, L. J. Moore, and Bernard W. Taylor, III; Allyn & Bacon, Incorporated (Latest Edition)
- Quantitative Techniques in Management - N.D. Vohra, Tata McGraw-Hill Publishing Company Ltd., New

MBA OM-3404
APPLIED OPERATIONS RESEARCH

Objectives:

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision-making. Students will also be acquainted as how to use computer packages for data processing purposes.

Course Contents:

Parametric and Sensitivity Analysis; Inventory Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear optimization Techniques – Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2002

Suggested Readings:

1. Ahuja A.K. et al. (1993), "Network Flows", Englewood Cliffs, New Jersey. Prentice Hall of India.
2. Gould, F.J. et al. (1993). "Introduction to Management Science", Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Gupta, M.P and Sharma J.K., (1997), "Operations Research for Management", National, New Delhi.
4. Taha H.A., (2003), "Operations Research: An Introduction", Prentice Hall of India, New Delhi.
5. Mathur, K. and Solow D., (1994), "Management Science", Englewood Cliffs, Prentice Hall Inc, New Jersey.
6. Sharma, S. J.K., (2001), "Operations Research: Theory and Applications", Macmillian India, New Delhi.
7. Srinath, L.S., (1994), "Operations Research for Executive", Affiliated East West Press, New Delhi.
8. Panneerselvam, (2001), "Operations Research", Prentice Hall of India, New Delhi.

SUBJECT TITLE: PRESENTATION ON TRAINING REPORT

SUBJECT CODE:

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40

End Term Exam: 60

Duration of Exam: 3 Hrs

Between the second and the third semester the students of MBA are required to undergo summer training in any organization.

The training is aimed at exposing the students to the practical aspects of management and the application of theories of management. They are required to carry out a project and submit a report to the institution at the end of training.

This training report is required to be presented to the class and evaluated by a teacher/teachers of the college.

Programme	MBA
Course Full Title	Presentation on Training Report
Course Short Title	PTR
Course Code	
Course Credit	3
Semester	III
Internal /External	Internal/External
Specialization	NA
Core/Elective	Core
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	Get exposure to a specific job, Profession or industry by integrating theory and practice.
	Explore career alternatives, develop work habits, attitudes, communication, interpersonal and other critical skills pre-requisite in a job.
	Demonstrate practical knowledge and skills, which in turn will motivate, develop and build their confidence.
	Get some practical work experience in a specific field and a real insight into what is actually working in a particular job or career field.

CO/PO Mapping Matrix												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
	3	2	2	3	2	3	2	1	2	2	3	3
	2	2	3	2	3	2	3	2	3	2	3	3
	1	2	3	2	2	2	1	2	2	2	3	3
	2	3	2	3	2	1	2	2	2	2	3	3
Average	2.0	2.25	2.5	2.5	2.25	2	2	1.75	2.25	2	3	3

SUBJECT TITLE: SOCIAL SECURITY & LABOUR WELFARE**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The objective of this course is to make students understand The main objective of social security is that a citizen to his country's welfare should be given protection against certain hazards of life.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	The concept of scope of social security. Social assistance and social insurance Evolution of Social Security. Law relating to social security Payment of wages Act,1936	10
UNIT-II	Minimum Wages Act, 1948 Payment of Bonus Act, 1965 Workman's Compensation Act,1923 Maternity Benefit Act,1961.	10
UNIT-III	Employment State Insurance Act,1948 Provident Fund & Miscellaneous Provision Act,1951 Gratuity Act,1972 I.L.O and social Security The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work	10
UNIT-IV	Evolution of labour welfare , classification of welfare work, agencies for welfare work. Welfare activities of govt. of India; welfare work by trade unions Labour welfare work by voluntary social organizations. Labour administration; agencies for administrating labour welfare laws in India.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.No.	Name of Author	Title
1	A.M. Sharma	Social, Security Labor Welfare Himalayas Publishing House
2	I.L.O Social Security	International labor Office.

Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	Prof. K.D. Raju	NOC:New Labour Codes of India, IIT Kharagpur https://nptel.ac.in/courses/129105006
2.	Prof. K.D. Raju	New Labour Codes of India https://onlinecourses.nptel.ac.in/noc22_lw05/preview
3	Prof. S. Srinivasan	Business Law for Managers https://onlinecourses.nptel.ac.in/noc23_mg40/preview

Recommended Journals:

Name of Journals	Link
The International Journal of Social Welfare	https://onlinelibrary.wiley.com/journal/14682397
International Journal of Management, Information Technology and Engineering	https://www.academia.edu/8098638/a_study_about_the_labor_welfare_and_social_security_measures_in_india
Journal of Developing Societies	https://journals.sagepub.com/doi/10.1177/0169796X14562942
Indian Journal of Human Development	https://journals.sagepub.com/doi/full/10.1177/09737030211062091

Programme	MBA
Course Full Title	Social Security and Labor Welfare
Course Short Title	SSLW
Course Code	
Course Credits	3
Semester	III
Internal /External	External
Specialization	Strategic Human Resource Management
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes On successful completion of this course, the learner will be able to	
	Understand the concept of social security and maintain the sound relationship among workers in an establishment,
	Grasped the major theme of Accident & occupational Diseases,
	Assess the importance of acts in social security
	Comprehend the classification and different types of labor welfare programmers.

CO/PO Mapping														
COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	3	2	3	3	-	2	1	3	3	2	3	3
	3	2	2	3	2	3	2	3	2	3	3	3	2	2
	2	1	3	2	3	2	3	-	2	3	2	2	3	2
	3	2	3	3	-	3	3	3	2	2	3	1	1	2
Average	2.25	1.5	2.75	2.5	2	2.75	2	2	1.75	2.75	2.75	2	2.25	2.25

CASE STUDY

Corporate Governance at Infosys: The High Priest of Corporate Governance

By the late 1990s, Infosys Technologies Limited (Infosys)¹ had clearly emerged one of the best managed companies in India. Its corporate governance practices seemed to be better than those of many other companies in India. Because of its good governance practices, Infosys was the recipient of many awards. In 2001, Infosys was rated India's most respected company by Business World². Infosys was also ranked second in corporate governance among 495 emerging companies in a survey conducted by Credit Lyonnais Securities Asia (CLSA) Emerging Markets. It was voted India's best managed company five years in a row (1996-2000) by the Asiamoney poll. In 2000, Infosys had been awarded the "National Award for Excellence in Corporate Governance" by the Government of India. In 1999, Infosys had been selected as one of Asia's leading companies in the Far Eastern Economic Review's REVIEW 2000 Survey and voted India's most admired company by The Economic Times. Infosys had also provided all the information required by the Cadbury committee³ Infosys had benchmarked its corporate governance practices against those of the best managed companies in the world (Refer Exhibit I for broad structures and processes for good governance).

It was one of the first companies in India to publish a compliance report on corporate governance, based on the recommendations of a committee constituted by the Confederation of Indian Industries (CII).⁴ Infosys maintained a high degree of transparency while disclosing information to stakeholders. It had been providing consolidated financial statements under US GAAP to its global investors and financial statements under Indian GAAP to Indian shareholders. Infosys provided details on high and low monthly averages of share prices in all the stock exchanges on which the company's shares were listed. It was one of the few companies in India to provide segmentwise breakup of revenues.

Code of Corporate Governance

In the late 1990s, the Confederation of Indian Industries (CII) published a code of corporate governance (Refer Exhibit II for the highlights of the report). In 1999, the Securities and Exchange Board of India (SEBI) appointed a committee under the Chairmanship of Kumar Mangalam Birla⁵ to recommend a code of corporate governance. The report was submitted by the committee in November 1999 and accepted by SEBI in December 1999 (Refer Exhibit III for the highlights of the report).

Infosys had accepted the recommendation of both the CII and the Kumar Mangalam Birla Committee. This section provides an overview of corporate governance practices followed by Infosys.

Infosys had an executive chairman and chief executive officer (CEO) and a managing director, president and chief operating officer (COO). The CEO was responsible for corporate strategy, brand equity, planning, external contacts, acquisitions, and board matters. The COO was responsible for all day-to-day operational issues and achievement of the annual targets in client satisfaction, sales, profits, quality, productivity, employee empowerment and employee retention. The CEO, COO, executive directors and the senior management made periodic presentations to the board on their targets, responsibilities and performance.

In 2001, the board had sixteen directors. There were eight executive directors and eight non-executive directors (Refer Table I). Infosys believed that the one thing that could help them to improve corporate governance was to bring international professionals on corporate boards (See Table I).

The board members were expected to possess the expertise, skills and experience required to manage and guide a high growth, hi-tech software company. Expertise in strategy, technology, finance, and human resources was essential. Generally, they were between 40 and 55 years of age and were not related to the other board members. They did not serve in any executive or non-executive position in any company in direct competition with Infosys. The board members were expected to rigorously prepare for, attend, and participate in all board and relevant committee meetings. Each board member was expected to ensure that other existing and planned future commitments did not interfere with the member's responsibility as a director of Infosys.

Normally, the board meetings were scheduled at least a month in advance. Most of the meetings were held at the company's registered office at Electronics City, Bangalore, India. The chairman of the board and the company secretary drafted the agenda for each board meeting and distributed it in advance to the board members. Board members were free to suggest the inclusion of any item on the agenda. Normally, the board met once a quarter to review the quarterly results and other issues. The board also met on the occasion of the annual shareholders' meeting. If the need arose, additional meetings were held. The non-executive directors had to attend at least four board meetings in a year. The board had access to any information that it wanted about the company.

In 2001, the board had three committees - the nominations committee, the compensation committee and the audit committee. To ensure independence of the board, the members of the nominations committee, the compensation committee and the audit committee were all non-executive directors.

Table I
Composition of the Board (2001)

EXECUTIVE DIRECTORS	PROFILE
Narayana NR Murthy	Chairman of the Board and CEO since 1981. Also served as managing director until February 1999.
Nandan M Nilekani	Co-founder of Infosys. Managing Director, COO and President since February 1999.
S Gopalkrishnan	Co-founder of Infosys. Deputy Managing Director, Head of Customer Service & Technology.
K Dinesh	Co-founder of Infosys. Head of HRD, IS, Quality & productivity.
SD Shibutal	Co-founder of Infosys. Head of Customer Delivery.
TV Mohandas Pai	CFO, Head of Administration and Facilities.
Phaneesh Murthy	Head of Sales & Marketing.
Srinath Batni	Head of West North America.
NON-EXECUTIVE DIRECTORS	
Deepak M	Managing Director of Housing Development Finance Corporation

Satwalekar	Ltd. since 1993.
Dr Marti G Subrahmanyam	Charles E. Merrill Professor of Finance and Economics at the Stern School of Business at New York University since 1993.
Ramesh Vangal	President of Seagram Asia Pacific since 1997.
Philip Yeo	Executive Chairman of the Singapore Economic Development Board. Also, Deputy Chairman of the National Science and Technology Board and Chairman of Pidemco Land, a subsidiary of the Singapore Technologies Group.
Senator Larry Pressler	Member of Congress for 22 years. A senior partner in the Washington, D.C. law firm of O'Conner & Hannan.
Dr Omkar Goswami	Senior Consultant and Chief Economist to the Confederation of Indian Industry (CII).
Dr Jitenrda Singh	Saul P. Steinberg Professor in the Department of Management at the Wharton School, University of Pennsylvania.
Rama Bijapurkar	A recognised thought leader on marketing strategy and consumer related issues in India and runs a strategic marketing consulting practice working across a wide range of sectors, helping organizations develop marketing strategies.

Source: Annual Report, 2000-01

The nominations committee had four non-executive directors who looked after the issue of retirement of existing members and their re-appointment, on the basis of their performance. The nominations committee constantly evaluated the contribution of the members of the board and recommended to shareholders their re-appointment. The executive directors were appointed by the shareholders for a maximum period of five years, but were eligible for re-appointment upon completion of their term. The nominations committee adopted a retirement policy for the members of the board under which the maximum age of retirement of executive directors, including the CEO, was 60 years, which was the age of superannuation for the employees of the company. Their continuation as members of the board upon superannuation / retirement was determined by the nominations committee.

The compensation committee, which had three non-executive directors, looked after issues relating to compensation and benefits for board members. It determined and recommended to the board, the compensation payable to the members of the board. The compensation of the executive directors consisted of a fixed component that was paid monthly, and a variable component, which was paid quarterly, based on performance. The annual compensation of the executive directors was approved by the compensation committee within the parameters set by the shareholders at the shareholders meetings. The shareholders determined the compensation of the executive directors for the entire period of their term.

The compensation of the non-executive directors was approved at a meeting of the full board. The components were a fixed amount, and a variable amount based on their attendance of the board and committee meetings. The total compensation payable to all the non-executive directors together was limited to a fixed sum per year determined by the board.

This sum was within the limit of 0.5% of the net profits of the company for the year calculated, as per the provisions of the Companies Act and as approved by the shareholders. The compensation payable to the non-executive directors (and the method of calculation) was disclosed in the financial statements. Since 1999, the non-executive directors were eligible for stock options. Of the compensation payable for the year 1999, 60% was paid for being on the board and the balance 40% was paid in proportion to the board/committee meetings attended (Refer Table II for compensation payable to non-executive directors in 1999).

Table II
Compensation Payable to Non-Executive Directors (1999)

Name	Pro rata compensation	Compensation payable on attendance	Total
Susim M. Datta*	0.36	0.3	0.66
Deepak M. Satwalekar	0.36	0.36	0.72
Ramesh Vangal	0.36	0.1	0.46
Dr.Marti G. Subrahmanyam	0.36	0.2	0.56
Total	1.44	0.96	2.4

**Susim M Datta retired from the board in 2000.*

*In 1999, the board had four non-executive directors and six executive directors.
Source: Annual Report, 1998-99*

None of the directors gained financially from any other contract of significance which the company or any of its subsidiary undertakings was party to.

The audit committee was responsible for effective supervision of the financial reporting process, ensuring financial and accounting controls and compliance with the financial policies of the company. The committee periodically interacted with the statutory auditors and the internal auditors to ascertain the quality of the company's transactions; to review the manner in which they were performing their responsibilities; and to discuss auditing, internal control and financial reporting issues. The committee provided overall direction on the risk management policies and also indicated the areas that internal and management audits should focus on. The committee had full access to financial data. The committee reviewed the annual and half yearly financial statements before they were submitted to the board. The committee also monitored proposed changes in the accounting policy, reviewed the internal audit functions and discussed the accounting implications of major transactions.

As per the recommendations of the Kumar Mangalam Committee, Infosys included a separate section on corporate governance in its annual report, which disclosed the remuneration paid to directors in all forms, including salary, benefits, bonuses, stock options. The annual report also carried a compliance certificate from the auditors.

Infosys also laid emphasis on succession planning and management development. The chairman reviewed succession planning and management development with the board from time to time. The

chairman and CEO also managed all interaction with the investors, media, and the government. Where necessary, he took advice and help from the managing director, president, and COO as well as the CFO. The managing director and COO managed all interactions with the clients, taking the advice and the help of the CEO. Both the CEO and the COO handled employee communication.

Infosys-A Benchmark for Corporate Governance

Some analysts felt that Infosys' corporate governance practices offered many lessons to corporate India. Infosys had shown that increasing shareholder wealth and safeguarding the interests of other stakeholders was not incompatible. Infosys had given its non-executive directors the mandate to pass judgement on the efficacy of its business plans. Every non-executive director not only played an active role in decision making, but also led or served on at least one of the three (Nomination, Compensation and Audit) committees. Infosys' founders had set very high standards, in a country where malpractices by founders were rampant. The founders only took salaries and dividends and derived no other financial benefits from the company.

Commenting on the strengths and weaknesses of Infosys' corporate governance, Nandan M Nilekani, Managing Director, Chief Operating Officer and President of Infosys, said, "The strengths are that we have been very successful in creating a value based system with a very strong focus on ethics, and strong division between personal and professional funds etc. That has translated into brand equity, shareholder value etc.

Obviously, we can do things better. We believe that we can never stand still. We will keep looking at global best practices, what the world is saying on this front. We keep trying to improve the way we manage to be on par with it." It remained to be seen whether other Indian companies could emulate Infosys form of corporate governance.

UGC-NET: (FONT IN BLUE)

Link : <https://www.ugc.ac.in/net/syllabus.aspx>

UNIVERSITY GRANTS COMMISSION NET BUREAU

Code No. 17

**Subject : MANAGEMENT (including Business Admn.
Mgt./Marketing/Marketing Mgt./Industrial
Relations and Personnel Mgt., etc.)**

SYLLABUS AND SAMPLE QUESTIONS

Note :

There will be two question papers, Paper—II and Paper—III (Part-A & B). Paper—II will cover 50 Objective Type Questions (Multiple choice, Matching type, True/False, Assertion-Reasoning type) carrying 100 marks. Paper—III will have two Parts—A and B; Paper—III (A) will have 10 short essay type questions (300 words) carrying 16 marks each. In it there will be one question with internal choice from each unit (i.e. 10 question from 10 units; Total marks will be 160). Paper—III (B) will be compulsory and there will be one question from each of the Electives. The candidate will attempt only one question (one elective only in 800 words) carrying 40 marks. Total marks of Paper—III will be 200.

PAPER-II & PAPER-III (A) [CORE GROUP]

Unit—I

Managerial Economics-Demand Analysis
Production Function
Cost-output relations
Market structures
Pricing theories
Advertising
Macro-economics

Unit—II

The concept and significance of organisational behaviour—Skills and roles in an organisation—Classical, Neo-classical and modern theories of organisational structure—Organisational design—Understanding and Managing individual behaviour personality—Perception—Values—Attitudes—Learning—Motivation. Understanding and managing group behaviour, Processes—Inter-personal and group dynamics—Communication—Leadership—Managing change—Managing conflicts.

Organisational development

Unit—III

Concepts and perspectives in HRM; HRM in changing environment

Human resource planning—Objectives, Process and Techniques

Job analysis—Job description

Selecting human resources

Induction, Training and Development

Exit policy and implications

Performance appraisal and evaluation

Potential assessment

Job evaluation

Wage determination

Industrial Relations and Trade Unions

Dispute resolution and Grievance management

Labour Welfare and Social security measures

Unit—IV

Financial management—Nature and Scope

Valuation concepts and valuation of securities

Capital budgeting decisions—Risk analysis

Capital structure and Cost of capital

Dividend policy—Determinants

Long-term and short-term financing instruments

Mergers and Acquisitions

**MBR-3305
LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

Objectives:

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents:

Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws- Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Law- Laws Relating to workmen's Compensation, Employee, State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws The Law of Minimum Wages Payment of Wages, Payment of Bonus; Laws Relating to Working Conditions The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested Readings:

1. Ghaiye, B.R., (1994), "*Law and Procedure of Department Enquiry in Private and Public Sector*", Eastern Law Company, Lucknow.
2. Malhotra, O.P., (1985), "*The Law of Industrial Disputes*", Vol. II and I. N.M Tripathi, Bombay.
3. Malik, P.L., (1995), "*Handbook of Industrial Law*", Eastern Book, Lucknow.
4. Saini, Debi S., (1995), "*Labour Judiciary, Adjudication and Industrial Justice*", Oxford, New Delhi.
5. Saini, Debi. S., (1994), "*Redressal of Labor Grievances Claims and Disputes*", Oxford & IBH, New Delhi.
6. Saini, D.D., (1995), "*Industrial Dispute Act 1947*", Vol. I & II. N. M Tripathi, Bombay.
7. Srivastava S.C., (1994), "*Industrial Relations and Labour Law*", Vikas, New Delhi.
8. Puri, S.K., (1992), "*Labour and Industrial Law*", Allahabad Law Agency.

SUBJECT TITLE: TALENT & PERFORMANCE MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The objective of this course is to make students understand interventions processes in the organization.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.	10
UNIT-II	Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Key Elements of Talent Management System. Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Essentials & Stages of Talent Management.	10
UNIT-III	Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Post Recession Challenges of Talent Management. Talent Management and Organizational Environment: Introduction, Shaping Talent Planning and Developing Values, Promoting Ethical Behavior.	10
UNIT-IV	Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.No.	Name of Author	Title
1	Lance A. Berger, Doorthy R. Berger	The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing and Promoting the Best People by McGraw Hill Education
2	Gowri Joshi , Veena Vohra,	Talent Management (With Cengage App) by Cengage Learning India
3	RN Mishra	Talent Management by Discovery Publishing Pvt. Ltd

Recommended Reference Books:

S.No.	Name of Author	Title
1	Rob Sizler	Strategy–Driven Talent Management
2	Marshall Goldsmith	Best practices in Talent Management

Videos /SWYAM Courses /MOOCS :

S.No.	Name of Author	Course Name and link
1	Prof. S. Rangnekar	NOC:Talent Acquisition and Management, IIT Roorkee https://nptel.ac.in/courses/110107152
2.	Prof. Kbl Srivastava	NOC:Strategic Performance Management, IIT Kharagpur https://nptel.ac.in/courses/109105127
	Prof. S. Rangnekar	Talent Acquisition and Management https://onlinecourses.nptel.ac.in/noc23_mg29/preview

Recommended Journals:

Name of Journals	Link
European Journal of International Management	https://www.researchgate.net/publication/312032404_Talent_management_A_systematic_review_and_future_prospe cts
The International Journal of Human Resource Management	https://www.tandfonline.com/doi/full/10.1080/09585192.2019.1642645
Project Management Institute: Learning Library	https://www.pmi.org/learning/library/human-talent-performance-management-8190
Harvard Business Review	https://hbr.org/2016/10/the-performance-management-revolution

Programme	MBA
Course Full Title	Talent & Performance Management
Course Short Title	TPM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Strategic Human Resource Management
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	Identify various methodologies organizations can use to accelerate and improve individual, team and organizational performance,
	Pinpoint the components of the performance management system to maximize people's potential and performance,
	Learn when it is appropriate to use assessment tools to enhance self-awareness and team performance,
	Learn how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers.

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	3	2	3	3	3	2	1	3	3	2	2	2
	3	2	2	3	2	3	2	3	2	2	3	3	2	3
	2	1	3	2	3	2	3	2	2	3	2	3	3	3
	1	2	3	3	3	3	3	3	2	3	3	1	2	3
Average	2.25	1.5	2.75	2.5	2.75	2.75	2.75	2.5	1.75	2.75	2.75	2.25	2.25	2.75

CASE STUDY

Improving Performance in Business Services

Two years ago, the State Department of Economic Development created the Business Services Group to provide special services to out-of-state businesses that were considering relocating in the state. Another key task of the group was to help those businesses who had recently relocated get settled and operating as quickly as possible. In that two-year period, the Business Services Group put together a good record of helping more than 35 businesses move into the state efficiently.

The Business Services Group was staffed with a complement of a department manager and 5 Business Development specialists, along with some secretarial and clerical support. The job of the Business Development specialists consisted principally to contacting and working with appropriate personnel in each business to identify the kinds of information or help they needed, then making sure that the correct assistance arrived. The specialists also served as "troubleshooters" for the business whenever there were problems with the "bureaucracy." Specialists were responsible for keeping these businesses happy and efficient. As such, the specialists needed to be imaginative, persistent, and self-driven. Each specialist had a quota of contacts and services to make each month.

Charles Thompson was initially made acting supervisor of the Business Services Group after the hasty departure of the previous Department Manager. After three weeks of keeping things running, he was promoted to manager. Charles originally was hired as a specialist. Six months ago, he was transferred to another, related department to serve as assistant manager.

When Charles learned that he was moving back to the Business Services Group, he was very happy because he would be reunited with the people with whom he used to work. In fact, Charles had worked with all five of them to some degree while he was in Business Services.

John Willis, now the senior specialist, joined the Business Services Group the same day Charles did. In fact, they had come from the same department to join Business Services. Suzy Harris and Barbara Garrett became specialists shortly thereafter. For most of the time that Charles was in the Group, these four worked together easily and effectively. As the Business Services Group expanded, Tom Rollins was added. Finally, before Charles transferred, he had a chance to orient and train Melanie Bronson, who had been hired as his replacement.

As a group, these individuals represented a fairly high level of experience in the business services function. Moreover, based upon their record and reputation, they also performed very well. Charles reviewed the batch of complimentary letters sent to the Business Services Group, some of which had been signed by the governor. They worked effectively and creatively on their own with few personnel problems.

In spite of this consistent record, though, Audrey Downs (Charles' new boss, the head of Economic Development) felt there was still room for improvement. She explained her thinking to Charles in a

luncheon meeting one day, not long after Charles had been promoted to manager. By that time, Charles had seen enough of the Business Service Group's operations to agree. One of Audrey's major programs for the entire department was to institute a Service Quality Management program, and she wanted to start in the Business Services Group. Charles agreed with the idea.

Early the following Monday, Charles called the staff together for a meeting. He told them of Audrey's goal for instituting a Service Quality Management program and that they were selected to begin it. He also told them that in order to move them forward, he was going to do two things, effective immediately:

- Raise their service quotas by 20 percent.
- Submit anyone who failed to meet that quota to a formal disciplinary action.

The specialists left the meeting without comment, although there was a lot of mumbling in the hallways as they walked back to their desks.

Over the next week or so, Charles noticed that they seemed to avoid him and were noticeably cooler to him when he was at hand. He had to make more of an effort to get information and ideas from them, and it seemed that the tone and tenor of the offices became more tense, hostile, and somber.

After two weeks, Charles reviewed the performance records of the specialists. Sure enough, Suzy Harris had not met her quota, and as promised, Charles issued a written reprimand to her. Suzy was speechless, though clearly angered by Charles, as he reviewed the reprimand with her.

It has been two days since that meeting. Since then, Suzy has filed a grievance in the Personnel Department against Charles. John Willis put in a request for a transfer and Charles heard that Barbara is preparing to request a transfer. None of the employees in the Business Services Group now talk to him at all; simply pass along information in handwritten notes. He also has noticed how services to certain businesses have now slightly slipped.

He knows there is a major problem. As he sits at his desk at 5:00 p.m., in an empty office, waiting to make a call to one of the businesses who have complained, He wonders what went wrong and what he should do now.

1. How should Charles have responded to his manager's interest in starting the Service Quality Management program?
2. Describe the problems facing Charles.
3. What should Charles do to respond to the problems?

Case Discussion:

Improving Performance in Business Services

Summary:

Charles Thompson recently was appointed manager of the Business Services Department. Earlier in his career, he had worked as a specialist in this department for 18 months, until he transferred to another department. When he moved back, he was reunited with a group he had previously worked with. This group, known officially as the Business Services group, was experienced and effective in working together. Spurred by his new boss to improve service quality, Charles raised their quotas by 20 percent and threatened to put anyone who did not meet this quota on formal discipline. After two weeks, he did so to one employee. There is now a major morale problem and a grievance filed with the Personnel Department.

Answers to Case Questions

1. How should Charles have responded to his manager's interest in starting the Service Quality Management program?

Charles should have first clarified with the manager what her expectations were for this program, including deadlines, budget, outcomes, and learning activities. He should have reached some agreement with her about his authority to execute the program as he sees best and how they will communicate on the program's progress.

The employees in the Business Services Group are in general a medium-to high-competence group. The recommended leadership style would be a participative one. This means that Charles should meet with the Group's members and explain the situation, including all relevant background.

At this meeting, Charles should solicit their input on identifying options for improving services. This may include seeking training resources as well as providing service quality information. This first meeting would create a schedule for how the Business Services Group would plan and carry out this project. It would be possible to delegate specific assignments to each member of the Group.

2. Describe the problem(s) facing Charles

Charles faces a serious morale problem which will likely escalate into lowered productivity, reduced communication, increased complaints, turnover, and conflict. This morale problem rests on a resentment and distrust of Charles' management practices.

3. What should Charles do to respond to the problem?

Charles used the wrong approach in seeking to produce change among his employee group. In effect, Charles created the reason for the problem by taking a directive approach when more participative one was needed. Therefore, Charles should call a meeting with his staff to discuss the matter.

At the meeting, Charles should indicate that he made a mistake in his approach to the goals of improved service quality. Indeed, he should reaffirm his commitment to that process. However, he should take responsibility for the problem. Assuming that there were no complications in the grievance process, it would be appropriate to rescind the formal discipline on the employee in question.

It is likely that, given the opportunity, the employees may have repressed a level of anger about things in general and about Charles in particular. At this meeting, he should encourage them to raise that anger or any concerns so that he can make any changes needed to forestall future problems.

Either at this meeting or at one held in the near future, Charles should use a more participative process for instituting the service quality management program. At that point, he could pick up on the procedures discussed in the answer to Question 1.

**I.K.G. Punjab Technical University
MBA Batch 2018 onwards**

Strategic role of HR systems - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies.

Unit –III

Human aspects of strategy implementation: behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, **employee engagement strategies, talent management and retention strategies**

Unit –IV

Global HRM: Role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

SUBJECT TITLE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit I
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

Units	Contents	Contact Hours
Unit I	International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM. Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function. Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.	15
Unit II	Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Reentry, Multinational Responses, Designing a Repatriation Program. Training and Development: Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Pre departure Training Programs, Effective of Pre Departure Training, Developing Staff through International Assignments.	15
Unit III	Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees. Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.	15
Unit IV	Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; ; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM, A cross National Borders.border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNC's, Employee relations in MNC's, Response of labour unions to MNC's riatio	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Sengupta Nilanjan, Bhattacharya Mousumi-	International Human Resource Management, Excel Books Chapter, Chapter 5,8
2	Dowling J.P, Festing, Engle-	International Human Resource Management, Cengage Learning, Chapter 9
3	Holbeche, L.,	Aligning Human Resource and Business Strategy, ButterworthHeinemann.
4	Dreher, Dougherty, G.F. & Thomas, W.,	Human Resource Strategy, Tata McGraw Hill.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Advances in Strategic Human Resource Management (HRM)	https://onlinecourses.nptel.ac.in/noc23_mg64/preview
2	International Human Resources Management: An Introduction	https://www.futurelearn.com/courses/introduction-to-international-human-resources-management

Recommended Journals:

Name of Journal	Name and link
A typology of international human resource management strategies and processes	https://www.tandfonline.com/doi/abs/10.1080/09585190600581337
Contemporary Human Resource Management : Text and Cases	https://www.torrossa.com/en/resources/an/5017880
International Human Resource Management : An Employment Relations Perspective	https://www.torrossa.com/en/resources/an/5018136

CASE STUDIES:

The conditions for international human resource management: two case studies:

Programme	MBA
Course Full Title	International Human Resource Management
Course Short Title	IHRM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Strategic Human Resource Management
Core/Elective	ELECTIVE
Course Outcomes (CO)/Learning On successful completion of this course, the learner will be able to	
	Critically Evaluate Current IHRM Theory and Practice and Have the Ability to Question It
	Recognize and Assess Social, Cultural, Ethical, And Environmental Obligations and Problems in International Contexts.
	Understand and Explain the Differences Between Domestic and International HRM
	Analyze How Cultural and Contextual Elements Have Influenced MNCs' Use of Human Resources.

CO/PO Mapping matrix														
COs	Program Outcomes (POs)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO1 2	PSO 1	PSO 2
	3	3	2	3	2	2	3	1	2	3	3	3	3	3
	3	2	3	2	2	3	2	3	3	3	3	-	2	2
	2	2	3	1	1	3	-	2	2	3	2	3	3	2
	3	3	2	2	3	2	2	3	1	2	1	2	1	2
Average	2.75	2.5	2.5	2	2	2.5	2.33	2.25	2	2.75	2.25	2.5	2.25	2.25

Course ID MDH 606 Program : BMS Credits: 6.0	Level : Undergraduate Semester : Sixth Paper Type: DSE – Human Resource Management
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Unit I (3 Weeks)
Introduction to concepts of culture and nationality; Impact of culture on international business environment; Hofstede's approach; cross cultural differences at work; strategies to managing workforce diversity; Diversity management programme; International Human Resource Management: Difference between domestic and international HRM.

References:

- Dowling J.P. Festing, Engle-International Human Resource Management, Cengage Learning, Chapter 1
- Rao Subba, P-International Human Resource Management Himalaya Publishing Chapter 5

Unit II (3 Weeks)
International Workforce planning and staffing: Issues in supply of international human resources; International Recruitment; International staffing choice, different approaches to multinational staffing decisions; Types of international assignments; Selection criteria and techniques; Successful expatriation, Causes of expatriate failure, female expatriation.

References:

- Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management Excel Books Chapter 4,12
- Dowling J.P. Festing, Engle-International Human Resource Management Cengage Learning Chapter 5

Unit III (3 Weeks)
Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Issues and challenges in international performance management; Compensation: Objectives of expatriate compensation plan, Factors affecting international compensation, Approaches to expatriate compensation: Going rate approach, Balance sheet approach, Cultural impact on compensation policy.

References:

- Dowling J.P. Festing, Engle-International Human Resource Management, Cengage Learning, Chapter 6,8
- Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management, Excel Books Chapter, Chapter 6,7

Unit IV (3 Weeks)

Training & development of international staff: Areas of global training, cross cultural training, Diversity training. Cross cultural team building; Repatriation: Process, Problems of repatriation; Cross border Mergers and Acquisitions: HRM perspective; International industrial relations: Key Players in industrial relations, Labour unions and MNC's, Employee relations in MNC's, Response of labour unions to MNC's.

References:

- Sengupta Nilanjan, Bhattacharya Mousumi-International Human Resource Management Excel Books Chapter, Chapter 5,8
- Dowling J.P. Festing, Engle-International Human Resource Management Cengage Learning Chapter 9
- Bhattacharya Kumar Deepak-Cross Cultural Management PHI Learning Chapter 9

MBA7152: STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT 1

Framework of strategic human resource management, scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach v/s best practice approach, the role of national context, sectoral context and organizational context in hr strategy and practices, external and internal analysis for strategic HR management, HR challenges.

UNIT II

Strategic role of HR systems-strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies.

UNIT III

Human aspects of strategy implementation, behavioural issues in strategic implementation matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies.

UNIT IV

Global HRM, role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches-polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

References

1. Armstrong, M. & Baron, A., Handbook of Strategic HRM-The key to Improved Business Performance, Jaico Publishing House.
2. Becjer, B.E., The HR Scorecard, HBS Press.
3. Dreher, Dougherty, G.F. & Thomas, W., Human Resource Strategy, Tata McGraw Hill.
4. Greer, C.R., Strategic Human Resource Management: A General Managerial Approach, Pearson Education Asia.
5. Holbeche, L., Aligning Human Resource and Business Strategy, Butterworth Heinemann.
6. Salaman, G., Strategic Human Resource Management-Theory and Practice, Sage publications Ltd.

SUBJECT TITLE: ORGANIZATION CHANGE & DEVELOPMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs****Course Objective:**

The objective of this course is to make students understand interventions processes in the organization.

Sr. No	Contents	Contact Hours
UNIT-I	OD; Introduction, Definition, Key Concepts, Distinguishing characteristics, Inter-Disciplinary Nature of OD, Historical background: various stages of OD, Three Waves of OD, Values, Assumptions and Beliefs in OD, Managing OD Process: Diagnosis, Training Experience: T-Groups, Behavioral Modeling and Career Anchors, Participation and Empowerment, Teams and Teamwork,	10
UNIT-II	Organizational Change: Introduction, Framework, Key Components of Organizational Change, Theories of Planned Change : Lewin's Change Model, Action Research Model, The Positive Model ,Comparisons of Change Models , Effective Change Management, System Theory, Strategies of Change. The Six-Box Model, Analysis of Discrepancies, Creating Parallel Learning Structures.	10
UNIT-III	OD Interventions: AN overview, Team Interventions, Human Process Issues & Interventions: Individual, Interpersonal and Group Process Approaches, Organization Process Approaches Human Recourse Management Issues & Interventions :Performance Management, Developing and assisting Members Techno structural Issues & Interventions: Re structuring Organizations, Employee Involvement. Strategic Issues & Interventions, Organization Transformation.	10
UNIT-IV	Power, politics and OD: Power defined and explored theories about the sources of Power, Organizational Politics in the practice of OD, Issue in Consultant- Clint Relations: dependency issue and terminating the relationship, Ethical Standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD-Now and Beyond. Relevant case studies related to the topics should be discussed.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	WendeelL. French, Cecil H. Bell	Organization Development Prentice Hall
2	Richard Beckhard	Organization Development Strategies & Models Tata Mc Graw Hill.
3	Blake, Robert &Mouton	Building a Dynamic Corporate through Grid OD Homewood
4	Thomas H, Patten	Organization Development through Team Building, Thomas Publication

Reference Books:

S.no	Name of Author	Title
1	French, W., Bell, C. and Vohra, V	Organization Development-Behavioral Science Interventions for Organization Improvement, Pearson Education Inc.
2	French, W., Bell, C. and Zawacki	Organization Development and Transformation Managing Effective Change, Tata Mcgraw-Hill.
3	Brown, D.R and Harvey, D	An experiential approach to OD, Pearson Education Inc.
4	Beckard, R.,	Organization Development - Strategies and Models, Addison-Wesley.

E-BOOK

<http://site.iugaza.edu.ps/saross/files/2019/09/Organization-Development-and-Change-10th-2015.pdf>

development.

CO5: Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.

CO6: Examine various issues in the relationship between client and consultant relationship.

Unit –I

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change. **Foundations of OD:** Conceptual Framework of OD, **Historical background of OD, Values, assumptions and beliefs in OD, Systems theory,** Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

Unit –II

Action Research and OD, Action Research: A Process and an Approach. **Managing OD Process:** Diagnosis, **The Six-Box Model,** Third Waves Consulting, Nature of OD intervention, **Analysis of Discrepancies,** Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

Unit –III

Team Interventions, Intergroup and Third-Party Peace-Making Interventions. **Comprehensive Interventions, Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.**

I.K.G. Punjab Technical University
MBA Batch 2018 onwards

Unit –IV

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. **Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.**

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Wendell L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

SUBJECT TITLE: MANAGEMENT OF FINANCIAL SERVICES**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: The objective of subject is to familiarize students with various financial market services and system of trading at stock exchange.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	<u>Financial Services - Meaning, types and importance of financial services. Depository System in India-Introduction to depository system, depository participants in India, NSDL and CDSL, functioning of depository, benefits of depository system and process of switching over depository, Concept of Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.</u>	10
UNIT-II	<u>Mutual funds and AMCs: Origin and growth of mutual funds in India, Constitution of MFs: Sponsors, Trustees, Custodians and AMCs. Types of mutual fund schemes, advantages and disadvantages of mutual fund investment, Calculation of Net Asset Value and pricing of mutual funds. Recent trend in mutual fund investment in India. Credit rating: Concept and objective of credit rating, various credit rating agencies in India, factors affecting credit rating & process of credit rating. Introduction to International credit rating agencies.</u>	10
UNIT-III	<u>Leasing: concept and system of leasing, leasing & hire purchase system, advantages & disadvantages of leasing. Tax related aspect of leasing. Merchant Banking: Concept of merchant banking in India, Benefits of merchant banking to organizations. Venture capital: concepts of venture capital, guidelines for venture capital investment in India.</u>	10
UNIT-IV	<u>Debt Securitization: Meaning, Features, Scope and process of securitization. Concept of Factoring and its types. Plastic Money: Concept and different types of plastic money - credit and debit cards, advantages and disadvantages of plastic money. Factors affecting use of plastic money in India.</u>	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books & Reference Books:

S.no	Name of Author	Title
1	Vasant Desai	Financial Markets and Financial Services' Himalaya Publications
2	Gordon & Natarajan	Financial Markets & Services' Himalaya Publications
3	M Y Khan	Financial Services' Tata McGraw-Hill
4	V. A. Avdhani	Financial Services in India' Himalaya Publications
5	L M Bhole	Financial Institutions & Markets' Tata McGraw- Hill
6	S Gurusamy	Financial Services & System' Thomson Publications
7	Gomez and Clifford, PHI, Latest Edition.	Financial Markets, Institutions, And Financial Services
8	Justin Paul and Padmalatha Suresh, Pearson, Latest Edition.	Management of Banking and Financial Services,

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr. Pradeep P. Prajapati	Indian Financial Markets and Services https://onlinecourses.swyam2.ac.in/cec22_mg18/preview

Recommended Journals:

Name of Journal	Name and link
Journal of Financial Services Research	https://www.springer.com/journal/10693
Growth and performance of Mutual Funds in India	https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/article/a-study-on-growth-and-performance-of-mutual-funds-in-india/MTI3MTg=?is=1&b1=29&k=8
Journal of Banking and Finance	https://en.wikipedia.org/wiki/Journal_of_Banking_and_Finance
The Journal of Finance	https://en.wikipedia.org/wiki/The_Journal_of_Finance
Financial services	https://en.wikipedia.org/wiki/Financial_services
Financial Markets, Institutions and Instruments	https://www.scopus.com/sourceid/15590
Journal of Emerging Market Finance	https://www.scopus.com/sourceid/17700155035
International Journal of Monetary Economics and Finance	https://www.scopus.com/sourceid/21100200807
Journal of Financial Regulation	https://www.scopus.com/sourceid/21100927225
Journal of Financial Services Research	https://www.scopus.com/sourceid/17529

Explanation of Sources of Syllabus:

No Change in Syllabus Done- Following are the Sources from where already the Syllabus could have been taken.

- 1) Green: VIT University – Capital Markets and Financial Services
- 2) Green Bold: added from VIT University- Capital Markets and Financial Services
- 3) Blue: Guru Gobind Singh Indraprastha University, New Delhi (NIRF RANKING – 51)
- 4) Pink: FMS, University of Delhi - Merchant Banking and Financial Services
- 5) Yellow: Added Books from Google search.

Programme	MBA
Course Full Title	Management of Financial Services
Course Short Title	MFS
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Finance
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	To develop knowledge of areas of financial services in real world.
	Create an understanding of investment and portfolio schemes.
	Concepts of Plastic money and its relevance in economy.
	To understand the regulatory environment in which financial services are undertaken.

CO/PO Mapping														
COs	Program Outcomes (POs)													
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO 8	PO9	PO10	PO11	PO12	PSO1	PSO2
	1	1	2	1	1	2	2	2	2	2	2	2	2	2
	3	3	3	2	3	3	3	2	2	3	3	3	2	3
	2	2	2	2	2	3	3	3	2	3	2	2	2	3
	2	2	3	2	3	3	1	3	3	2	3	1	3	2
Average	2	2	2.5	1.75	2.25	2.75	2.25	2.5	2.25	2.5	2.5	2	2.25	2.5

Course code	Capital Markets and Financial Services	L	T	P	J	C
BMT6123		3	0	0	0	3
Pre-requisite	Nil	Syllabus version				
v. 01.00						
OBJECTIVES:						
students will be able to comprehend global trends influencing the business environment students will be able to identify business problems and formulate alternative courses of action						
OUTCOME:						
<ol style="list-style-type: none"> 1. The student is able to analyse decisions using multiple international information sources 2. The student is able to appreciate cultural differences with the available information while making decisions 3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context 4. The student is comprehensively able to describe the problem in a decision making 5. The student is able to come up with multiple alternatives to resolve the problem 6. The student is able to suggest a very comprehensive and implementable action plan 						
Module:1	Indian Financial System	9 hours				
Regulators : Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority Primary Market : Role of Primary Market, Functions, Intermediaries, Methods of floatation of Capital –IPO's , FPO's and Right issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market : Functions, intermediaries, Demutualization structure, Major stock exchanges in India Indian Stock Exchanges: Market types, order types and books. BSE : BOLT System, NSE : NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.						
Module:2		6 hours				
Listing of Securities: Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislative k related to listing. Trading cycle : T+2 Trading Cycle , Pay in and Pay out, Bad Delivery, Short delivery , Auction Clearing & Settlement: Different types of settlements - DEMAT settlement . Physical settlement. Institutional segment and Funds settlement. Risk Management system in BSE & NSE Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE. Index Management Importance of index computation, Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India						
Module:3	Leasing and Hire Purchase	6 hours				
Lease and Hire purchase – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation Implications Microfinance: Consumer Credit Factoring and Forfeiting						
Module:4	Credit rating & Securitization	4 hours				

Credit rating: Definition and meaning- Process of credit rating of financial instruments- Rating methodology- Rating agencies –Rating symbols of different companies. Legislative framework guiding the CRAs.

Securitization: Meaning-Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.

Module:5	Depositories	3 hours
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Depository services- Role of depositories and their services— Advantages of depository system – NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines.

Module:6	Contemporary Issues	2 hours
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Guest Lecture from industry experts on contemporary developments in capital market performance and implication of securitization in Indian scenario.

	Total Lecture hours:	30 hours
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Guru Gobind Singh Indraprastha University, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI MASTER OF BUSINESS ADMINISTRATION (FINANCIAL MANAGEMENT)

Management of Financial Services

Course Code: MFM 205

L - 4, Credits - 4

Objective: This course is structured to familiarize students with the functioning and growth of financial service industry in India.

Course Contents

UNIT I

Introduction to Financial services: Meaning, Types - Fund based and Fee based financial services, Non-Banking Financial Companies, Functions, Prudential Norms for NBFCs.

(14 hours)

UNIT II

Leasing and Hire-Purchase: Concept, Types of Lease, Financial Evaluation of a Lease, Cross Border Leasing, Contents of a lease agreement, Bills Discounting, Hire Purchase Finance conceptual framework, Lease Financing Vs. Hire Purchase Financing, parties to Hire Purchase contract.

(14 hours)

UNIT III

Factoring and Venture Capital: Factoring concept, Nature and Types, Cost and benefits of Factoring; Credit Investigation and Analysis, Credit Limit, Credit Rating: Rating Agencies, function, Rating process and Methodology; Venture Capital concept, Process, Methods of Venture Financing, Dis-investment mechanisms, Venture capital Industry in India and Future prospects of Venture Financing.

(14 hours)

UNIT IV

Merchant Banking: Activities in new issue market, Managing issue of shares and bonds; Mutual Funds, mechanism, types of schemes, Mutual funds industry in India – recent developments; Securitization and Financial Reconstruction and Enforcement of Security interest Act, regulations, Recent developments in the financial Services industry.

(14 hours)

Suggested Readings:

1. Khan M.Y., Financial Services, Tata McGraw Hill
2. ThummuluriSiddaiah, Financial Services, Pearson Education
3. TripathyNalini Prava, Financial Services, Prentice Hall of India
4. VijMadhu, Dhawan Swati, Merchant Banking and Financial Services, Tata McGraw Hill
5. ShanmughamR., Financial Services, Wiley
6. NatrajanK, Gordon E., Financial markets and services, Himalaya Publishing House

MBAFT-7405: MERCHANT BANKING AND FINANCIAL SERVICES

Course Objectives:

The objective of the course is to understand role of Financial Services in business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real-world situation.

Course Learning Outcomes:

1. Understanding the financial system, markets and the risk management systems. A global perspective of financial services.
2. Role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
3. Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
4. Understanding bank ratios across time, Techniques used by banks for ALM analysis, risk management and Basel rules.
5. Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.
6. Financial evaluation of lease financing, Mechanism of factoring and forfaiting, Creating synergy, Determine the swap ratio.

Contents:

Unit I: Financial Systems, Markets and Services: An Overview: Indian and Global Perspective- Managing New Challenges, Regulatory Perspectives, Future Challenges for Indian Banks, Improving Risk Management Systems.

Unit II: Merchant Banking and Issue Management: Meaning, Different Kinds of Issues, Book Building, Green Shoe Option, Depository System, Stock Exchange.

Unit III: Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Are Indian Credit Ratings Credible? International Credit Rating Agencies, Consumer Finance, Venture Capital, Factoring and Forfaiting.

Unit IV: Analyzing Bank's Financial Statements, Asset Liability Management in Banks and Financial Institutions: ALM Process, Techniques – Gap, Duration, Simulation, Value at Risk, Book value of equity and market value of equity perspective, ALM and Interest rate Swaps, Bank Capital: Risk, Regulation and Capital Adequacy, Risk Management in Banks- Credit Risk Management, Operational Risk Management, Market Risk Management, Corporate Treasury Management, Liquidity Risk Management, Governance Risk and Compliance.

Unit V: Mutual Funds and Insurance Services: Banc Assurance, Reinsurance, Private Equity and Hedge Funds, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

Unit VI: Leasing and Hire purchase, Factoring and Forfaiting, Mergers and Acquisitions.

SUBJECT TITLE: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilize the skill of optimizing returns. The focus at different places is to build models and discuss their validity and application to practical situations.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Investment- Meaning, Return and Risk, Asset Allocation decision, selecting investment in global market, Organization and Functioning of security market.	5
UNIT-II	Valuation model of equity shares, preference shares and debenture. Investment Analysis, Fundamental analysis : Economy Analysis, Industry Analysis & Company Analysis, Technical Analysis	10
UNIT-III	Efficient Market Theory: EMH and Forms of Market Efficiency. Portfolio Management- Concept, Objective & significance Portfolio Theories Markowitz model, Sharpe model, CAPM: The Capital Market line, The security market line. Arbitrage Pricing theory.	15
UNIT-IV	Financial Derivatives: Forwards, Futures, Options. Need and Techniques of portfolio revision. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.	15

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Fischer E. Donald & Ronald J. Jordan	Security Analysis & Portfolio Management" Prentice Hall.
2	Bhalla V.K.	Investment Management" Sultan Chand
3	Bhatt Sudhindra	Security Analysis Portfolio Management" Excel Books
REFERENCE BOOKS		
1	Elton etal	Modern Portfolio theory and Investment Analysis (2007) : 7th Edition :Wiley India
2	Prasanna Chandra	Investment Analysis and Portfolio Management", TMH, 3rd Ed.
3	Kevin. S,	Security Analysis and Portfolio Management, PHI.

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Abhijeet Chandra / Investment Management	Investment Management https://onlinecourses.nptel.ac.in/noc23_mg62/preview
2	Banking and Financial Markets: A Risk Management Perspective/ P C Narayan	https://onlinecourses.swayam2.ac.in/imb23_mg05/preview

Recommended Journals:

	Name of Journal	Name and link
	Journal of Portfolio Management	https://www.scimagojr.com/journalsearch.php?q=16525&tip=sid
	Journal of Investing	https://www.scimagojr.com/journalsearch.php?q=21101018306&tip=sid&clean=0
	Investment Analysts Journal	https://www.tandfonline.com/toc/riaj20/current
	Financial Markets and Portfolio Management	https://www.springer.com/journal/11408

Programme	MBA
Course Full Title	Investment Analysis & Portfolio Management
Course Short Title	IAPM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Banking, Finance & Insurance
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	To familiarize the students about the basic concepts, various investment avenues, process of investment and market microstructure of financial markets,
	To enable students to understand the need & significance of Valuation models of various types of securities & a deep knowledge about Fundamental, Economy Analysis, Industry Analysis and analytical skills about Technical Analysis
	To gain an insight about the concepts, process and techniques for portfolio construction, evaluation and revision
	To familiarize the students about the financial derivatives and Financially engineered products

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	3	3	2	3	2	3	2	3	2	3	3	3
	3	3	3	3	3	3	3	3	3	3	2	2	2	2
	3	2	2	2	3	2	2	2	3	2	2	2	3	2
	2	3	2	3	3	2	3	3	2	3	3	2	1	2
Average	2.75	2.25	2.5	2.75	2.75	2.5	2.5	2.75	2.5	2.75	2.25	2.25	2.25	2.25

Paper Code: MBABI-F-3009

**INVESTMENT ANALYSIS AND
PORTFOLIO MANAGEMENT**

Credit=4

Marks=100

Learning Objectives:

The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

Section – A

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment. **Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return **Efficient Market Theory:** Random walk, Weak form, semi-strong and strong form of market, Empirical tests, Comparison between random walk.

Section – B

Section – B

Fundamental and Technical Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis, Porter Model of Assessment of Profit Potential of Industries, Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. Meaning of Technical Analysis, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Elliott Wave theory.

Section – C

Portfolio Analysis and Selection: Traditional and Modern Portfolio Theory, Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Markowitz Theory, Efficient Frontier for two securities, Efficient Frontier for n-securities, Optimal portfolio, Sharpe single index model, Importance of Beta, Capital Asset Pricing Model, Security Market Line, Distinction between capital market line and security market line, Zero Beta CAPM, Tax adjusted CAPM, Limitations of CAPM, Arbitrage Pricing Theory.

Section – D

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique. **Valuation of Security:** Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 404 – 1 Discipline Specific Elective -III**

1: INVESTMENT MANAGEMENT (FINANCE)

Course Objectives:

- 1) To explain the basic concepts of risk and return
- 2) To explain the various methods of analysis
- 3) To understand the features and valuation of debt and equity instruments
- 4) To explain the concept of portfolio and the various portfolio theories
- 5) To describe portfolio evaluation methods

Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.

BBA - 403: FUNDAMENTALS OF INVESTMENT

Lectures 4 + Tutorial 1	Duration of Exam.: 3 Hours	Max. Marks: 100 (End Term Exam: 75 + Internal: 25)
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Course Objective: To familiarize the students with different investment alternatives, introduce them to the framework of their analysis and valuation and highlight the role of investor protection.

Course Contents:

UNIT - I

The Investment Environment The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

UNIT - II

Fixed Income Securities Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Approaches to Equity Analysis Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

UNIT - III

Portfolio Analysis and Financial Derivatives Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Investor Protection Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

UNIT - II

Fixed Income Securities Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

Approaches to Equity Analysis Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalization models, and price-earnings multiple approach to equity valuation.

UNIT - III

Portfolio Analysis and Financial Derivatives Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Investor Protection Role of SEBI and stock exchanges in investor protection; Investor grievances and their redressal system, insider trading, investors' awareness and activism.

Suggested Readings

1. C.P. Jones, *Investments Analysis and Management*, Wiley, 8th ed.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education.
3. R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi.
4. N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education.

CASE STUDY:

Introduction: A (Rishabh) senior research analyst at Banyan Investment Private Limited (Banyan Investment), was upset after receiving a public warning from M. Pashupatinath Reddy (Reddy), head of Equity Research. Reddy had taken serious objection to Rishabh's risk-return trade-off analysis for a client seeking long-term growth across several capital market instruments. "The analysis was not only misplaced but totally miscued with the assumptions going completely haywire", Reddy told Rishabh sharply. Rishabh had been a star performer in the team, having had six promotions over the last 3 years. So, what had gone wrong with his risk-return trade-off analysis and what could he do to salvage his reputation.

The risk and return trade-off analysis was a tough job due to the volatile nature of the market. Investing in the stock market had become more painful with share prices falling as quickly as they went up. Nevertheless, many people found themselves comfortable with the volatile nature of the market because they knew that in the long run, the share market would outperform any other class of assets. This was supported by the historical returns (Ex-Post) of various stock markets around the world.

In early 2019, Banyan Investment had researched one of its oldest clients under Rishabh's supervision. However, all the analysis and research had gone wrong when the Nifty 50 fell by almost 6% within a month to go from 11,788.85 points in June 2019 to 11,118 points in July 2019. This fall eroded the client's complete corpus. As a result, Banyan Investment lost one of its oldest clients. At the very next quarterly review meeting, Reddy took serious objection to Rishabh's risk-return trade-off analysis. After two hours, Rishabh, James, and Rachna were sitting in Rishabh's cabin, trying to set the different parameters required for risk and return trade-off. "Ok. Let's put together what we had done in these three hours," said Rishabh. "This time we would look into at least 5 years' monthly returns of stock with reference to the market to set risk number", replied James. "Fine, but what about the minimum level of required return?" asked Rishabh. "Our old golden technique – risk-free rate plus beta times market risk premium", replied Rachna. "We will use 5-year Indian government bond yield as a risk-free rate which was around 5.578 % as on March 31, 2020", said Rishabh and then asked.

- Discuss the concept, importance, and measurement of risk and return and its trade-off.
- Understand how to assess overvalued/undervalued and aggressive/defensive securities.
- Estimate the expected returns of the portfolio as per CAPM

Link: <https://www.icmrindia.org/casestudies/catalogue/Finance/banyan-investment-creating-an-optimal-portfolio-for-a-client-excerpts.htm#Banyan%20Investment%20got%20a%20new%20client>

SUBJECT TITLE: INTERNATIONAL FINANCE**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: The primary objective of the course is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	International Finance: An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows.	15
UNIT-II	International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.	15
UNIT-III	Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate. International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfeiting, EXIM Bank of India.	10
UNIT-IV	Taxation Systems and Legal Aspects: International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Levi M.	International Finance”, 2009, 5th Ed. Routledge, Taylor & Francis Group.
2	Madura J.	International Financial Management”, 2010, 4th Ed. Cengage Learning.
3	Jain, Peyrard and Yadav	International Financial Management,” Trinity Press, 2010
4	Apte P.G.	International Finance”, 2008, 2nd Ed. McGraw Hill.
REFERENCE BOOKS		
1	Vij, M	International Finance”, 2008, 2nd Ed. McGraw Hill.
2.	Shapiro, A.C	Multinational Financial Management. (10thed.). John, Inc. (2013).

Videos/SWYAM courses/MOOCs:

S.no	Name of Author/ Course Name	Course Name and link
1	Mr. Jayant K. Oke / Finance for Non-Finance	https://onlinecourses.swyam2.ac.in/cec23_mg03/preview?user_email=snaznavi@gmail.com

Recommended Journals:

	Name of Journal	Name and link
	International Journal of Finance & Economics	https://onlinelibrary.wiley.com/journal/10991158
	International Journal of Financial Studies	https://www.mdpi.com/journal/ijfs
	Journal of International Money and Finance	https://www.sciencedirect.com/journal/journal-of-international-money-and-finance
	International Journal of Managerial Finance	https://www.emerald.com/insight/publication/issn/1743-9132

Programme	MBA
Course Full Title	International Finance
Course Short Title	IF
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Banking, Finance & Insurance
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes On successful completion of this course, the learner will be able to	
	Understanding about nature and scope challenges in International Finance and Agencies that facilitate International fund flows
	To analyze International Monetary System and the framework of international exchange rate system including factors influencing, participant of foreign exchange Market
	To make student familiar with concepts of Parity Conditions in International Finance and various sources of International sources of finance.
	To provide understanding for critical and analytical thinking about Taxation Systems and Legal Aspects of International double taxation & Money Laundering.

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	2	2	3	2	2	3	2	2	2	3	2	3	2	2
	3	2	3	2	2	3	2	2	2	3	2	3	2	3
	3	2	2	3	3	2	2	2	3	2	2	2	3	3
	2	3	3	3	2	1	3	3	3	3	2	3	2	3
Average	2.5	2.25	2.75	2.5	2.25	2.25	2.25	2.25	2.5	2.75	2	2.75	2.25	2.75

CASE STUDY:

International Trade Problems and India: A Case Study

The liberalisation of international trade in services will put them at an even greater disadvantage in terms of their governmental sovereignty and of developing their domestic service industries. However, just as there are vastly different levels of development among Third World countries, especially in India there are also differing views on the costs and the magnitude of these costs of freeing-up the trade in services. For instance, India had led a number of developing countries in opposing the inclusion of discussions on the trade in services in the Uruguay Round. Broadly speaking, both developed and developing countries benefit from a liberalisation of trade in services in terms of efficiency and competitiveness. The industrial countries would accrue large trade benefits from more liberal trade in services, since services constitute a large portion of their total exports. As the industrialised nations, became richer due to their control over manufacturing commodities and trade, they began demanding and producing more sophisticated and expensive products. They found that the only feasible sources of the goods they wanted were from other countries, and were also the only countries rich enough to buy the new manufactured goods they were producing. Thus, India has had a major challenge in the changing composition of imports and exports when effects of independent India are economic police started becoming clear.

Discussion:

- Highlight the various International Trade Problems and India.
- What are the opportunities for Indian markets to increase its export volume

Paper Code – MB 305 – 1 Discipline Specific Elective -II

1: **International Finance (FINANCE)**

Course Objective: To Provide a detailed analysis of International Financial System and International taxation.

Unit - I: International Financial System: Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions–IMF, Bank for International Settlements; international banking–euro bank, types of banking offices–correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market : Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives–forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

Unit – III: Exchange Rate Determination & Risk Management: Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging–natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

Unit-III: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification- rationale, barriers, home country bias

Unit - V: International Tax Environment: Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities- Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, re invoicing centre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

Suggested Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G., "International Finance", 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav" International Financial Management," Trinity Press, 2010.

GUJARAT TECHNOLOGICAL UNIVERSITY



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

Subject Code: 4549221

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Discuss</i> the international financial environment in the context of international fund flows, international financial markets and international financial agencies; and how they affect multinational operations.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Evaluate & explain</i> exchange rate determination, and <i>explain</i> how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Assess</i> risk in foreign capital market and its impact on different currencies and its impact on global trade relations. • <i>Evaluate</i> global financing strategies and propose solutions that will take advantage of opportunities in the global financial markets to the benefit of relevant stakeholders.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Develop</i> an appreciation for socially responsible actions with respect to financial decisions.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Evaluate</i> different risks associated in foreign exchange market and communicate their impact on foreign exchange transactions to the stake holders.

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	International Finance – Overview: <ul style="list-style-type: none"> • Globalization and Multinational firm, (Theory) • International Monetary System • Balance of payment (Theory) • Market for Foreign Exchange (Theory) • International Parity Relationship & Forecasting Foreign Exchange rate. (Theory & Numerical) 	10	17
II	Forward Exchange Arithmetic (Theory & Numerical): <ul style="list-style-type: none"> • Exchange Arithmetic • Forward Exchange contracts, Forward Exchange rate based on Cross rates • Interbank deals, Execution, cancellation, Extension of Forward contract 	10	18
III	International Financial Markets & Cash Management: <ul style="list-style-type: none"> • International Banking & Money market (Theory) 	10	17

Page no. 1 of 3



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester

Functional Area Specialization: Finance Management

Subject Name: International Finance (IF)

With effective
from academic
year 2018-19

	<ul style="list-style-type: none"> • International Bond Market, LIBOR, (Theory) • International Equity Market (ADR, GDR, EURO) • Multinational Cash Management, (Theory) 		
IV	<p>International Contract & Procedure:</p> <ul style="list-style-type: none"> • Letter of credit- Meaning & Mechanism • Types of letter of Credit • Operation of Letter of Credit <p>Managing Exposure:(Theory & Numerical)</p> <ul style="list-style-type: none"> • Management of Economic Exposure • Management of Transaction Exposure • Management of Translation Exposure 	10	18
V	<p>Practical:</p> <ul style="list-style-type: none"> • Forming of Hedging with real time data from currency Exchanges • Prepare a project of your choice using the theoretical fundamentals in above modules and also prepare a project report under the guidance of your subject teacher 	---	(30 marks CEC)

Link: <http://www.aitindia.in/aitnew/syllabus/mba/semester4/4549221.pdf>

SUBJECT TITLE: CONSUMER BEHAVIOR**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: The objective of this course is to help students understanding the various factors effecting consumer behavior and to understand the process of consumer buying. Based on the understanding of Consumer behavior, the students are expected to design the strategy.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Consumer Behavior: Introduction, Scope, importance and interdisciplinary nature, its strategic applications, Research in Consumer behavior: need, scope, types, research process, application of research in consumer behavior, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies.	10
UNIT-II	Individual Determinants of Consumer Behavior: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self image, Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioral and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications.	10
UNIT-III	External Influences on Consumer Behavior: Group behavior: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and its affect on Consumer Behavior, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class.	10
UNIT-IV	Consumer Decision Making Process: Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's promotional Strategy, Diffusion of innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, Introduction to Consumer Decision Making: levels, decision making process-pre purchase, purchase and post purchase process, Models of consumer decision-making. Note : Relevant Case Studies should be discussed in class.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Schiffman, L.G. and Kanuk, L.L.,	Consumer Behavior', Pearson Education
2	Loudon, D. and Bitta, D	Consumer Behaviour', Tata McGraw Hill
3	Assael, H.	Consumer Behaviour in Action', Cengage Learning
4	Blackwell, R.D., Miniard, P.W. and Engel, J.F.	Consumer Behaviour', Cengage Learning

Recommended Reference Books:

S.no	Name of Author	Title
1	Hoyer, Wayne D., Deborah J. MacInnis, Rick Pieters (2012)	Consumer Behavior, 6 th Ed. Houghton
2	Mifflin Co: Boston: MA. Cialdini, Robert (2006)	Influence: The Psychology of Persuasion, Collins

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr. Mamta Brahmabhatt	CONSUMER BEHAVIOUR https://onlinecourses.swyam2.ac.in/cec21_mg26/preview

Recommended Journals:

Name of Journal	Name and link
The Journal of Consumer Research	https://qut.primo.exlibrisgroup.com/discovery/fulldisplay
Journal of Consumer Behavior	https://qut.primo.exlibrisgroup.com/discovery/fulldisplay?docid
Journal of Consumer Psychology	https://qut.primo.exlibrisgroup.com/discovery/fulldisplay
Journal of Consumer Culture	https://qut.primo.exlibrisgroup.com/discovery

Panjab University, (Font in Green)

(Link: <https://puchd.ac.in/includes/syllabus/2015/20150715151333-mbageneral2015-16.pdf?202302175201>)

MBA7141: ADVERTISING AND CONSUMER BEHAVIOUR

Objective: Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

UNIT I

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

UNIT II

Developing advertising programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning, media planning, budgeting, evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organisation - selection, compensation and appraisal of an agency, role of creativity in advertising.

UNIT III

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

UNIT IV

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class,

Amity University, (Font in Blue)

(Link:

[https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20\(syllabus-%20employability\)/mba%20\(gen\)%20syllabus%202018.pdf](https://www.amity.edu/gurugram/naac/1.1.3%20employability%20courses%20documents/1.1.3%20syllabus%20for%20employability%20courses/abs%20(syllabus-%20employability)/mba%20(gen)%20syllabus%202018.pdf)

CONSUMER BEHAVIOUR

Course Code: MKT4308

Credit Units: 03

Course Objective:

The course will enable the students to define the concept of consumer behavior and reveal its importance in the context of marketing, to identify various factors that influence consumer behavior and also to examine the intricacies involved in the consumer decision-making process.

Course Contents:

Module-I: Introduction:

Introduction to CB, Model of Consumer buying Decision Making, Participants in buying process, Individual v/s org buying behavior, Concept of consumer Research, Consumer Research Process, Consumer Research Design, Identifying segments, Addressing the needs of market, Profitability of segmentation, Criteria of segmentation, Bayesian Analysis, Value of brand, Brand Loyalty, Seven R's of marketing mix, Inter-market segmentation, STP.

Module-II: Consumer as an Individual:

Consumer demographics: Analysis, Consumer life styles and lifestyle marketing VALS, LOV; *Motivation:* Types of Needs and Goals, Nature and role of motive, Classifying motives, Motive arousal, Motivation Research; *Personality:* Personality theories, Measuring Personality, How self concept develops, Consistency of Self; *Perception:* Active Search, Passive reception, concepts related to perception, Marketing Implications; *Learning:* Cues, Response, Reinforcement, Characteristics of Memory systems, Theories of learning; *Attitude:* Characteristics of attitude, Functions of attitude, Sources of attitude development, Attitude theories and models, Strategies for changing attitude.

Module-III: Environmental influences on CB:

Group Dynamics: Importance of group dynamics in decision making, Characteristics of group, Types of groups; *Reference groups:* Types of reference groups, Application of reference group in CB; *Family:* Significance of family in CB, Family life cycle, Family purchasing decision; *Social Class:* Meaning of social class, Process of social stratification, Nature of social class, Social class measurement, Role of social class in segmenting markets, Social class and consumer behavior; *Culture:* What is culture, The content of culture, Culture as a process. *Sub-Culture:* Defining subculture, Analyzing subculture; *Personal Influence:* Nature and significance of personal influence, Who are opinion leaders, Why do opinion leader attempts to influence others, Why followers accept personal influence, The market maven., Marketing Implications of Personal influence, Identifying and using opinion leaders directly, Creating opinion leaders, Simulating opinion leadership, Stifling opinion leadership, Identifying OL.

Module-IV: Consumer Decision Making Process

Decision Process: Buying decision process, Nicosia Model, Howard Sheth Model, Engel –Kollat-Blackwell Model, Types of buying behavior, Steps in buying decision process, Impulse purchase and customer loyalty; *Diffusion of innovation:* What is an innovation, Types of Innovation, The Adoption process, The Diffusion process.

Delhi University, (Font in Pink)

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf>)

MBAFT-7601: CONSUMER BEHAVIOUR

Course Objectives:

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

Course Learning Outcomes:

1. Develop an understanding of factors that influence consumer buying behavior
2. Appreciate mental processes that precede the act of purchase

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Faculty of Management Studies, University of Delhi



3. Learn models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights
5. Understand the influence of socio-cultural factors on consumer behavior

Contents:

Unit I: Marketing success and failure and consumer behaviour; manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

Unit II: Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant

Unit III: Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network.

Consumer learning: connectionist and non-connectionist approaches

Unit IV: Motivation and drive: theories and means and end chain, Hierarchical value mapping.

Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self image, creating aspiration brand

Unit V: Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence

Consumer culture: values and orientation, sub-culture, social class

SUBJECT TITLE: SERVICES MARKETING**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

Contents of Syllabus:

Units	Contents	Contact Hours
Unit I	Introduction to services: concepts of services marketing triangle. The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses,	10
Unit II	Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development, Customer Expectation of Services, Customer Perception of Services. Service buying behavior.	10
Unit III	Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, Customer Involvement in Services. Quality Issues and Quality Models; Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management.	10
Unit IV	Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps, Applications of Services Marketing. Planning and branding service products, Development of new services. (Case Studies).	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Zeithmal A Valarie and Bitner Mary	Services Marketing', Tata McGraw Hill
2	Lovelock, Christopher H	Services Marketing', Pearson Education
3	Shankar Ravi	Service Marketing, Excel Books, New Delhi, 2002
4	Hoffman	'Marketing of services', Thomson South westen

Recommended Reference Books:

S.no	Name of Author	Title
1	Bhattacharjee, C.	Services Marketing, Excel books
2	Jha, S..M.,	Services Marketing, Himalaya Publishing House

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Shainesh G	Services Marketing https://onlinecourses.swyam2.ac.in/imb21_mg51/preview

Recommended Journals:

Name of Journal	Name and link
Journal of Services Marketing	https://www.emeraldgroupublishing.com/journal/jsm
Services Marketing Quarterly	https://www.tandfonline.com/toc/wsmq20/current
Journal of Marketing	https://journals.sagepub.com/home/jmx
Asia - Australia Marketing Journal	https://www.monash.edu/marketing/mktjourn.html

Panjab University, (Font in Green)

(Link: <https://puchd.ac.in/includes/syllabus/2015/20150715151333-mbageneral2015-16.pdf?202302175201>)

MBA7241: MARKETING OF SERVICES

Objective: To provide complete exposure to all aspects of service design, standards, delivering and performing service.

UNIT I

Introduction to services: concepts of services marketing triangle| service marketing mix, GAP models of service quality, consumer behavior in services, zone of tolerance, factors that influence customer perception of service, service encounters, customer satisfaction, service quality.

UNIT II

Understanding customer expectation through market research: types of service research, building customer relationship through retention strategies, market segmentation, 3 levels of retention strategies, customer defined service standards, service quality as profit strategy, role of service quality in offensive and defensive marketing service design and positioning, new

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service development- types, stages, service blue printing-using and reading blue print, service positioning- positioning on the five dimensions of service quality, positing on service evidence.

UNIT III

Employee role in service designing, importance of service employee, emotional labour, source of conflicts, strategies for closing GAP3 customer role in service delivery, strategies for enhancing, customer participation, delivery through intermediaries, managing demand and capacity, lack of inventory capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

UNIT IV

Role of marketing communication: key reasons for GAP-4 involving communication, role of price and value in provider GAP-4, role of non-monetary cost, price as an indicator of service quality, physical evidence in services: types of service Scapes, role of service GAPs, framework for understanding service GAPs and its effect on behaviour, marketing of services in selected industries: banking, insurance, tourism, transportation, educational services, advertising and real estate.

Delhi University, (Font in Blue)

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf>)

MBAFT-7606: SERVICES MARKETING

Course Objectives:

Most of the developed economies of the world became service dominated about two decades ago and now developing economies are making a transition. Unique to the Indian economy is the transformation from agricultural dominance to service dominance. The business space is inhabited by service companies and good companies who augment their offering with services. In this context, good oriented marketing thinking and skills can be limiting. The purpose of this course is to acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

Course Learning Outcomes:

1. Appreciation of differences between goods and services marketing
2. Understanding the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Understanding quality concept, measurement and implementation processes in services
5. Appreciation of differences in marketing issues like demand management and advertising

Contents:

Unit I: The emergence of service economy; contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy

Service as marketing entity: characteristics and strategy implications, service dominant logic

Types of services: insurance, banking, air transportation, courier, education etc.

Unit II: Marketing mix: concept of value and value drivers, extended framework

Relationship building: relationship marketing, bonding and life time value

Service encounter: moment of truth, service types and service encounter, service encounter classification

Service innovation: through encounter and system modification

Unit III: Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting

Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization

Unit IV: Service buying behaviour} difference in perspective, risk analysis, decision process

Service marketing strategy: segmentation, targeting and positioning, market innovation

Competitive differentiation: competitive advantage and value chain analysis

Unit V: Service quality: concept, technical and functional quality, service quality

Christ University, (Font in Pink)

(Link:

[https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20%20MANAGEMENT/Master%20of%20Business%20Administration%20\(MBA\)/syllabus/30/2021](https://christuniversity.in/School%20of%20Business%20and%20Management/BUSINESS%20AND%20%20MANAGEMENT/Master%20of%20Business%20Administration%20(MBA)/syllabus/30/2021))

MBA462M - FUNDAMENTALS OF SERVICE MANAGEMENT

Unit-1	Teaching Hours:5
Unit I Understanding Service Markets, Products and Customers (5 Hrs)	
1) Perspectives on Marketing in the Service Economy: Introduction to services, importance & role in new economy, distinguishing characteristics from physical products posing marketing challenges, expanded marketing mix.	
2) Customer Behaviour in Service Encounters: Customer decision making: The 3 stage model of service consumption, understanding service encounters, defining moments of truth, Customer expectation and perception of services	
Unit-2	Teaching Hours:9
Building the Service Model	
1) Developing Service Concepts: Defining the core and supplementary elements of a service, The flower of service, Planning and branding service products, Development of new services.	
2) Distributing Services: Determining the type of contact: Options for service delivery, Place and time decisions, the role of intermediaries, Distributing services internationally.	

SUBJECT TITLE: BRAND MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: Building and effectively maintaining brand equity is among the top priorities of high performing companies. Effective brand-building and brand management drives superior financial results, consumer loyalty and competitive insulation. This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The course also provides an understanding of the key issues in building and maintaining brands and brand equity.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction: Basic Understanding of Brands- Definitions- Branding Concepts- Functions of Brand- Significance of Brands- Different Types of Brands, Commodities Vs Brands. Brand and Brand Management- Role of Brand Manager, Strategic Brand Management process- Building strong brand, How it has evolved over time, Branding Challenges and Opportunities.	8
UNIT-II	Brand Strategies: Strategic Brand Management Process- Building a strong Brand- Brand Positioning- Establishing Brand Values- Brand Vision – Brand Elements- Branding for Global Markets- Competing with Foreign Brands, Brand Portfolios and Market Segmentation. Brand Extension: Brand Adoption practices- Different types of Brand Extension- Factors influencing Decision for Brand Extension- Re-Branding and Re –Launching.	12
UNIT-III	Brand Communications & Brand Awareness: Brand Image Building- Brand Loyalty Programmes - Brand Promotion Models- Role of Brand Ambassadors, Celebrities- Online Brand Promotions. Factors Influencing Brand Awareness. Define Public Relations, Identify the difference among Advertising and PR (Public Relations).	8
UNIT-IV	Brand Equity Concept: Brand Equity Models- Brand Asset Valuation Model, Aaker's brand Equity Model, BRANDZ model, Keller's Customer Based Brand Equity Model, Building Brand Equity, Brand Identity and Brand Image, Brand Vision & Objective. Measuring Brand Performance- Measuring Brand Equity, Establishing Brand Equity Management System.	12

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text & Reference Books:

S. No	Name of Author	Title
1	Aaker, D. A	Building strong brands: Building, measuring, and managing brand equity
2	Kumar, S. R	Managing Indian Brands, Vikas Publication, India
3	Sagar, M	Brand management, Ane Books Pvt Ltd
4	Economic Times	For latest Case Studies https://economictimes.indiatimes.com

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Prof. Vinay Sharma	NOC:Product and Brand Management, IIT Roorkee https://nptel.ac.in/courses/110107161
2	Prof. Vinay Sharma	Product and Brand Management https://onlinecourses.nptel.ac.in/noc22_mg82/preview
3	Preeti Krishnan Lyndem	Brand Management https://onlinecourses.swyam2.ac.in/imb19_mg04/preview

Recommended Journals:

Name of Journal	Link
Journal of Brand Management	http://www.palgrave.com/gp/journal/41262
Journal of Product & Brand Management	https://www.emerald.com/insight/publication/issn/1061-0421
Journal of Brand Management	https://www.researchgate.net/journal/Journal-of-Brand-Management-1479-1803

analysis, benefit segmentation, new products : the importance of innovation, new product categories, organization for product management, prototyping, new product development process, test marketing.

UNIT IV

Socio cultural meaning of brands: understanding the social psychology of brands, emotions and brands, symbolic meaning of brands, cultural meaning systems and brands, **brand equity:** introduction and definition, name value, **model of brand equity** synthesis, auditing and **measuring brand equity managing brands**, branding strategies for functional and symbolic brands, brand stretching and retrenching, branding services and managing the corporate brand, brands and advertising.

References

1. Churchill, Gillert, Iacobucci, Dawn, *Marketing Research*, Thomson
 2. Elliott, R. and Percy, L., *Strategic brand management*, Oxford University Press.
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MBA EX 7205: STRATEGIC BRAND MANAGEMENT

Objective: This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organization to build and maintain a loyal and profitable customer base.

UNIT I

Brand And Brand Management : Introduction To Concept Of Branding, Roles Of Brands, introduction to basic terms in branding, brand elements, Brand Identity, Personality and Brand Associations.

Identifying and Establishing Brand Positioning and Values: customer based brand equity, brand positioning.

UNIT II

Planning and Implementing Brand Marketing Programs: elements of brand marketing programs, process, choosing brand elements to build brand equity. Basis of Brand Equity, methods of evaluation of brand, brand planning, brand metrics and value. Brand architecture.

Building brand equity: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

Brand Loyalty - Measuring Brand Loyalty - Strategic Value Of Brand Loyalty - Maintaining And Enhancing Loyalty, Brand Awareness - How Awareness Works To Help The Brand - How To Achieve Awareness, Perceived Quality , Brand Associations, Other Proprietary Assets .

UNIT III

Planning and Implementing Brand Marketing Programs: Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity.

Measuring and Interpreting Brand Performance, Developing a Brand Equity Measurement and Management System, Measuring Sources of Brand Equity: Capturing Customer Mind-Set, Measuring Outcomes of Brand Equity: Capturing Market Performance.

SUBJECT TITLE: INTERNATIONAL & SOCIAL MEDIA MARKETING**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

I**Internal Assessment: 40****End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

Contents of Syllabus:

Units	Contents	Contact Hours
Unit I	Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; Need, Scope, Tasks, Contrast in domestic and international marketing International Market Entry Strategies: Screening and Selection of Markets; Methods to enter International markets. International Marketing environment: political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, International Economic environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non-Tariff. Regional Blocks: European Union, NAFTA, SAARC, ASEAN, International Marketing Research.	10
Unit II	EXIM policy of India, export promotion organizations, incentives, Export documents. Organization and structure of export and import houses. International product and pricing policies: Product standardization & adaptation, international pricing strategies. International distribution system: International distribution channels, types, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix.	10
Unit III	Introduction to Social Media Marketing: Internet penetration and digital commerce..Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. Social media Channels: Types and models, Social media benefits and applications. Social media marketing framework. Consumer behavior on the Internet: Basics, evolution of the digital consumer, managing consumer demand. IMC. Social media marketing strategies: Introduction, defining social media marketing mix, social media marketing planning, social media marketing marketing channels. Search Engine Advertising: Pay for Search Advertisements, Ad Placement, Ad Ranks.	10
Unit IV	Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, Managing social media marketing revenue: social media marketing revenue sources, managing service delivery and payments, Emerging trends in social media marketing: Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Czinkota M, Ronkaine	International Marketing, Cengage Learning.
2	Cherunilam F	International Trade & Export Management, Himalaya Publishing
3	Cateora& Graham	International Marketing, McGraw Hill

Recommended Reference Books:

S.no	Name of Author	Title
1	Dan Zarella	Social media marketing , O reilly
2	R Solomon and Tracy	Social Media Marketing: Pearson New International Edition

Videos/SWYAM courses/MOOCs:

S.no	Name of Author	Course Name and link
1	Dr. Tejinderpal Singh	Digital Marketing https://onlinecourses.swyam2.ac.in/ugc19_hs26/preview

Recommended Journals:

Name of Journal	Name and link
Journal of Digital & Social Media Marketing	https://www.henrystewartpublications.com/jdsm
Journal of Digital And Social Media Marketing	https://journalsearches.com/journal.php?title=Journal
Journal of International Marketing	https://journals.sagepub.com/home/jig
International Journal of Information Management	https://www.scimagojr.com/journalsearch.php?q=15631&tip=sid&clean=0

AMITY UNIVERSITY, (Font in Green)

(Link: <https://www.amity.edu/amizone/syllabus/2imm.pdf>)

INTERNATIONAL MARKETING MANAGEMENT

Course Code: MBAMK 10201

Credit Units: 03

Course Objective:

The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

Course Contents:

Module I: Overview

Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hofstede model.

Module II: International Business Entry & Development

Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC's, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.

Module III: Environment and Global Marketing

Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank,

Module IV: Product and Promotion Strategy in International Marketing

The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

Module V: Pricing for International Market

Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Module VI: India's International Policy and Impact on Economy

Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks & F.I's, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Delhi University, (Font in Blue)

(Link: <http://www.du.ac.in/uploads/RevisedSyllabi1/Annexure-184%20updated.%20FMS%20MBA%20FT.pdf>)

MBAFT-7609: DIGITAL MARKETING

Course Objectives:

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Faculty of Management Studies, University of Delhi



This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

Course Learning Outcomes:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behavior on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

Contents:

Unit I: Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

Unit II: Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;

Unit III: Online consumer behavior: decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

Unit IV: Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

Unit V: Mobile Marketing, E-marketing; Internet marketing strategy: content marketing

GUJARAT TECHNOLOGICAL UNIVERSITY, (Font in Pink)

(Link: <https://s3-ap-southeast-1.amazonaws.com/gtusitecirculars/Syallbus/4539287.pdf>)

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Digital Marketing: <ul style="list-style-type: none">• Evolution of Digital Marketing from traditional to modern era, Role of Internet• Current trends• Info-graphics, implications for business & society• Emergence of digital marketing as a tool• Drivers of the new marketing environment• Digital marketing strategy• P.O.E.M. framework• Digital landscape• Digital marketing plan• Digital marketing models.	10	17
II	Internet Marketing and Digital Marketing Mix: <ul style="list-style-type: none">• Internet Marketing, opportunities and challenges• Digital marketing framework• Digital Marketing mix• Impact of digital channels on IMC Search Engine Advertising: <ul style="list-style-type: none">• Pay for Search Advertisements• Ad Placement, Ad Ranks• Creating Ad Campaigns• Campaign Report Generation	10	18

SUBJECT TITLE: SEED PRODUCTION & TECHNOLOGY**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Objective and outcome of course: This course emphasizes the knowledge and skills for seeding and related technological processes.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds;	10
UNIT-II	installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; germplasm conservation;	10
UNIT-III	construction and seed stores: seed development and germination; principles and methods moisture, viability, seed vigour, genetic purity and seed health- Seed industry in India-present status and future prospects; role of public,	10
UNIT-IV	private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry , managing seed industry efficiently.	10

Instruction of Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Seed Production & Technology
Course Short Title	SPT
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	To explore the students to understand the Principles of seed production
	Explain the key issues related to Seed and seed technology
	To enable students to use processing equipments for post harvest handling of seeds
	Apply the framework forSeed Quality Control and Seed Testing

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	3	2	3	2	2	2	1	1	2	2	2	2	2
	3	3	3	3	2	2	3	3	2	2	2	3	2	3
	3	3	3	3	3	3	3	3	3	2	3	3	3	3
	3	3	3	3	2	3	3	3	3	2	3	3	2	3
Average	3	3	2.75	3	2.25	2.5	2.75	2.5	2.25	2	2.5	2.75	2.25	2.75

SUBJECT TITLE: MATERIALS MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in Pre-purchase, purchase and Post purchase systems.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Importance, objectives and functions of Material Management. Organizational structure for material management. Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.	10
UNIT-II	Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions. PURCHASE MANAGEMENT: Meaning, Objectives & Functions, Purchase Parameters – 8 R's of Purchasing, KARDEX System. NEGOTIATION: Meaning of Negotiation, Objectives & Techniques, Qualities of Good Negotiator, Tactics /Strategies used in Negotiation	10
UNIT-III	Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification. Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.	10
UNIT-IV	Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Bufferstock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D. Logistics And Supply Chain Management: Recent Developments With Reference To Rural Economy.	10

Instruction of Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Materials Management
Course Short Title	MM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	To ensure continuous uninterrupted production or operation or project work by maintaining a steady flow of materials
	To enable students the better understanding of the concept of effect economies in the cost of materials by purchasing materials of the right quality, in the right quantity, at the right time, from the right source, at the right price;
	To explore the students to understand the cooperation among all departments of the enterprise to meet materials management objectives both at the corporate and functional levels and to ensure proper coordination in respect of such activities;
	To conserve materials resources within enterprise, thereby contributing to the conservation of national resources.

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	2	2	1	3	3	1	2	2	3	3	2	2
	3	2	3	3	2	3	3	1	1	2	2	3	3	2
	3	3	3	3	1	3	3	2	2	2	3	3	3	3
	3	3	3	3	3	3	3	3	1	2	2	2	3	2
Average	3	2.25	2.75	2.75	1.75	3	3	1.75	1.5	2	2.5	2.75	2.75	2.25

SUBJECT TITLE: AGRICULTURAL FINANCE & COOPERATION**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: It enables the student to understand the business planning and financial management of an agri-business.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Agricultural Finance- meaning, scope and significance; Credit needs and its role in Indian agriculture. Agricultural credit: meaning, definition, need and its classifications. Credit analysis: 4 R's, and 3C's of credits.	10
UNIT-II	Sources of agricultural finance: institutional and non-institutional sources, commercial banks, social control and nationalization of commercial banks, Micro financing including KCC. Lead bank scheme, RRBs, Scale of finance and unit cost.	10
UNIT-III	An introduction to higher financing institutions – RBI, NABARD, ADB, IMF, World Bank, Insurance and Credit Guarantee Corporation of India. Cost of credit. Recent developments in agricultural credit. Preparation and analysis of financial statements – Balance Sheet and Income Statement. Basic guidelines for preparation of project reports- Bank norms – SWOT analysis.	10
UNIT-IV	Agricultural Cooperation – Meaning, brief history of cooperative development in India, objectives, principles of cooperation, significance of cooperatives in Indian agriculture. Agricultural Cooperation in India- credit, marketing, consumer and multi-purpose cooperatives, farmers' service cooperative societies, processing cooperatives, farming cooperatives, cooperative warehousing; role of ICA, NCUI, NCDC, NAFED.	10

Suggested Readings

1. Cooperation in India- .F. Banerjee
2. Agricultural Economics by Joginder Singh – Kalyani publishers
3. All-India Rural Credit Survey Review Committee Report – RBI
4. All India Debt and Investment Survey, various issues, NSSO

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Agricultural Finance and Cooperation
Course Short Title	AFC
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	To look after the various avenues of agricultural finance
	To understand the concept of higher financing institutions
	To look after the guidelines for preparation of project reports
	To explore the Agricultural Cooperation in India

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	2	1	2	1	1	2	0	1	2	3	1	2	2
	3	3	2	2	2	2	3	0	1	2	3	2	2	3
	3	3	3	3	1	3	3	0	2	2	3	2	3	3
	3	3	3	3	2	3	3	0	2	2	3	3	2	3
Average	3	2.75	2.25	2.5	1.5	2.25	2.75	0	1.5	2	3	2	2.25	2.75

SUBJECT TITLE: FOOD TECHNOLOGY & PROCESSING MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Contents of Syllabus: To introduce students with the basics of production of ornamental crops, maps and landscaping.

Sr. No	Contents	Contact Hours
UNIT-I	Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry.	10
UNIT-II	Quality management in food industry-quality standards and ISO: principles of food preservation and' processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology; protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals etc.	15
UNIT-III	Production technologies for the cultivation of major fruits- litchi, papaya, sapota, apple, pear, peach, walnut, almond.	10
UNIT-IV	Production technologies for the cultivation of minor fruits- date, ber, pineapple, pomegranate, jackfruit, strawberry, plantation crops-coconut, arecanut, cashew, tea, coffee & rubber.	10

Suggested Readings

1. Srivastava, R.P. and Kumar, S Fruits and Vegetable Preservation. Principle and Practices. International Book Distributing Comp., Lucknow
2. Lal, G., Siddapa, G.S. and Tandon, G.L. Fruit and vegetable Preservation in India. ICAR, New Delhi
3. Nair, S.S. And Sharma, H.C. Phal TarkariParikshanPraydhogiki.RajasthanHindhiGranth Academy, Jaipur
4. Verma L.R. and JoshiV.K. Postharvest Technology of Fruits and Vegetables: Handling, Processing, Fermentation and Waste Management. Indus Publishing Company, New Delhi.

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Food Technology & Processing Management
Course Short Title	FTPM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	Develop an appreciation about need of different emerging techniques used in food processing and preservation
	Apply their knowledge on high pressure processing, pulsed electric processing, irradiation and hurdle technology in various food industries
	Understand the concepts related to membrane technology, supercritical fluid extraction and quality assessment of food using ultrasonic technique
	Get an overview on principles, mechanism and application of nanotechnology in food.

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	2	3	2	2	3	1	3	2	3	2	2	2	2
	3	2	3	3	2	3	2	3	3	3	3	3	2	3
	3	2	2	3	2	3	3	3	3	3	3	3	3	3
	3	2	2	3	3	3	3	3	3	3	3	3	2	3
Average	3	2	2.5	2.75	2.25	3	2.25	3	2.75	3	2.75	2.75	2.25	2.75

SUBJECT TITLE: FRUIT PRODUCTION & POST HARVEST MANAGEMENT**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Contents of Syllabus: The course aims at teaching about the post-harvest management and value addition of fruits and vegetables.

Sr. No	Contents	Contact Hours
UNIT-I	Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives domestic and global trade.	15
UNIT-II	Importance and scope of fruit and plantation crop industry in India; Importance of rootstocks; Production technologies for the cultivation of major fruits-mango, banana, citrus, grape, guava,	10
UNIT-III	Importance of fruits and vegetables, extent and possible causes of post harvest losses; Pre-harvest factors affecting postharvest quality, maturity, ripening and changes occurring during ripening; Respiration and factors affecting respiration rate;	10
UNIT-IV	Role of ethylene; Post harvest disease and disorders; Heat, chilling and freezing injury; Harvesting and field handling; Storage (ZECC, cold storage, CA, MA, and hypobaric); Value addition concept; Principles and methods of preservation.	10

Suggested Readings

1. Lal, G., Siddapa, G.S. and Tandon, G.L. Fruit and vegetable Preservation in India. ICAR, New Delhi
2. Srivastava, R.P. and Kumar, S Fruits and Vegetable Preservation. Principle and Practices. International Book Distributing Comp., Lucknow
3. Bose. T.K., Kabir.J., Das.P. &Joy.P.P., Tropical Horticulture. Naya Prokash. Calcutta
4. Bal. J.S., Fruit Growing. Kalyani Publisher, New Delhi
5. Singh. S.P., Commercial Fruits. Kalyani Publishers, New Delhi

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Fruit Production & Post Harvest Management
Course Short Title	FPPHM
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes	
On successful completion of this course, the learner will be able to	
	Identify important economic fruit crops and their production region.
	Describe significant morphological characteristics related to production and management of fruit crops.
	Describe production and management system of fruits crops including soil adaptability, crop nutrition, irrigation, frost management, stress management, pollination, planting and trellising systems and cropping.
	Study a system of handling, storing and transporting agricultural commodities after harvest

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	2	1	2	3	2	3	2	3	2	3	2	2
	3	2	2	2	3	3	2	3	3	3	2	3	2	3
	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	3	3	3	3	3	3	3	3	3	2	1	3	2	3
Average	3	2.25	2.5	2.25	2.75	3	2.5	3	2.75	2.75	2	3	2.25	2.75

SUBJECT TITLE: FARMING SYSTEM & SUSTAINABLE AGRICULTURE**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam: 3 Hrs**

Contents of Syllabus: The course aims at teaching about sustainable agriculture and how to develop farming systems that are productive and profitable, conserve the natural resource base, protect the environment, and enhance health and safety.

Sr. No	Contents	Contact Hours
UNIT-I	Farming System-scope, importance, and concept, Types and systems of farming system and factors affecting types of farming, Farming system components and their maintenance, Cropping system and pattern, multiple cropping system, Efficient cropping system and their evaluation.	10
UNIT-II	Allied enterprises and their importance, Tools for determining production and efficiencies in cropping and farming system; Sustainable agriculture-problems and its impact on agriculture, indicators of sustainability, adaptation and mitigation, conservation agriculture strategies in agriculture, HEIA, LEIA and LEISA and its techniques for sustainability.	15
UNIT-III	Integrated farming system-historical background, objectives and characteristics, components of IFS and its advantages, Site specific development of IFS model for different agro-climatic zones, resource use efficiency and optimization techniques.	10
UNIT-IV	Resource cycling and flow of energy in different farming system, farming system and environment, Visit of IFS model in different agro-climatic zones of nearby states University/ institutes and farmers field.	10

Suggested Readings

1. Principle of Agronomy S. R. Reddy, Kalyani Publication, 5th Ed.2016
2. Principle of Agronomy T.Y.Reddy & G.H.S.Reddy, Kalyani Publication, 4th Ed.2011
3. Principles of Crop Production S. R. Reddy, Kalyani Publication, Ed.2012
4. Farm Sector Development D. D. Gupta, Agrobios (India), Jodhpur Ed. 2011

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Programme	MBA
Course Full Title	Farming System & Sustainable Agriculture
Course Short Title	FSSA
Course Code	
Course Credit	3
Semester	III
Internal /External	External
Specialization	Food and Agri business
Core/Elective	Elective
Course Outcomes(CO)/Learning Outcomes On successful completion of this course, the learner will be able to	
	Understand the Farming system components and their maintenance
	Explore tools for determining production and efficiencies in cropping and farming system
	Understand the concept of Integrated farming system
	Look after the different agro-climatic zones of nearby states University/ institutes and farmers field.

CO/PO Mapping														
Cos	Program Outcomes (Pos)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
	3	1	3	1	2	1	2	3	1	3	2	2	2	2
	3	2	3	2	3	2	3	3	2	3	3	3	2	3
	3	2	2	3	3	3	3	3	2	3	3	3	3	3
	3	2	2	3	1	3	3	3	2	3	2	2	2	3
Average	3	1.75	2.5	2.25	2.25	2.25	2.75	3	1.75	3	2.5	2.5	2.25	2.75

SUBJECT TITLE: FUNDAMENTALS OF HOSPITAL ADMINISTRATION**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The aim of this course is to enable Professional management practice in healthcare and understand the management process and integrated approach in management. Manage service organizations by accepting the inbuilt challenges and manage hospitals by understanding the complexity, levels and role of hospital administrator.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Management and Organizations - Management Role- Levels of Managers and Management Skills - Classical School- Behaviour School-Management Science School Management Functions and Process- Planning- Organizing -Staffing - Directing-Controlling	10
UNIT-II	Services, Health and Hospitals- Services- Classification of Service Organization- Characteristics- Challenges History of Medicine-Healthcare Revolution-Health- Dimensions of Health- Indicators of Health Types of Healthcare Organizations- Composition of Health Sector- Types of Care-Pyramidal Structure of Health Services- Hospitals- Types of Hospitals and Role of Hospital in Healthcare- Complexity of Hospital Organization.	10
UNIT-III	Hospital Management: Levels and Roles- Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Managers in Hospital and their Responsibilities	10
UNIT-IV	Current Issues in Healthcare- Accreditation- Tele health-Health Tourism-Health Insurance and Managed Care -Disaster Management - Hospital Wastes Management	10

Recommended Books:

1. Peter M Ginter, W. Jack Duncan, Linda E Swayne,'Strategic Management of health care organization'8th edition,Wiley,2017
2. Gupta,'Hospital Administration and Management: A comprehensive guide', Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi,2016
3. Elaine La Monica, 'Management in Health Care',Macmillan Press Ltd, London,2010
4. J.E. Park and K. Park, 'Textbook of Preventive and Social Medicine' (M/S BanarsidasBhanot Publishers, Jabalpur,2011

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

SUBJECT TITLE: HOSPITAL INFORMATION SYSTEM**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	0	0	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The course will help to identify and appreciate areas of Computer and IT Applications in Hospitals and Healthcare Programs. Understand Hospital / Health Information System – HIS. Perform System Study from analysis phase to implementation phase of software development

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	<p>Basics of Computers and Management Information System Computers and its Parts IT: Appropriateness and as focus of Organizational Change Software and Hardware Selection : Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures Networking : Importance, Types, Methods of Networking, Network Planning and Management LAN Security : Protecting Health Care Information, Internal Vs External Threats. Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Methods of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management. MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS -Role of IT in Office Automation -Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology.</p>	10
UNIT-II	<p>Systems Management, Software Applications and Developmental Process System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining Need Analysis System Analysis Feasibility Test : Economic, Technical, Political & Socio-cultural Factors Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract Software Development Procedure : Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation. After Development Procedure: Maintenance, Updates, Modules Addition Features of Software in Hospitals and Health Care</p>	10
UNIT-III	<p>Hospital / Health Information System – HIS- Objectives, Characteristics, Elements, Categories -HIS for Various Levels of Management (Top / Middle / Operational) Integrated HIS (IHMS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS</p>	10

	(BMHS) and Special Purpose Single Hospital MIS (SSHS).	
UNIT-IV	Application of Computers in Hospitals and Health Programs- Need and Importance of IT in Health Care Centralized Vs Decentralized Integrated Online HIS Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping Implementing wireless computerized patient records Complexity in computerizing Hospitals Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software.	10

Recommended Books:

1. Karen a.Wager,FrancisW.Lee,JohnP.Glaser,'Health care Information System-A practical approach for Health Care Management,4th edition,Wiley,2017
2. Mary Jo Browie and Michelle A. Green, 'Essentials of Health Information Management: Principles and Practices,Paperback,2015.
3. Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva) Marlene Maheu, Pamela Whitten & Ace Allen, E-Health,
4. Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203
5. Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan) WHO

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

SUBJECT TITLE: HOSPITAL AND HEALTHCARE SERVICES MARKETING**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The aim of this course is to apply marketing skills in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming customer satisfaction. Defining the Market, target and focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Introduction to health care sector and Services- Trends in Health care sector-Concept of Services -Importance of Hospital services Marketing-Service characteristics-Service Triangle-Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research. Holistic Marketing- Holistic Marketing-Interactive marketing-External Marketing-Internal marketing – Scope- Objectives – strategies-Roles of a service employee.	10
UNIT-II	Market analysis and design of health care service products- Defining Market- Forecasting Demand -Market Segmentation and Targeting - Target Marketing-Positioning-Designing health care service products -New service development process-PLC-Physical evidence-Marketing Organization for Hospitals. Consumer Analysis -Consumer Buying Process-Buyer Behaviour-Consumer Adoption Process Service Quality Management— GAP model, SERVQUAL model – Service recovery strategies	10
UNIT-III	Strategic Marketing Mix Decisions- Product (Service) Decisions - Marketing Approaches to New Services Development- Service Mix Decision - Service Item Decision -Service Life Cycle Decision-physical evidence Pricing Decisions- Pricing Objectives in Healthcare- Pricing Strategy Place Decisions- Major Distribution Decisions- Strengthening Referral System Promotion Decisions-Sales Force in Healthcare Organizations- Advertising in Healthcare Industry Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Service Portfolio Strategy - Market Expansion Strategy-Target Market Strategy-Competitive Positioning Strategy.	10
UNIT-IV	Public Relations- Introduction to Public Relations -Meaning of Public Relations-Classification of Public from Healthcare Marketing Perspective- Evaluation of Public Relations - Public Relations Process- Identifying the Relevant Publics-Measuring Images and Attitude of the Relevant Public-Establishing Image and Attitude Goals for the Key Publics- Developing Cost Effective Public Relations Strategies-Implementing Actions and Evaluating Results-Community Opinion Surveys to Assess the Image of an Organization -Public Relations Tools - Materials: Written and Audiovisual - Media : News, Events, Speeches and Information Services-Social Marketing	10

Recommended Books:

1. Eric N. Berkonitz, 'Essentials of Health care Marketing' 4th edition, JB learning, 2017.
2. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations, Prentice Hall Publication, 2012
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press ISBN 1-56793-150-2
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd., Bangalore, 2000

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

SUBJECT TITLE: HEALTH CARE ETHICS, GOVERNANCE & SOCIETY**SUBJECT CODE:****SEMESTER: III****CONTACT HOURS/WEEK:**

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
3	-	-	3

Internal Assessment: 40**End Term Exam: 60****Duration of Exam; 3 Hrs**

Objective and outcome of course: The aim of the course is to help students gain understanding of how healthcare needs and delivery systems depend on the socio- cultural context of recipients of the society

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Global Burden of Disease and Globalization. Role of culture in shaping health values. Culture based health interventions for prevention and eradication of disease.	10
UNIT-II	Importance of education for creating healthy societies. Impact of globalization, urbanization, aging, changing gender roles and life style changes on the health of society. Alternate and indigenous approaches to health care. AYUSH.	10
UNIT-III	Health issues in marginalized sections of society: street children, disaster and warravaged populations and women. Ethical practices in medicine and health care delivery, Ethical issues in like surrogacy, transgender, privatization of health care, clinical trials, euthanasia etc.	10
UNIT-IV	People Centered Approach to Health Care (WHO). Governance and regulation in health care sector: Code of medical Ethics Regulations (MCI) in India and ICMR Guidelines (2017). Regulation of pricing, marketing and advertising of health care drugs and services. Biomedical ethics, Bio Pharmaceutical ethics and Accountability, Equity and quality of health care services.	10

Recommended Books:

1. Krishna Sunder, D, Garg S & Garg, I (Eds.) (2015). Public Health in India: Technology, Service Delivery. Routledge. 1st edition.
2. Gopalakrishnan, B. & Mercy Khauta (2016) Reflections on Medical Law. Eastern Law House.1st Edition.
3. Freudenberg, N., Klitzman, S. & Saegert, S. (Eds). (2009) Urban Health and Society: Interdisciplinary Approaches to Research and Practice: Jossey Bass
4. Report on People Centered Approach to Health (2008). World Health Organization

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

SUBJECT TITLE: STRATEGIC MANAGEMENT

SUBJECT CODE:

SEMESTER: III

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
4	-	-	4

Internal Assessment: 40

End Term Exam: 60

Duration of Exam; 3 Hrs

Objective and outcome of course: This course helps students to combine strategic and managerial approach towards various decisions of management.

Contents of Syllabus:

Sr. No	Contents	Contact Hours
UNIT-I	Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS)	10
UNIT-II	Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF)..	15
UNIT-III	Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership. Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence. Strategic Analysis and choice—Corporate level analysis (BCG, GENinecell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis ; Porters' five forces model. Qualitative factors in strategic choice.	15
UNIT-IV	Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation	10

Instruction for Question Paper setter: The Question Paper should be divided into three parts. Part A shall consist of 8 very short questions of 2 marks each. Part B shall consist of 7 short questions of 4 marks each out of which 6 questions are compulsory & Part C shall consist of 2 long questions of 10 marks each out of which one question shall have internal choice.

Sources & Links:

University 1: Punjab University, Chandigarh

<https://puhd.ac.in/includes/syllabus/2019/20190716163924-mbasectoral.pdf?202211021112>

Paper Code: MBARM-4001

STRATEGIC MANAGEMENT

Credit=4

Marks=100

Learning Objectives:

Objective: The objective of this course is to create in-depth understanding of various corporate strategies; their formulation, implementation and process of change in strategies. Further the course will enable participants to appraise various strategies issues.

Section – A

Introduction: Definition, Concept, Phases of strategic management, Benefits of strategic management, Challenges to Strategic Management, Elements of Strategic Management, Strategic Decision Making. **Vision, Mission, Objectives and Goals:** Definitions, Characteristics of an Effective Vision Statement, Components and Characteristics of a Mission Statement. Importance of Mission Statement, Characteristics of Good Objectives, Characteristics of Effective Goals, Types of Goals

Section – B

The External Environmental Analysis: Identifying External Environmental Variables, Segments of the General Environment, Industry Analysis- Porter's Five Forces Model, Strategic Groups, Strategic Types, Hyper-competition. **Organisational Analysis:** Concept, Core and Distinctive Competencies, VRIO Framework, Competitive Advantage, Moving from Sustainable to Transient Competitive Advantage, Value Chain Analysis, Scanning Functional Resources and Capabilities. **Strategy Formulation:** SWOT analysis, Strategies Factor Analysis Summary (SFAS), TOWS matrix. **Corporate Strategy:** Directional Strategies- Growth, Stability, Retrenchment, Portfolio Analysis- BCG Matrix, GE Matrix, Corporate Parenting

Section – C

Business Level Strategy: Competitive strategy- Porter's Competitive Strategies- Differentiation, Cost Leadership, Focus, Risks and Issues in Competitive Strategies, Industry Structure and Competitive Strategy, Competitive Tactics **Cooperative strategies-** Collusion, Strategic Alliance. **Functional Strategy:** Marketing, Financial, Operation, Human resource. Research and development, Risk culture, Strategy in Global Environment, Strategies to Avoid, Strategic Choice. **Strategy Implementation:** Developing Programmes, Budgets and Procedures, Achieving Synergy, Stages of Corporate Development, Organisational Life Cycle, Types of Organisational Structures, Problems Associated with Strategy Implementation, Reengineering and Strategy Implementation

Section – D

Strategic Evaluation and Control: Stages of Strategic Evaluation and Control, Measuring Performance, Types of Control, Strategic Information Systems, Problems in Measuring Performance, Measures for Effective Control. **Emerging Strategic Trends:** International Issues in Strategy Implementation, Transient Competitive Strategies, Red Ocean to Blue Ocean, Edge Strategy.

Suggested Readings:

1. Hill, Charles W.L. and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning, India.
2. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw-Hill, New York.
3. Hitt, Michael A., Ireland, R. D., Holisson, Robert E. and S. Manikotiy, Strategic Management: A South-Asian Perspective, Cengage Learning, India
4. Porter, M.E., Competitive Strategy, The Free Press, New York, 1980.
5. Porter, M.E., The Competitive Advantage, The Free Press, New York, 1985.

University 2: Osmania University, Hyderabad

https://www.osmania.ac.in/Syllabus2016/PG2year%20CBCSSyllabus_2017/Faculty%20of%20Management/MB_A_updated_29012018.pdf

Master of Business Administration (MBA) Syllabus

Paper Code – MB 401

Course: STRATEGIC MANAGEMENT

Course Objective: The purpose of the course is to make the students learn about strategic environment and decision making to impart case based for make students know the real-time decision making

Unit: I Introduction to Strategic Management

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping strategy, Developing strategic Vision. Mission, Objectives. Crafting and Executing strategy. Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic Model, Strategy Positioning, Choices- Strategy in action.

Unit: II Environmental Analysis for Strategy

Strategic Position; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a Change ; SWOT analysis, Porter's Diamond Model, Value chain analysis, Core competencies- Cost Efficiency, , Capability building and Management

Unit: III Strategy Formulation and Sustenance

Strategy Formulation; Business-Level strategy- Creating and Sustaining Competitive advantages; Generic strategies, Choice based strategies, Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business

Unit: IV Alternative Strategy Development

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive strategies. Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing. Market diversification, merger, acquisition strategies, Strategic Alliances.

Unit: V Strategy Implementation and Corporate Ethics

Strategy Implementation: Strategies Evaluation and Control, Corporate Governance, Good corporate Citizenship, Environmental Change- Attaining Behavioural Control, Instilling Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

Suggested Books:

1. Arthur A Thompson Jr, Strickland "Strategic Management- Concepts and Cases" TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring corporate Strategy" 2009, Pearson Ed Ltd, United Kingdom, 2nd Edition.
3. Michael Hitt, Ireland, Hoskinson, "Strategic Management" 2010, Cengage Learning, New Delhi
4. Fred R. David, "Strategic Management" 2008, 12th Edition, PHI Learning Limited, New Delhi.
5. Garth Saloner, Andrea Shepard, Joel Podolny, "Strategic Management" 2001, International Edition John Willy Publication, New York.
6. Michael Porter, "Competitive Strategy" 2005 Reprint, Free Press, London.
7. UpendrraKachru, "Strategic Management- Concepts and cases" 2005, EXCEL BOOKS, New Delhi.
8. R.M.Srivastava, "Management Policy and Strategic Management- Concepts, Skills and Practices" 2014 Revised edition, H P H , Hyderabad.

University 3: Master of Business Administration, VIT Business School

Link: <https://vit.ac.in/sites/default/files/vitbs/MBA-2019-2020.pdf>

Course Code	Strategic Management	L	T	P	J	C
BMT6118		2	0	0	4	3
Pre-requisite	Nil	Syllabus version				
		v. 02.00				
OBJECTIVES:3						
students will be able to comprehend global trends influencing the business environment						
students will be able to involve stakeholders and team members in executing decisions						
OUTCOME:						
1. The student is able to analyse decisions using multiple international information sources						
2. The student is able to appreciate cultural differences with the available information while making decisions						
3. The student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context						
4. The student is able to establish a favourable team climate and ensure enthusiastic decision making						
5. The student is able to elicit constructive feedback in conflicting situations						
6. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making						
Module:1	Strategic Management and Competitiveness	2 hours				
The Competitive Landscape: The Global Economy, Technology and Technological Changes, The Resource-based model of above-average returns, Vision and Mission, Stakeholders, Strategic Leaders: Effective strategic leaders, Predicting outcomes of strategic decisions - profit pools, The Strategic Management Process						
Module:2		3 hours				
The External Environment: Opportunities, Threats, Competition and Competitor Analysis: Segments of the General Environment – Industry Environment Analysis – Porter’s Five Forces, Strategic Groups, Competitor Analysis and Ethical Considerations.						
The Internal Environment: Resources, Capabilities, Competencies and Competitive Advantages: Analyzing the internal organization, Concept of Creating Value, Resources, Capabilities and Core Competencies, Building core competence, Criteria of Sustainable Competitive Advantage, and Value Chain Analysis.						
Module:3		4 hours				
Formulations of Strategic Actions - I: Business-Level Strategy: Customers and their relationship with Business-level strategies, Purpose of Business-level strategy, Types of Business-level strategies – Porter’s Generic Strategies.						
Competitive Rivalry and Dynamics: Competitor Analysis – Market Commonality, Resource Similarity; Drivers of Competitive Actions and Responses; Competitive Rivalry – Strategic and Tactical Actions.						
Module:4		4 hours				
Formulations of Strategic Actions- II: Corporate-Level Strategy: Levels of Diversification – Operational Relatedness: Sharing Activities, Corporate Relatedness: Transferring of Core Competencies, Market Power						

buyouts, Restructuring outcomes									
Global Strategy – Identifying international Opportunities, International Business-level and Corporate-level strategies, Choice of International Entry Modes, Strategic Competitive Outcomes, Risks in International Environment.									
Module:5	Secondary Data Research						5 hours		
Implementation of Strategic Actions – Corporate Governance and Ethics: Separation of ownership and managerial control, Ownership concentration, Board of Directors and Ethical Behavior									
Structures and Controls within Organizations: Evolutionary Patterns of Strategy and Organizational Structure									
Leadership Implications for Strategy in the Indian Scenario: Strategic Leadership & Styles in Indian Organizations, Role of Top-level manager, Managerial succession; Strategic Direction, Effective management of Firm’s resource portfolio, Sustaining effective organizational culture, Balanced Organizational Controls; Entrepreneurial Opportunities, Internal Innovations, and Innovation through Acquisitions.									
Module:6	Contemporary Issues						2 hours		
Guest lecture by industry experts on contemporary strategic management practices in India.									
Total Lecture hours:						20 hours			
Project: Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules.						20 [Non-Contact hrs]			
# Mode: Flipped Class Room, Case Discussions, Lectures and Project									
Text Book(s)									
1.	Hitt, Ireland, Hoskisson, Manikuttu, (2016), Strategic Management , Cengage Learning.								
2.	Hill, Jones,Shilling(2013), An Integrated Approach to Strategic Management , 11 th edition,Cengage Learning.								
Reference Books									
1.	Thompson, Strickland, Gamble, Jain, (2010), Crafting and Executing Strategy,16 th edition, McGraw Hill,								
2.	Fred R. David, (2015), Strategic Management – Concepts & Cases, 15 th edition, Pearson Education.								
3.	John Pearce, Richard Robinson, Amitha Mittal, (2012), Strategic Management , 13 th edition, McGraw Hill.								
4.	R. Srinivasan,(2012), Strategic Management: The Indian Context , 4 th edition,PHI Learning.								
5.	Bod de Wit, Ron Meyer, (2014), Strategy - An International Perspective, 5 th edition, Cengage Learning.								
Mode of Evaluation									
Specific Assessment Methods		% Weighting	Intended student learning outcomes to be assessed (Please tick as appropriate)						
			1	2	3	4	5	6	7
Continue Assessment		60							
Midterm		20	√		√		√		
Digital Assignment – 1		10	√	√	√				

Recommended Study Materials

Recommended Text Books:

S.no	Name of Author	Title
1	Burgelman, R., & Christensen, C.	Strategic Management of Technology & Innovation. McGraw Hill Education. (2017)
2	Kazmi A.	'Business Policy & Strategic Management' Tata McGraw Hill
3	Thomson & Strickland	'Strategic Management: Concept & Cases' Tata McGraw Hill
4	S. Reddy	Strategic Management by Himalaya Publication
5	Johnson & Scholes	Exploring Corporate Strategy' Prentice Hall India
REFERENCE BOOKS		
1	Wheelen & Hungee	Strategic Management & Business Policy' Addison-Wesley
2.	Fred R. David & Forest R. David	Strategic Management :Concept and Cases 15E' Pearson Education India ISBN 10:9332548935
3.	John A. Pearce II , Richard B. Robinson , Amita Mital	Strategic Management: Planning for Domestic and Global Competition (SIE) ' 14th Edition Paperback
4.	Jauch & Glueck	Business Policy & Strategic Management' Tata McGraw Hill

Videos/SWYAM courses/MOOCs:

S.no	Name of Author/ Course Name	Course Name and link
1	Strategic Management	https://onlinecourses.swyam2.ac.in/imb23_mg24/preview
2	Advanced Corporate Strategy	https://onlinecourses.swyam2.ac.in/imb23_mg03/preview

Recommended Journals:

	Name of Journal	Name and link
	Journal of Strategy and Management	https://www.emerald.com/insight/publication/issn/1755-425X
	Strategic Management Journal	https://onlinelibrary.wiley.com/journal/10970266
	Strategic Entrepreneurship Journal	https://www.scimagojr.com/journalsearch.php?q=21100217630&tip=sid&clean=0
	Global Strategy Journal	https://www.scimagojr.com/journalsearch.php?q=21100409642&tip=sid&clean=0

Case Study:

Zomato: Can it win Battle for Leadership in India's Food Tach Market?

Due to its growing working population, government policies and growth of the service sector, India with a GDP of US\$ 2,689 billion in 2018 was expected to grow to US \$ 3,586 billion by 2021. Food and Beverage (F&B) service industry had played an important role in the growth of Indian economy. It witnessed a rapid growth since 2014. This growth had attributed change in the pattern of food consumption owing to higher disposable income and changes in eating habits of people. As per Nasdaq, India was the only trillion-dollar economy that was among the five fastest growing economies in the world in 2017. Strong macroeconomic fundamentals, robust domestic demand, favorable demographics, and government policies were expected to contribute to a growth of 7.73% during 2017-19.

Evolution of Online Food Delivery Industry: Prior to the entry of online food delivery firms in India, customers wanted to enjoy eating food with family and friends, had difficulty into searching good restaurants at vicinity while struggling with their appetite for dining going down. They went all the way around the city they lived and waited for their turn to get a seat to eat food. Also they faced traffic congestions on the road which discouraged them from eating out. But things changed drastically when they could enjoy the food at their leisure by getting their food ordered at their door steps. Due to the extended working hours at the office with heavy work pressure, people started looking for ordering healthy food to the place wherever they were after the availability of online food delivery in 2013.

Entry and Growth of Zomato: India's online restaurant discovery and food delivery company, which was originally launched as 'Foodiebay' in 2008 was renamed as Zomato in the year 2010 to avoid confusion with 'ebay'. It started as an internet directory for restaurant search and discovery and online food ordering. It provided listing all the restaurants and the menus on the web. Initially having started with Delhi-NCR region, as their services gained momentum, it expanded across the country.

Other Players in The Online Food Delivery Market : In the year October 2014, the duo, Nandan Reddy (Nandan) and Sriharsha Majety (Majety), who were alumni of Birla Institute of Technology (BITS) Pilani, with an intention of targeting the hyper local delivery business, started Swiggy in

Koramamngala, Bengaluru, Karnataka, India. They brought in Rahul Janimin who was an alumnus of IIT Kharagpur.

Market Share and Intensity of Competition: Zomato, Swiggy and Foodpanda were well established in Indian market by 2017 while Uber Eats was a new entrant in that year. The relationship between restaurants and Food Tech companies like Zomato, Swiggy, Uber Eats and Foodpanda varied greatly

The Road Ahead: Though Zomato claimed the Unicorn status in March 2018, the immediate rival Swiggy became the 2nd Food Tech Company to get Unicorn status by being valued over US\$1 billion. With funds pumped in by investors varying from US\$ 800 million to US\$1 Billion by 2019, the challenge for Zomato was to enhance the market share and become profitable

This case deals with Zomato, the online restaurant discovery and food delivery company in India. Though it started in 2008 and had early mover advantage in Food Tech industry in India, it had to face hard-hitting competition from Swiggy, Foodpanda and Uber Eats. Every firm tried its level best to increase their market share either by giving deep discounts or providing varied offers. Zomato and Swiggy attained the Unicorn status in the year 2018. Both were able to get funding from various venture capitalists and private equity firms, etc. All these firms tried their level best to secure more customers. In the year 2017, Zomato launched a subscription-based program called Zomato Treats and a premium membership program called Zomato Gold. It was to be seen, how Zomato would ward off the threat from the heavily funded rival Swiggy and other players in order to retain its leadership position in the market.

This case is designed to enable students:

- Discuss the changes in market dynamics brought in by players like Swiggy, Foodpanda and Uber Eats.
- Create a roadmap for Zomato to chart out a successful growth trajectory in the expanding mark

Link:

http://www.ibscdc.org/Case_Studies/Strategy/Competitive%20Strategies/Zomato_Can%20it%20win-Case%20Study.htm#ENTRY%20AND%20GROWTH%20OF%20ZOMATO

SUBJECT TITLE: RESEARCH PROJECT

SUBJECT CODE:

SEMESTER: IV

CONTACT HOURS/WEEK:

Lecture (L)	Tutorial (T)	Practical (P)	Credit (C)
0	0	20	10

Internal Assessment: 100

End Term Exam: 10

Duration of Exam; 3 Hrs

Objective of the course: The objective of the project course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to analyze and logically approach the organizational problems.

PROJECT PROPOSAL

Proposal should be prepared in consultation with the supervisor and submitted in the department.

The Proposal may have the following components:

- a) Introduction, brief background, and Rationale of the topic chosen for the project.
- b) Brief Introduction and vital details of the organization/s understudy.
- c) Statement of the problem.
- d) Objectives of the Project (clearly stated in behavioral terms).
- e) Research Methodology:
 - Research Design
 - Nature and source of data/information to be collected.
 - Sample and sampling technique. Rationale of chosen organization and the sample.
 - Tools and Techniques to be used for data collection – details of the tools/questionnaire to be used and its relevance with the objectives of the project.
 - Method/s to be used for data collection
 - Data handling and analysis
 - Statistical tools to be used for analysis
 - Relevance of statistical tools with the objectives of the project
- f) Limitation of the proposed project, if any.
- g) Any other relevant detail which will help better appreciation and understanding of the project proposal.

PROJECT PROPOSAL EVALUATION:

The project proposal will be evaluated by the panel of three teachers at the mentioned deadlines by the department in presence of student, who will give the presentation to the panel. In case of non-approval of the proposal the comments/suggestions for reformulating the project proposal will be communicated to the student. In such case, the revised project proposal should be submitted within 7 days, which shall be evaluated on similar guidelines.

PROJECT PRE-SUBMISSION:

After approval of the project proposal, the students shall complete their projects and submit the completed Project Report (Spiral bound) for final internal evaluation by the mentioned deadlines . The guidelines for project report are as follows:

- The length of the report may be about 50 to 60 double spaced typed pages not exceeding approximately 18,000 words (excluding appendices and exhibits). However, rational variation on either side is permissible.
- The Project Report may have the following:
 - Cover Page – must have the Title of the Project, Name & logo of college / university, Name and University Roll No of the Student and the Name of the Guide, along with the designation and department.
 - Detailed table of contents with page nos.
 - All pages of the Project Report must be numbered as reflected in the table of contents.
 - Project Proposal, properly bound in the project and not just stapled. Please note that project with stapled Proposal will not be accepted.
 - Certificate of originality- duly signed by the student and the guide with dates.
 - Introduction to the Project and Review of Literature along with brief details of the organization/s under study.
 - Rationale
 - Statement of problem
 - Objectives of the Project
 - Scope of the study
 - Research Methodology
 - ❖ Research Design
 - ❖ Nature and Source of data/information collected
 - ❖ Sample and Sampling method with rationale
 - Details of the tools:
 - ❖ The Questionnaire and other methods used and their purpose
 - ❖ Reliability and Validity of the tools used
 - ❖ Administration of tools and techniques

- ❖ Data collection
- ❖ Data Handling, Statistical tools used for Data Analysis
- Data Interpretation and Findings
- Recommendations o Summary and Conclusion
- Limitations of the Project
- Direction for further research (optional)
- Reference/Bibliography
- Annexures /Appendices (Questionnaire used etc.)

Note: Research Methodology of the Project Report must have elaborate detail of all the components of the methodology.

The spiral bound project report will be evaluated by the panel of three teachers by the mentioned deadlines in presence of student, who will give the presentation to the panel.

In case of non-approval of the final project report, the comments/suggestions for revising the project report will be communicated to the student. In such case, the revised project report should be submitted within 7 days, which shall be evaluated on similar guidelines.

SUBMISSION OF FINAL PROJECT REPORT:

After incorporating changes, if any, pointed out during internal evaluation, the final Project Report in Hard Bound form (3 copies) shall be submitted by the student at least 3 working days before final viva voce. After signing of certificate by student and supervisor, one copy will be retained by the supervisor, second copy by the student and third copy shall be produced at the time of viva-voce, which shall be maintained by the department as record.