

SECTION III

Curriculum & Syllabi

**Revised Curriculum for Master of Business Administration
(w.e.f. 2008-2009)**

Master of Business Administration

The course of Master of Business Administration is of two years duration and is divided into two parts-I & II

MBA PART I (SEMESTER I & II)

Each paper carries 100 marks except Computer Project and Environment Studies which carry 50 marks each and a viva voce examination of 100 marks.

- MBA-1C01: Concepts of Management
- MBA-1C02: Economics for Managers
- MBA-1C03: Quantitative Methods
- MBA-1C04: Human Resource Management
- MBA-1C05: Accounting for Managers
- MBA-1C06: Marketing Management
- MBA-1C07: Information Technology for Business
- MBA-1C08: Computer Project
- MBA-1C09: Research Methodology for Managers
- MBA-1C10: Business Communication
- MBA-1C11: Organisational Behaviour
- MBA-1C12: Business Law & Ethics
- MBA-1C13: Financial Management
- MBA-1C14: International Business
- MBA 1C15: Operations Management
- MBA-1C16: Environmental Studies
- MBA-1C17: Viva Voce

Industry Internship (After completion of Part-I examination)

MBA PART II (SEMESTER III & IV)

In part II each student shall study eleven theory papers according to the scheme given below. Each paper carries 100 marks.

1. Three compulsory papers.
2. Any four papers from the area he/she opts for specialization.
3. Four papers from any area(s), other than the area of specialization.

In addition to this he/she shall present the report (written as well as oral) on his/her Industry Internship (100 marks), shall write and defend his/her Independent Research Project (100 marks) and shall appear for the Viva-Voce examination (100 marks).

COMPULSORY PAPERS

MBA-2C01: Strategic Management
MBA-2C02: Business Environment
MBA-2C03: Management Information Systems
MBA-2C04: Industry Internship
MBA-2C05: Independent Research Project
MBA-2C06: Viva-Voce

GENERAL MANAGEMENT

MBA-2G01: Management of Service Organisations
MBA-2G02: Entrepreneurship and Small Business Management
MBA-2G03: Management of Change
MBA-2G04: Management of Health Care Systems
MBA-2G05: Management of Non-Profit Organisations
MBA-2G06: Rural Business Management
MBA-2G07: Insurance Management
MBA-2G08: Management from Islamic Perspective

MARKETING MANAGEMENT

MBA-2M01: Advertising Management
MBA-2M02: Sales Management
MBA-2M03: Consumer Behaviour
MBA-2M04: Brand Management
MBA-2M05: International Marketing & EXIM Documentation
MBA-2M06: Rural Marketing
MBA-2M07: Business to Business Marketing
MBA-2M08: Retail Management
MBA-2M09: E-Marketing
MBA-2M10: Marketing of Services

OPERATIONS & INFORMATION MANAGEMENT

- MBA-2P01: Total Quality Management
- MBA-2P02: Project Management
- MBA-2P03: Supply Chain Management
- MBA-2P04: Innovation and Technology Management
- MBA-2P05: Decision Sciences
- MBA-2P06: E- Business
- MBA-2P07: Knowledge Management

FINANCE

- MBA-2F01: Project Appraisal and Financing
- MBA-2F02: Strategic Financial Management
- MBA-2F03: Financial Derivatives
- MBA-2F04: Investment Management
- MBA-2F05: Corporate Tax Planning
- MBA-2F06: International Finance
- MBA-2F07: Financial Services

HUMAN RESOURCE MANAGEMENT

- MBA-2H01: Industrial Relations
- MBA-2H02: Organisational Development and Change
- MBA-2H03: Labour Legislation and Administration
- MBA-2H04: Interpersonal and Group Processes
- MBA-2H05: Social Security & Labour Welfare
- MBA-2H06: Human Resource Development
- MBA-2H07: Human Resource Accounting & Information Systems
- MBA-2H08: Strategic Human Resource Management
- MBA-2H09: International Human Resource Management
- MBA-2H10: Performance Management

MBA 1C01: Concepts of Management

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process.
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses.

Unit I: Introduction Management

Meaning, scope and process of management, Managerial skills, Levels and roles, Evolution of management theory.

Unit II: Planning and Decision-Making

Meaning, Scope and importance of planning, Strategy making: formulation vs crafting model, Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organizing

Division of work and various basis of Organizational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manager; Brief discussion on theories of leadership, Motivating others; Content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management, International dimensions.

Suggested Reading

1. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India.
2. Robbins, S.P.: Management, PHI, New Delhi.
3. Koontz, H. and Donnell C., Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management. N. Deming, Management : Principles and Guidelines, Wiley India.
5. Griffin, Ricky, W.: Management, eight edition, Wiley India

MBA 1C02: Economics for Managers

Course Objectives

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.
- To enable the learners apply the economic concepts and tools in managerial decision – making.

Unit I: Introduction to Economics

Principles of Economics; Theory of the Firm; demand and supply analysis; elasticity of demand, demand forecasting.

Unit II: Production Process and Cost Analysis

Properties of Production function, Law of diminishing returns; Isoquants and returns to scale; Cost concepts and cost curves (short and long run); economies of scale and scope.

Unit III: Market structure

Price and output under perfect competition, monopoly; monopolistic competition and oligopoly; Price discrimination

Unit IV: Macroeconomics I

Circular Flow of economic activities; National Income: concepts and measurement, Instruments of Fiscal Policy; Tools of Monetary policy

Unit V: Macroeconomics II

Economic growth and development, Business Cycles; The balance of Payments and exchange rates determination, Inflation.

Suggested Readings

1. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006.
2. Mark Hirshey, Economics for Managers, 2007, Thomson Learning.
3. Samuelson, Paul , Economics, 18th edition, 2005, Tata-McGraw Hill.
4. Gupta, G., Managerial Economics, 2004, Tata-McGraw Hill.
5. Rangarajan and Dholkia, Macroeconomics, Tata-McGraw Hill.

Course Objectives

- Learn the basics of the quantitative approach to management.
- Develop their analytical ability to analyze managerial problems.
- Learn to solve decision problems using quantitative and statistical techniques.

Unit I: Mathematical Analysis

An overview of the quantitative approach and its applications; Mathematical functions and their applications; Concepts and applications of derivatives; Concepts and applications of integrals.

Unit II: Linear Programming

Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method; Elementary transportation problems; Elementary assignment problems.

Unit III: Network Analysis

Introduction; Network analysis; CPM applications; Crashing of networks; PERT applications.

Unit IV: Managerial Statistics

Fundamentals; Concepts and applications of probability; Probability distributions and applications; Regression and correlation analysis.

Unit V: Operations Research Techniques (Miscellaneous)

Decision theory; Queuing theory; Game theory; Simulation.

Suggested Readings

1. Levin, R.I. and Rubin, D.S., Statistics for Management, ed.vii, 1998, Pearson Education.
2. Mizrahi, A. and Sullivan, M., Mathematics for Business and Social Sciences-An Applied Approach, John Wiley & Sons.
3. Tulsian, P.C. and Pandey, V., Quantitative Techniques- Theory and Problems, First impression, 2006, Dorling Kindersley (India) Pvt. Ltd. (Pearson Education).
4. Vohra, N.D., Quantitative Techniques in Management, ed.ii, 2001, Tata McGraw-Hill.

Useful websites and software

www.netmba.com; www.rotman.utoronto.ca; www.business.clayton.edu

The Management Scientist; QM for Windows; Excel QM.

MBA 1C04: Human Resource Management

Course Objectives

- To familiarize the students with Human Resource Management. Concepts and functions.
- To help the students in identifying problems in the management of Human Resources.

- To acquaint the students with different strategies and legislations used in management of HR related issues in the organization.

Unit I: Introduction to Human Resource Management

Evolution of HRM, Relevance of HRM, Challenges faced by HRM, Human Resource Functions, Systems Model of HRM Functions, The Indian Scenario of HRM.

Unit II: Manpower Management

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III: Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV Industrial Relations

Industrial relations machinery; preventive and settlement machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

Unit V: Employee Welfare Services and Security

Quality of work life; health and safety, employee assistance programmes; voluntary welfare schemes for education; recreation, housing, medical services; an outline of social security measure; P.F., Gratuity, E.S.I schemes etc.

Suggested Readings

1. Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
2. Patnayak, Biswajeet, Human Resource Management, ed. iii, 2006, P.H., New Delhi.
3. T.V. Rao and Raju Rao, (ed) 360 degree Feedback and Performance Management System, Vol. I, ed. ii, 2003, Excel Books.
4. Gar Dessler, Human Resource Management, ed. x, 2006, Pearson Education New Delhi.
5. Strauss & Sayles, Personnel Problems of Management, Prentice Hall of India.
6. Pramod Verma, Management of Industrial Relations, Vora Prakashan, Ahmedabad.
7. Sinha, PRN, Sinha IB and Shekhar SP, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi 2004

MBA 1C05: Accounting for Managers

Course Objectives

- To familiarize students with basics of financial, cost and management accounting
- To equip them techniques of business decisions based on accounting information
- To use financial data in decision making

Unit I: Introduction

Meaning, definition and needs of accounting business decisions; forms of accounting and users of accounting information; accounting standardisation and role of AICPA; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.

Unit II: Preparation Basic Accounting Records

Preparation of basic accounts - journal to trial balance, income statement, position statements (P&L A/C and Balance Sheet) and adjustment entries; presentation of financial statements in other useful forms, i.e. common sized statement; comparative statement and trend percentages; legal requirements relating to accounting, Reading of annual report

Unit III: Financial Statement Analysis

Ratio analysis, its meaning and uses; study of liquidity ratios and leverage ratios; study of profitability ratios and activity ratios; meaning, uses and preparation of functions flow statements; meaning, uses and preparation of cash flow statements.

Unit IV: Basics of Costing

Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses of break even analysis; activity based costing

Unit V: Standard Costing and Variance Analysis

Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; maternal yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance; responsibility accounting and report writing.

Suggested Readings

1. Dearden J and Bhattacharya SK, Accounting for Management– Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.
2. I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi.
3. Hingorani, Ramnathan and Grewal, Management Accounting, 2005, S. Chand & Sons, New Delhi.

MBA 1C06: Marketing Management

Course Objectives:

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behaviour of consumers.
- To create awareness of marketing mix elements.
- To analyse and solve marketing problems in the complex and fast changing business environment.

Unit I: Marketing Basics

Marketing and its core concepts; marketing management and its tasks; different philosophies of marketing management; marketing micro environment; marketing macro environment.

Unit II: Major Marketing Concepts and Consumer Behaviour

Concepts and components of marketing mix; target marketing; market segmentation and positioning; market targeting; consumer buying behaviour; consumer buying decision process.

Unit III: Managing Products

Basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process.

Unit IV: PLC and Pricing

Product life cycle strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies.

Unit V: Distribution and Communication

Marketing channels and its functions; designing marketing channel; concepts and elements of promotion mix; basics of international marketing; basics of marketing information system.

Suggested Readings

1. Kotler, P: Marketing Management, Analysis, Planning and Control, 2007, Prentice Hall of India, New Delhi.
2. Gandhi, J.C.: Marketing: A Managerial Introduction, 2000, Tata McGraw Hill.
3. Kotler, P.: Principles of Marketing, ed. ix, Prentice Hall of India, New Delhi.
4. Stanton, Etzel & Walken: Fundamentals of Marketing, ed. x, McGraw Hill.
5. Jha & Singh: Marketing Management in Indian Perspective.

MBA 1C07: Information Technology for Business

Course Objectives

- Offers coverage of concepts and trends underlying current and future developments in information technology, and fundamental principles for the effective use of computer-based information systems.

- Understand the role of information and the opportunities presented by the application of information technology in directing change
- Provide a thorough understanding of the principles and practices of using the Internet to market goods and services.

Unit I: Fundamentals of Computing

Introduction to Information Technology (IT), Scope of IT in Business, Basics of Hardware and Software, Types of Computers, Types of Software.

Unit II: Networks and Telecommunication

Introduction to Networking, Network Uses, Intra- and Inter- Organizational Communication, Network Types, Network Topologies, Network Devices.

Unit III: Internet and World Wide Web

Introduction to Internet and its Applications, World Wide Web (WWW), E-Commerce, Network and Internet Security Issues.

Unit IV: Applications of IT in Functional Areas

IT and Marketing, IT and Finance, IT and OM, IT and HRM, Enterprise Systems, Knowledge Management

Unit V: Emerging Trends in IT

Mobile Communication, Bluetooth, Infrared Communication, Global Positioning System (GPS), Smart Cards, Other Imminent Technologies.

Suggested Readings

1. Awad, E.M., Electronic Commerce: From Vision to Fulfillment, ed. iii, 2007, Pearson Education.
2. Curtin, D. P.; Foley, K.; Sen, K., and Morin, C., Information Technology- The Breaking Wave, ed. i, 1999, Tata McGraw-Hill.
3. ITL Education Solutions Ltd., Introduction to Information Technology, ed. v, 2008, Pearson Education.
4. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, ed xi, 2007, Thomson Learning.
5. Norton, P., Introduction to Computers, ed. vi, 2005, Tata McGraw-Hill.

MBA 1C09: Research Methodology for Managers

Course Objectives

- To provide students an insight into various sources of business research data and examine processes for collecting data and analyzing the same.
- To learn how to prepare and present marketing research reports.

- To develop skills to evaluate the changing nature of business research and assess the contribution of these changes to actionable business research.

Unit I: Business Research: An Introduction

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice.

Unit II: Research Designs & Data Collection Techniques

Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data

Unit III: Measurement, Attitude Scales and Questionnaire Design

Concept of Measurement, Scales of Measurement—Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing.

Unit IV: Sampling, Hypothesis Testing and Data Preparation

Sampling Theory, Designs and Issues; Central Limit Theorem; Hypothesis Testing-Concept & Procedures; Data Preparation Process

Unit V: Statistical Analysis using SPSS & Reporting of Research Findings

Introduction to SPSS; Analyzing data using SPSS—T-test, ANOVA, Correlation & Factor Analysis; Interpretation of results; Reporting Research Findings

Suggested Readings

1. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson/Prentice Hall.
2. Boyd, Westfall and Stasch, Marketing Research: Test and Cases, Richard D. Irwin, Homewood, Illinois.
3. Churchill, G.A., Marketing Research: Methodological Foundations, Dryden Press, New York.
4. Majumdar, R., Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.
5. Tull, D.S., Hawkins, D.I., Marketing Research: Measurement and Methods, Macmillan, New York.

MBA 1C10: Business Communication

Course Objectives

- Understand nuances of interpersonal and organizational communication
- Gain clarity about that themselves and their career goals so that they may excel in forms of communication used in employment screening.

- Learn key elements of verbal and non verbal communication important for them in their professional life
- Appraise various forms of organizational communication they are likely to encounter in their work life

Unit I: Communication Process

Communication Process, types of communication, Interpersonal and organizational communication, Communication Barriers

Unit II: Gaining Self Awareness

Gaining Self Awareness: Johari's Windows, Developing Career plan, How to write a Job Application letter, Resume writing

Unit III: Elements of Oral Communication

Elements of public Speaking, Group discussions: concepts, Effective Business Presentation, Types of Job Interviews, How to prepare for Interview.

Unit IV: Non-verbal communication and Body Language

Non-verbal communication and Body Language, Listening skills

Unit V: Written Communication

Effective Report writing, Business letters Memo and Notice writing, writing an Email: Electronic communication

Suggested Readings

1. Lesikar, R.V.& J.D.Petit, Jr.Basic Business Communication: Theory and application ,Homewood III, Eight edition, Richard D. Irwin.
2. Meenakshi, Prakash, Business Communication ,2007, Oxford Publication House
3. Monippally, M. Business Communication strategies, 2001, Tata McGraw Hill
4. Lewis, Hedwig, Body Language: A Guide for professional, second edition Response Books.

MBA 1C11: Organisational Behavior

Course Objectives

- Providing the students a conceptual framework of understanding, analyzing, and predicting behavior
- Helping them to understand OB in a global scenario

- Familiarizing about the challenges and opportunity for OB
- Helping the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

The nature and functions of an organization; meaning and systematic study of O.B; contribution of behavioral sciences to O.B.; developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

Unit II: Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction; Perception process.

Unit III: Foundations of Learning and Motivation

learning process; Theories of learning; content theories of motivation(brief discussion) ; Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

Unit IV: Group and Interpersonal Dimensions

Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development.

Suggested Readings

1. Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
2. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
3. Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v. , New Delhi: Tata McGraw.
4. F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
5. L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
6. Mullins L. J.: Managemesnt and Organizational Behavior, Pearson- Education, N. Delhi.

MBA 1C12: Business Law and Ethics

Course Objectives

- To provide a general introduction to the legal environment that affects individuals, businesses, and business transactions.
- To create an understanding of the basic legal terminology, and concepts; and application of legal reasoning to situations for forming conclusions.
- To gauge the impact of individual and corporate decisions on human life, society, and the environment

- To examine the ethical climate in which managers have to function and thus build a framework for resolving ethical dilemmas.

Unit I: Law of Contract I

Introduction to Law, Meaning and Essentials of a Contract, Offer and Acceptance, Consideration, Capacity to Contract, Void Agreements, Contingent Contracts.

Unit II: Law of Contract II

Performance of a Contract, Discharge of a Contract, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Sale of Goods Act, Other Special Contracts.

Unit III: Other Laws

Consumer Protection Act, Competition Act, Elements of Company Law, Intellectual Property Rights

Unit IV: Business Ethics- An Overview

Ethics and Values in Business, Professional and Applied Ethics

Unit V: Ethical Dimensions of Business

Corporate Governance and Business Culture, Corporate Social Responsiveness, Emerging Issues.

Suggested Readings

1. Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
2. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.
3. Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.
4. Kuchhal, M.C.: Business Law, ed. iv, 2005, Vikas Publishing.
5. Velasquez, M.G.: Business Ethics- Concepts and Cases, ed. vi, 2007, Pearson Education.

MBA 1C13: Financial Management

Course Objectives

- To familiarize students with basic concepts used in FM
- To provide basic understanding of working capital management
- To introduce project appraisal mechanism and basics of dividend decisions

Unit I: Introduction

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Valuation of securities, legal, regulatory and tax framework related to financial management; Time value of money and its relevance.

Unit II: Working Capital Management

Working Capital Management, overall considerations in WCM; determinants and determination of W.C. requirements; management of cash; management of receivables; management of inventories.

Unit III: Investment Decisions

Management Long-term Capital, Tax considerations in investment appraisal; methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit IV: Financing Decisions

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earning and overall cost of capital; financial and optimum capital structure; theories of capital structure; M.M hypothesis on capital structure.

Unit V: Dividend Decisions

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management.

Suggested Readings

1. Chandra Prasanna, Financial Management: Theory and Practice, 2005, Tata McGraw 1, New Delhi.
2. Khan YM and Jain PK, Financial Management – Text and Problems, 2007, Tata McGraw Hill Publishing Company Ltd, New Delhi.
3. Van Horn James C, Financial Management and Policy, 2000, Prentice Hall of India, New Delhi.

MBA 1C14: International Business

Course Objectives

- To guide the students towards learning the dimensions and critical issues involved in international business
- To study the control systems in multinational corporations.
- To study the issues related to management of human resources by MNCs.
- To understand the need for coordination of production, marketing and financial activities by MNCs.

Unit I: Dimensions of International Business

The field of international business; International Orientations, Internationalisation stages, means of engaging in international business; external influences on international business; counter trade; international business theories.

Unit II: Strategy and Structure of International Business

Strategy & firm, cost considerations & local responsiveness; Organisational design and structure; Centralisation/Decentralisation of decisions; Subsidiary Headquarter relationship; Methods of entry.

Unit III: Management of Human Resources

Management of qualifications and characteristics; International development of managers; Labour market differences & labour compensation; Comparative labour relations.

Unit IV: International Operations and Marketing

Choice of industry and plant location; choice of technology; Procurement and sourcing strategies; Coordinating a global manufacturing system; Special Economic Zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system.

Unit V: The Multinational Finance Function

The finance and treasury functions; Global debt markets; Equity securities & Euroequity market; Internal sources of funds and Multilateral Netting; Foreign Exchange Risk Management; Transfer Pricing.

Suggested Readings

1. Daniels John D., Radebaugh, L.H., & Sullivan, Daniel P.: International Business, 2004, Pearson Education.
2. Hill, Charles W. L.: International Business, 2003, Tata McGraw-Hill.
3. Cherunilam, Francis: International Business, 2007, Prentice-Hall of India.
4. Sharan, Vyuptakesh: International Business, 2006, Pearson Education.
5. Aswathappa, K.: International Business, 2006, Tata McGraw-Hill.

MBA 1C15: Operations Management

Course Objectives

- Understand the framework of operations systems and management.
- Develop the ability to design operations systems.
- Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.

Unit I: Operations Strategy and Planning

Fundamentals; Manufacturing and service organizations; Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Careers in OM; Operations strategy; Demand forecasting;

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning; Capacity decisions for service Operations; Location decisions; Location analysis; Product and process layouts.

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Useful websites and software

www.mhhe.com; www.poms.org; www.business.com; www.ibforecast.com; SIMMS; STORM, CD-ROM (with the book).

MBA 1C16: Environmental Studies

Course Objectives

- Gather, assess, and synthesize information from various disciplines as it relates to humans and their natural world,
- Interpret and assess arguments for and against positions on environmental issues, and
- Apply scientific and ethical theory to practical environmental problems.

Unit I: Introduction to Environmental Studies

Self, Society, and Environment, Preservation vs. Conservation, Fundamental Causes of Environmental Problems, Opposing Values and Viewpoints on the Environment, Literature and the Environment

Unit II: Environmental Ethics

Basic Facts and Environmental Ethics, Values, Science, and Environmental Ethics, Understanding Normative and Non-Normative Ethics, Utopian Dreams and Ecological Politics -- Toward a Pragmatic and Visionary Environmental Ethics.

Unit III: Environmental Management

Introduction to Public Policy, Environmental Policy/Politics, International Environmental Law, International Environmental Politics.

Suggested Readings

1. William Dudley: The Environment: Opposing Viewpoints. Opposing Viewpoints Series. Greenhaven Press, 2001.
2. George S. Howard: How Should I Live My Life? Psychology, Environmental Science, and Moral Traditions. Rowman & Littlefield, 2002.
3. David Schmitz and Elizabeth Willott: Environmental Ethics: What Really Matters, What Really Works. New York: Oxford University Press, 2002.
4. Susan Armstrong and Richard Botzler: Environmental Ethics: Divergence and Convergence (second edition).
5. Bron Taylor: Ecological Resistance Movements: the Global Emergence of Radical and Popular Environmentalism

MBA 2C01: Strategic Management

Course Objectives

- Integrating the knowledge gained in functional areas of management
- creating awareness regarding corporate governance and social corporate responsibility
- helping the students to learn about the process of strategic management
- helping the students to learn about strategy formulation and implementation

Unit I: Introduction to Strategic Management

Evolution, nature, and objectives of strategic management; Concept of strategy, levels at which strategy operates, strategic decision making, schools of thought on strategy formation; Process of strategic management; Corporate governance and social corporate responsibility.

Unit II: Strategic Intent and SWOT Analysis

Hierarchy of strategic intent: strategic intent, vision, mission, business definition, and goals and objectives; SWOT analysis: environmental appraisal and organizational appraisal.

Unit III: Strategic Alternatives and Choice

Corporate - level strategies; Business - level strategies; Process of strategic analysis and choice; Corporate - level strategic analyses; Business - level strategic analyses; subjective factors in strategic choice; Contingency strategies; Strategic plan.

Unit IV: Strategic Implementation

Interrelationship among formulation and implementation of strategy; Issues in strategy implementation; Project and procedural implementation, and resource allocation; Structural implementation; Behavioral implementation.

Unit V: Functional Implementation and Strategic Evaluation and Control

Functional implementation; Operational implementation; Strategic evaluation and control

Suggested Readings

1. C.W.L. Hill & G.R. Jones: Strategic Management Theory, ed. vi., Houghton Mifflin, New Jersey.
2. M.A. Hitt, R.D. Ireland & R.E. Hoskisson: Strategic Management, ed. vi, South-Western College Publishing, Cincinnati, Ohio.
3. J.D. Hunger & T.L. Wheelen: Strategic Management, ed. xi, Addison-Wesley, Reading, Mass.
4. A. Kazmi: Business Policy & Strategic Management, ed. ii, Tata McGraw Hill New Delhi.
5. P.Lynch: Corporate Strategy, ed. iv, Pearson-Education, N.Delhi.

Useful websites

<http://college.hmco.com>, <http://thomsondemo.webct.com>, <http://www.westga.edu>

MBA 2C02: Business Environment

Course Objectives

- To provide an in-depth understanding of the various elements/facets of business environment.
- To equip with tools and perspectives to analyse the effects of the various elements of business environment on internal organisation of business.
- To enable the learners to infer the implications of the emerging trends and issues on businesses.

Unit I: Elements of Business Environment

Nature and factors in business environment, elements of economic environment, Politico-legal environment, socio-cultural environment

Unit II: Globalization and characteristics of Indian Economy

Globalization and international environment of business; Features of Indian economy, contemporary economic reforms, financial system in India.

Unit III: Business and Government

Economic role of government; monetary policy and its implications for business; Fiscal policy and budget; planning in India

Unit IV: Business and Government

Industrial policy in India, Government's policy towards small scale sector, foreign direct investment policy; Competition policy and information economy; Trade policy

Unit V: Emerging Issues

Corporate social responsibility; Environmental and sustainability issues in development; issues in Corporate Governance in India; India and WTO

Suggested Readings

1. Shaikh, Business Environment, Pearson Education, New Delhi, 2006
2. Bedi, Suresh, Business Environment, Excel Books, New Delhi, 2004
3. Misra , S.K and V.K. Puri, Indian Economy, 23rd edition, Himalaya Publishing House, 2005
4. Justin, Paul, Business Environment: Text and cases, Tata McGraw Hill, New Delhi,2006
5. Mittal, Vivek, Business Environment, Excel Books, New Delhi, 2007

MBA 2C03: Management Information Systems

Course Objectives

- To provide an overview of Management Information Systems fundamentals
- To discuss the basics of Telecommunications and Networking
- To introduce the concepts of Database Management Systems
- To explain the alternatives for Information System Development
- To discuss issues like Ethics, Security, and Outsourcing as they relate to computer based information systems

Unit I: Introduction to Information Systems

Information Concepts, Types of Information Systems, Key Information System Applications in Business, Strategic Role of Information Systems, IS and Business Alignment

Unit II: Organizing Data and Information

Data Management, Data Modeling, Database Management Systems, Database Applications, Object-oriented databases, Data Warehouse, Data Mart, Data Mining, Knowledge Management

Unit III: Building Information Systems

Introduction to System Analysis and Design, System Development Lifecycle, Alternative Systems Building Approaches-Prototyping, End user computing, Application packages

Unit IV: Telecommunications and Networking

Basic concepts, OSI and TCP/IP models, Network topologies, expert systems, applications of AI, Fuzzy, and GA in business

Unit V: IS outsourcing and Latest Development in the Area of Information Systems

IS outsourcing concepts, Latest development in the area of IS outsourcing, Information Systems Security and Control; Ethical and Social Impact of Information Systems

The course will be supplemented by case studies and group projects

Suggested Readings:

1. K. C. Laudon and J. P. Laudon, J. P. Management Information Systems: Managing the Digital Firm. ed. xi, Upper Saddle River, NJ: Prentice Hall, 2006.
2. James A O'Brien and George M Marakas, Introduction to Information Systems, ed. xiii, 2007, McGraw-Hill.
3. Ralph M Stair and George W Reynolds, Principles of Information Systems, ed. iii, Thomson Learning.
4. Steven Alter, Information Systems, ed. iii, Pearson Education Asia.

MBA 2G01: Management of Service Organisations

Course Objectives

- To understand the basics of service industry and its economic importance
- To understand the uniqueness of the industry
- To apply management concepts unique to industry
- To understand basics of banking, insurance, consulting and tourism services

Unit I: Introduction to Services

Introduction to Service Organisation Management, Meaning and characteristics of services; reasons for growth in services economy; need to study service organisations; marketing approaches to services, contribution of service sector in Indian economy.

Unit II: Framework of Services

Framework for Studying Service Marketing, Status of marketing in service sector; marketing strategy and marketing mix in services; services product planning and development; the customer experience.

Unit III: Marketing Service

Tools for Marketers of Services, Creating and delivering services; costing and pricing services; communicating and promoting services; improving services quality and productivity.

Unit IV: Consumer Behaviour and Quality in Services

Trends in Management of Service Organisations, Consumer evaluation process in services; managing the service quality; building a customer oriented organisation; advertising strategies for services firms.

Unit V: Understanding Specific Services

Marketing banking service, tourism services, consulting service and insurance services.

Suggested Readings

1. Ziethaml VA and Bitner MJ, Service Marketing, 2007, TMH.
2. Hellen W, Service Marketing, Macmillan India Ltd, 2000, New Delhi.
3. Sasser, R.P., Management of Service Organisations, 1978, Allen & Bacon.
4. Donald Cowell, The Marketing of Service, 1985, Heinemann, London.
5. Lovelock C.H. and Lauren W, Principle of Services Marketing and Management, 1998, Prentice Hall of India, London.

Useful website
www.cbdt.org

MBA 2G02: Entrepreneurship and Small Business Management

Course Objectives

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness

Unit I: Introduction

Evolution and concept of Entrepreneurship, Entrepreneurial functions and tasks; characteristics of successful entrepreneurs; individual and corporate entrepreneurs; and different types of entrepreneurs.

Unit II: Entrepreneurship Infrastructure in India

Scope of small business activities; place in national economy; institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; entrepreneurship development programmes and management education for entrepreneurs, EDPs and Role of Women Entrepreneurs

Unit III: Framework for Small Business Management

Concept, definition, and framework of Small Business, Project Identification and Selection, Project Formulation, and Project Appraisal, Financing of Enterprise, social benefits and governmental policies for small scale sector; benefits and incentives for small industry in India; registration and licensing; application for registration and organisational structure of a small business.

Unit IV: Institutional Support for Small Business and Management of SSE

Need, types and sources of finance; role of financial institutions and schemes for assisting small scale units. Government Policy towards small business. Fundamentals of Management, Working Capital Management, Inventory Management, Production and Operations Management, Marketing Management, HRM, and TQM for Small Scale Enterprises

Unit V: Special Issues and Problems

Teething problems in setting small units; location, technology, marketing, recoveries, labour, and planning, international business ecommerce, franchising etc; problem of sickness; modernisation; mergers and takeovers; and future potential and need for small units.

Suggested Readings

1. Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
2. Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
3. Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
4. Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
5. Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

MBA-2G03 MANAGEMENT OF CHANGE

Course Objectives:

- Understand variety of approaches to managing organizational change.
- Understand different perspectives to open up the new ways of approaching the management of change.
- Acquire Knowledge, skills and tools that enable a leader/organization to facilitate change in a pro-active participative style.
- Identifying the roles of change agent and champion in the process of change within the organization, examining the barriers to successful implementation, and demonstrate ability to analyze internal and external

Unit I: Introduction

Types of Change, Purpose of Change, Prerequisites of Change, Barriers to Change
Managing Change Process

Unit II: Organizational Culture and Change

Environment Pressures for Change, Organizational Pressures for Change, Managing the change process: An eleven step Model, Diagnosis for Change. Case Study.

Unit III: Implementing Change

Signs of resistance to Change, Reasons of resistance, Managing resistance, Manoeuvring Change Curve, Case Study

Implementing Change, The organizational Development Technique, Appreciative Inquiry Approaches, Case Study

Unit IV: Strategies and Skills for Communicating Change

The Communication Process, Strategies for Communicating Change, Skills for Communicating Change, Case Study

Unit V: Consolidating Change

Signs of consolidation, actions to consolidate change, Some words of Caution,

Suggested Readings

1. Ian Palmer, Richard Dunford and Gib Akin: Managing Change, McGraw Hill, ISBN 0072496800.
2. John Haynes: The Theory and Practice of Change Management, McGraw Hill, N.J
3. Jerry W Gilley: The Manager as Change Agent, Peruses Publishing, Cambridge.

MBA 2G04: MANAGEMENT OF HEALTH CARE SYSTEMS

Course Objectives:

- Familiarize with the Marketing, Finance, HR issues related to healthcare management.
- Provide a foundation of applying managerial knowledge within the healthcare industry.
- To understand the roles occupied by healthcare managers.
- To understand the process of delivery of healthcare services to the masses.

Unit I: Hospital Planning and Medical Care

Steps Involved in Hospital Planning; Managing Patient Care Services; Managing Support Services; Administration and Engineering Services

Unit II: Health Sector Financing and Reforms

Health Care Financing in India and Developed Nations; National Health Spending; Health Sector Reforms; Resource Generation for Hospitals; Hospital Financing Alternatives

Unit III: Role of Private Sector in Health Care

Private Health Sector—An Overview; Expanding the Private Sector Health Care Financing; Public-Private Mix in Health Care Sector, Legal Issues in Health Care

Unit IV: Essentials of Economics, Finance & Marketing

Economics of Health and Hospitals; Demand for Health Services; Production and Cost of Health Care; Hospital Costs and Efficiency Marketing Health and Family Welfare, Social Marketing for Health and Family Welfare; Marketing for Hospitals; Health Services Marketing; Pharmaceutical Marketing; Patient as a Customer

Unit V: Legal Aspects of Healthcare Management

Mitigate liability through risk management principles, develop relationship management skills, apply an ethical decision-making framework, incorporate employment law procedures, and manage communication.

The course will be supplemented by case studies and group projects

Suggested Readings

1. Kovner, Anthony R. and Neuhauser, Duncan, *Health Services Management: Readings, Cases and Commentary*, Health Administration Press, 2004, 8th ed.
2. Griffith, John and Kenneth White, *The Well Managed Healthcare Organization*, 2002, 5th edition
3. *The Journal of HealthCare Management*, Health Administration Press, One North Franklin Street, Chicago IL
4. Journal of Electronic Healthcare Management (www.inderscience.com)

MBA 2G05: Management of Non-Profit Organisations

Course Objectives

- To have the knowledge and skills to improve the effectiveness of a non-profit organisations.
- Know basic legal requirements affecting non-profit organisations
- Formulate strategies for improving a non-profit organisations internal and external capacity

Unit I: Introduction

Role and significance of Non-Profit Organisations (NPOs). Understanding Non-Profit Organisations. Some fallacies about Non-Profit Organisations. Trends and challenges of Non-Profit Organisations. Formation and management of a society. Non-Government Organisations (NPOs). Non-Government Organisations (NPOs) and Government Policy. Emerging role of Non-Government Organisations (NPOs).

Unit II: Managing NPOs

Management and organisation of NPO. Strategic management in NPOs. Leadership in NPOs. Critical attributes of leadership for NPOs. Marketing Social Change. Application of marketing approaches for welfare organisations. Understanding client's needs through social research methodology. Managing Perceived Costs. Formulating Communication Strategies. Concepts in staffing. Managing concerns in human resources in NPO. Organisation excellence through HRM. Working with new generation employees and retaining them.

Unit III: Founding a NPO

Finance functions in NPOs. The World of Microfinance Deferred donations. Financial systems in NPOs Management control and process. Management Accounting in NPOs Effective and reliable controls. Techniques of managerial control. Accountability and financial transparency for NPOs. Project Planning and Evaluation. Community Participation. Working with beneficiary groups. Scalability and Replication of Non-Profit Success, The Board of Trustee as Guardian of the Social Mission

Unit IV: Evaluation of performance

Evaluation of NPOs performance process. A model for performance assessment of Mutual expectations -- society and organisations. Scalability and Replication of Non-Profit Success. Social Entrepreneurship. Role of a Social Entrepreneur. Qualities of Social Entrepreneurs. Rural Poverty and Rural Research.

Unit V: Environmental Context

Corporate social responsibility and leadership. Managing cultural diversity in NPOs operations. Counselling for re-assurance to face problem. Ethical concerns. Trends in NPOs. Legal Framework of NPOs in India. Government involvement in the nonprofit sector, Government – nonprofit relationships, Tax exemption: requirements for exemption, nature of exemptions, Charitable solicitations, Political activity

Suggested Readings

1. Management of Non-Profit Organisations : Towards Professionally Managing of Societies and A Handbook for Governance of Voluntary Agencies/S.K. Bhatia. New Delhi, Deep and Deep Pub., 2007
2. Kotler, Philip and Alan Andreasen: Strategic Marketing for Nonprofit Organizations. Sixth Edition. Pearson Hall Publishing, 2003.
3. R. D. Herman : The Jossey Bass Handbook of NonProfit Leadership & Management, 2nd ed.
4. Laws, Sophie, Caroline Harper and Rachel Marcus: Research for Development. Vistaar Publications. New Delhi, 2003
5. Bornstein David: How to Change the World: Social Entrepreneurs and the Power of New Ideas. Penguin India. New Delhi, 2005.

MBA 2G06: Rural Business Management

Course Objective

- Intricacies of rural businesses
- Creation and managing of co-operatives
- Issues in rural development

Unit 1: Introduction to Rural Business

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit 2: Rural Livelihood System

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro-climate and natural resources, production system and livelihood of rural people.

Unit 3: Managing Co-operatives

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit 4: Creation of Co-operative & their financing

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit 5: Rural Development Interventions

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions. Managing HR in rural set up.

Suggested Reading

1. Jonathan Reuvid, Guide to Rural Business (Kogan Page) 2003.
2. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.

MBA 2G07: Insurance Management

Course Objectives

- To provide basic understanding of insurance industry
- To provide understanding of managerial implications industry
- To provide understanding of financial appraisal of various insurance products

Unit I: Introduction

Introduction, Insurance Regulatory Authority of India, Basic concept of insurance, Principles of Insurance, The parties of insurance, Contractual obligation in insurance ,Insurance climate in India after liberalization

Unit II: Economics of General Insurance

General Insurance, Principles of governing general insurance, Evaluation of various policies of general insurance, Economic aspect of general insurance, Management of GICs

Unit III: Economics of Life Insurance

Life Insurance, Principles of governing general insurance, Evaluation of various policies of life insurance, Financial and Economic aspect of life insurance, Management of LIC

Unit IV: Economics of Marine Insurance

Fire and Marine Insurance, Evaluation of various policies of Fire and marine insurance, Economic and risk aspect of fire and marine insurance, Evaluation of insurance policies offered by various firms, Fire and marine insurance in India and abroad

Unit V: Contemporary Issues

Corporate reporting in insurance market, fund management of insurance firms, introduction to actuaries, consumer behaviour in insurance, financial statement analysis of major insurance players in the county

Suggested Readings

1. Latest Publications of Insurance Regulatory Authority of India
2. Khan M A, Introduction to Insurance, Educational Publication House, Aligarh

MBA 2G08: Management from Islamic Perspective

Course Objectives

- To acquaint the learners with the Islamic philosophy of management.
- To provide Islamic perspectives on marketing, human resources and financial system etc.
- To discuss managerial decision-making imbued with Islamic ethical values

Unit I: Introduction

Basic philosophy of Islam – the concept of trustee, Sources of information on Islamic philosophy in respect of management, Quraan as source of information, Hadith as source of Information, Ijma and Qayas as sources of information

Unit II: Management and Marketing in Islamic perspective

Islamic Approach to business and trade in general, Principles of general management in Islamic perspective, Islamic Approach to marketing; Rules and regulation on marketing and trading

Unit III: Islamic perspective on Human Resources Management

Islamic Approach to Recruitment and training , Islamic Approach to Compensation packages ;Islamic Approach to Promotion policies ; Islamic Approach to Settlement of disputes, Lay off and retrenchment in Islamic perspective

Unit IV: Islamic Financial System -I

Introduction to Islamic Economy, and Islamic economic system; The rationale of Islamic economic and financial system; The premises of Islamic economic and financial system and its impact

Unit Five: Islamic Financial System -II

Basic philosophy of Islamic financial system; Sources of financing in Islamic perspective; Investment decisions in Islamic perspective; Dividend decisions in Islamic perspective; Corporate reporting in Islamic perspective

Suggested Readings

1. Obaidullah, Mohammed, Islamic Financial Services, Scientific Publishing Centre, King Abdul Aziz University, Jeddah, 2005.
2. Ragie Z A, Business Principles in Islam, Markazul Maarif, New Delhi, 1995
3. Metwally MM, Essay on Islamic Economics, Academic Publishers, 1998, Aligarh
4. Peerzade, Afzal, Readings in Islamic Fiscal Policy, Adam Publishers, 1996, New Delhi

MBA 2M01: Advertising Management

Course Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- Application of Advertising through the development and implementation of an advertising plan.

Unit I: Field of Advertising Management

The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising; major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion: Advertising agency setup and agency compensation. The role and functions of an integrated advertising marketing communication program. The tools of IMC.

Unit II: Advertising Budgeting and Research

Models of advertising budgeting. Advertising goals and objectives. Approaches in setting advertising objectives. The communications process. Source, Message and Channel Factors. Perspectives and Researches on how advertising works.

Unit III: Creative Strategy

Creative Strategy: Planning and Development; Creative Strategy Implementation and Evaluation

Unit IV: Media Planning and Strategy

Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Media plan development; market analysis for developing media plan. Developing and implementing media strategies.

Unit V: Evaluating Advertising Effectiveness

Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity and Corporate Advertising

Suggested Readings

1. Aaker, David & Myers, John: Advertising Management, Prentice Hall, 2003.
2. Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 6/e, Mc-Graw Hill, 2003.
3. Cialdini, Robert B: Influence: The Psychology of Persuasion, 1993.
4. Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York, 1963.
5. Ogilvy, David: Ogilvy on Advertising, Random House Vintage Books: New York, 1983.

MBA 2MO2: Sales Management

Course Objectives

- To develop an insight in personal selling
- To analyse the managerial aspects of sales force management
- To create understanding of sales force control systems
- To develop understanding of contemporary issues in sales management

Unit I: Sales and Distribution Strategy

Marketing Sales and Distribution linkage, Characteristics of sales job, Myths in selling, Dyadic relationship, Diversities in selling situation, Selling theories.

Unit II: Selling Process and Sales Organization

Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Organization Design

Unit III: Sales force Management

Formulation of Personal Selling Strategies, Recruitment and Selection, Sales force Training, Sales force Compensation

Unit IV: Sales force control system

Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis and Audit and evaluating sales person performance

Unit V: Contemporary issues in Sales Management

Customer relationship management; Behaviour, role perception and satisfaction of sales force, Strategic role of information in sales management and Responsibilities of sales manager and sales persons.

Suggested Readings

1. Still Cundiff and Govoni: Sales Management, PHI, New Delhi
2. Johnson and others: Sales Management: McGraw Hill
3. Spiro, Stanton and Rich: Management of Sales Force, Tata McGraw Hill, New Delhi
4. Panda and Sahadev: Sales and Distribution Management: Oxford University Press, Delhi
5. Matin Khan: Sales and Distribution Management, Excel Books, Delhi

MBA 2M03: Consumer Behaviour

Course Objectives

- To familiarize with the different facets of consumer behaviour.
- To create awareness of the theories of motivation and perception as applied in consumer behaviour.
- To acquaint with the communication and consumer decision making.
- To create awareness about the application of consumer behaviour in special types of markets.

Unit I: Introduction to Consumer Behaviour

Meaning and scope of consumer behaviour; level of analysis in consumer behaviour; relationship between consumer behaviour and behavioural sciences; applications of consumer behaviour in different areas of marketing; motivation and consumer behaviour.

Unit II: Motivation Theories and Perception

Motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; application of absolute and differential threshold in consumer behaviour; meaning and nature of personality.

Unit III: Models of Attitudes

Theories of personality and their application in consume behaviour; self-concept and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

Unit IV: Communication and Decision-Making

Structure and process and communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; consumer decision making process.

Unit V: Markets and Consumer Behaviour

Meaning, scope and characteristics of organisational markets; industrial markets and its features; types of industrial buying decision process.

Suggested Readings

1. Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behaviour, PHI, New Delhi.
2. Batra & Kazmi: Consumer Behaviour, Excel Books, New Delhi.
3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education

MBA 2M04: Brand Management

Course Objectives

- To increase understanding of the important issues in planning and evaluating brand strategies.
- To provide the appropriate theories, models, and other tools to make better branding decisions.
- To provide a forum for students to apply these principles.

Unit I: Introduction to Brand Management

What is a Brand? Brand vs. Product, Why brands matter, Can anything be branded?
Brands and added values. Factors shaping a brand over its life cycle

Unit II: Brand Equity

Customer-based Brand Equity; Concept of brand equity, Sources of brand equity
Benefits of brand equity. Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics

Unit III: Brand Valuation

Measuring Sources of Brand Equity; Qualitative research techniques, Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system

Unit IV: Branding Strategies

Branding Strategies; Brand-product matrix, Brand hierarchy, Designing brand strategies

Unit V: Leveraging and Managing Equity

Naming New Brands and Extensions; New products and brand extensions, Advantages of extensions, Disadvantages of extensions, How consumers evaluate extensions.
Managing Brands Over Time; Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio

Suggested Readings

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.
2. Joel Kapfferrer; Strategic Brand Management, Kogan Page
3. Merle C. Crawford: New Product Management , Richard D. Irwin, Homewood, Illinois.
4. Aaker, David A: Building Strong Brands, New York: Free Press.

MBA 2M05: International Marketing & EXIM Documentation

Course Objectives

- To help the students in identifying the suitable modes of foreign market entry.
- To acquaint the students with the intricacies associated with international marketing.
- To familiarise with the EXIM documentation procedures.

Unit I: Introduction

Definition and scope, bases of international trade; methods of entry, major international economic institutions and trading blocks, WTO and sectoral impacts.

Unit II: Product and Pricing Decisions

Foreign market identification; product decisions; price and non-price factors; pricing decisions and methods.

Unit III: Promotion and Distribution

International promotion; cross-cultural dimensions of advertising; distributional channels; institutional infrastructure for exports.

Unit IV: Export Policy and Procedures

EXIM policy and export assistance, export-import procedure and formalities; export finance.

Unit V: Export Documentation and Import outline

Export documentation; import documents; negotiation of documents; outline of import procedures.

Suggested Readings

1. Terpstra & Sarathi: International Marketing, Harcourt Asia, 8th Edition.
2. Caterora & Graham: International Marketing, Pearson Education, 2000.
3. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.
4. Nabhi Jain: How to Start Import, Jain Book Depot, 2007.

MBA 2M06: Rural Marketing

Course Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarise with the special problems related to sales in rural markets.
- To help understand the working of rural marketing institutions and agricultural products.

Unit I: Rural Markets

Characteristics and salient features of rural markets; and evolution of rural markets and marketing in India.

Unit II: Products for Rural Markets

Product planning; market research; segmentation and product identification; and forecasting.

Unit III: Pricing and Marketing Communication

Pricing strategies and policies for the rural markets; price determination; price discounts; marketing communication for rural markets; and special characteristics of rural advertising and promotion.

Unit IV: Selling and Distribution

Sales management for rural markets; special features of sales planning and programming for rural markets; marketing channels and distribution strategies; and logistics and support systems for rural markets.

Unit V: Special Aspects of Rural Marketing

Agricultural marketing; cooperative marketing, marketing of animal products; etc.

Suggested Readings

1. Philip Kotler: Marketing Management, Analysis, Planning Implementation and Control.
2. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
3. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay.
4. Rajagopal: Rural Marketing in India, Renaissance, Delhi.

MBA 2M07: Business to Business Marketing

Course Objectives

- To create awareness about the nature and systems of Business to business marketing.

- To acquaint the students with industrial buying behaviour and purchase systems.
- To familiarise with the application of marketing mix in business to business marketing.

Unit I: Basic Dimensions

The Industrial Marketing system: the industrial marketing concept; the demand for industrial goods;

Unit II: Industrial purchasing System

The various dimensions of industrial buyer: Buyer characters types of purchasing organisation: purchasing system; value and vendor analysis.

Unit III: Marketing Strategy:

Marketing intelligence, product & service components performance and the marketing intelligence system: product definition; service definition.

Unit IV: Channel Strategies

Industrial distributors; manufacturers and sales agent; manufacturers branch houses. Formulation of channel strategy; conditions affecting price of industrial product.

Unit V: Price and Promotion components

Pricing decisions: new product introduction; competitive action pricing policies. Industrial advertising; personal selling; selecting. Training. Supervision and compensating sales persons.

Suggested Readings

1. Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi
2. Fredrick E Webster & Toram Wid: Organizational Buying, NJ Prentice Hall.
3. Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston

MBA 2M08: Retail Management

Course Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process
- To have an understanding of merchandise process
- To focus on the emerging issues in retailing

Unit I: Nature and Importance of Retailing

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing Economical And Social Importance, Value Added By Retailing Economic Justification, Size Of Retail Market, Operating Expenses And Profits. Retailing in India. Classifying Retail Firms: Firm Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.

Unit II: Store & Non Store Retailing

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Telephone Retailing, Catalogue Retailing, Direct Response Retailing, Wholesalers-Sponsored, Voluntary Chain, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III: Retail Strategy and Planning

Retail Perspective, International Expansion- Growth Strategy, Understanding the Retail Customer, Store Locations

Unit IV: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design, In Store Promotion, Credit and Collections, Front Office Management: Personnel-Selection, Recruitment and Motivation.

Unit V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount And Discount Malls, Power Retailer, Increasing Power Of Retailer Brand V/S Manufacturer Brand, Green Retailing, e-Tailing, ethical and legal issues in retailing.

Suggested Readings

1. David Gilbert, Retail Marketing Management, Edition II, Pearson India
2. Robert f. Lusch, Patrick Dunne, Myron Gable, Retail Management, South western Pub. Co. Ohio
3. Pradhan Swapna, Retailing Management Text & Cases,2000, TMH Publications, New Delhi
4. Witz, Levy. Retail Management, Edition III, Pearson Publication

MBA 2M09: E-Marketing

Course Objectives

- To serve as a bridge between the new technology and relevant areas of existing marketing knowledge.
- To acquaint the students with emerging business models, personalization techniques, competition, pricing and new product development in the digital world.
- To create awareness about new product development, brand building and special issues related with e- marketing.

Unit I: A Framework for Internet Marketing

Adding Online Power to Marketing Mix; New Paradigms of Online Marketing; Marketing Opportunities on the Internet; Web Business Models

Unit II: Online Marketing Tools

Marketing research Online; Customer Service and Support Online; Competitive research Online; Measuring Results from Online Marketing

Unit III: The Online Customer

Online Marketing to Individuals; Online Consumer Behaviour; Demographic Profile of Web Users; Interactive Advertising and its Effectiveness; Building Online Communities

Unit IV: New Product Development and Brand Building on the Net

Concept of Internet Time and Its Business Implications; New Product Development on the Net; Brand Building on the Net; Building Web Traffic; Building Relationship with Online Customers

Unit V: Emerging Issues in Internet Marketing

Pricing on the Internet; E-tailing; Legal Issues for Marketers; B2B Exchanges and their Business Potential; Recent Advances in E-marketing

Suggested Readings

1. Douglas E. Comer: Computer Networks and Internets, Pearson Education.
2. Ward Hanson: Principles of Internet Marketing, South Western.
3. Brannstein and Levine: Deep Branding on the Internet, Pearson Education.

MBA 2M10: Marketing of Services

Course Objectives

- To familiarize with the special characteristics of services relevant for marketing.
- To analyse the customer satisfaction and complaint management in services.
- To evaluate the financial implications of improvement in services.
- To acquaint with CRM application in service marketing.

Unit I: Basic of Service Marketing

Unique characteristics of Services; Marketing Mix applicable to services; Importance of Service quality and service components; Nature of Demand for services; Frame work for service marketing.

Unit II: Organisations Focus for services

Positioning services; identifying customer groups and complaint management: Identification of customer groups; Service guarantees.

Unit III: Customer Satisfaction in Services

Measuring customer Satisfaction of customer satisfaction, Designing customer satisfying surveys, Analysing customer satisfaction surveys

Unit IV: Determining financial a impact of service improvement

Method of measuring the benefits of service improvements; The cost of quality; Return on quality.

Unit V: Improving services

Relationship marketing: The service based business plan, the future of service marketing; Technological changes and the services.

Suggested Readings

1. Donald Cowell,; Marketing of Service, Heinemann, London.
2. Lovelock, C.H.: Services Marketing, Prentice Hall, London.
3. Jha S.M.: Services Marketing, Himalaya Publishing House, New Delhi.
4. Akhtar J.: Management of Tourism in India, Ashish Publishing House, New Delhi.

MBA 2P01: Total Quality Management

Course Objectives

- Understand the concept and culture of total quality management.
- Develop skills to use SQC techniques and other quality tools in solving quality-related problems.
- Learn approaches to achieve customer satisfaction at a competitive price.

Unit I: Fundamentals of Quality and TQM

Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM.

Unit II: Quality Philosophies and Practices

Quality gurus and their contributions; Three major philosophies of quality management, Practices leading to TQM- QCs, QTs, TPM, 5S, ZDc, Poka-yoke, QFD, Taguchi's QF.

Unit III: Statistical Process Control

Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.

Unit IV: Non-statistical Quality Tools and Techniques

Seven tools- flowcharts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; Benchmarking process; Six-sigma approach.

Unit V: Quality Awards and Certification

Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification.

Suggested Readings

1. Besterfield, D.H., Michna, C.B., Besterfield, G.H. and Sacre, M.B., Total Quality Management, ed.iii, Fifth impression, 2007.
2. Juran, J.M., and Gryna, F.M., Quality Planning and Analysis, ed.iii, 1993, McGraw-Hill International Editions.
3. Schroeder, R.G., Operations Management: Contemporary Concepts and Cases, 2000, McGraw-Hill International Editions.
4. Stevenson, W.J., Operations Management, ed.vii, 2002, McGraw-Hill International Editions.

Useful websites and software

www.home.att.net/~iso9k1/tqm/tqm.html; www.toolkit.cch.com/text/P03_9000.asp;
www.iso.ch/iso/en/isoonline.frontpage; www.isixsigma.com/me/tqm;
QCS9000; NWA Quality Analyst; EwQMS.

MBA 2P02: Project Management

Course Objectives

- To provide an understanding project management concept.
- To define project scopes and develop project overviews.
- To construct project network diagrams and schedule charts.
- To determine project control methods and implementation measures.
- To understand project risk and quality issues.

Unit I: Project Management Concepts

Project management overview, Project management challenges, Explain the need for project management, Role of the project manager, project success factors, Organizing Human Resources and Contracting, Project selection, initiation and definition, Uncertainty Analysis

Unit II: Selecting, Monitoring and Controlling the Project

Assess a project's potential profit, Evaluate and rank projects using a matrix, Adapt an existing evaluation from a matrix to criteria for a project, Select relevant financial data for decision making, Support the importance of monitoring and controlling, Calculate the impact of change on project cost and performance.

Unit III: Project Planning and Scheduling

Produce a statement of work (SOW) and decompose overall project goals, Develop a work breakdown structure (WBS), using established tools and techniques, to achieve stated project objectives, PERT analysis, Gantt chart, Project scheduling under uncertainty,

Unit IV: Project Performance Measurement and Control

Monitoring project progress, Define the concept of earned value performance measurement, Describe how project management information systems (PMIS) are used to Monitor, evaluate, and control planned cost and schedule performance, Project metrics and scorecards, Computer Based Project Management, Future of Project Management.

Unit V: Project Risk Management and Project Quality Management

Role of risk management in overall project management, Identify risk management activities throughout the project life cycle, Measure the element of risk, Develop responses to high-risk events, Define the elements of project quality management and apply them to the final project

Suggested Readings

1. Meredith, J. R. and Mantel, S.J. "Project Management: A Managerial Approach" 5th Edition, Wiley.
2. Kerzner, H. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", Wiley.
3. Project Management Institute "A Guide to the Project Management Body of Knowledge", Third Edition.

MBA 2P03: Supply Chain Management

Course Objectives

- Learn the basic elements of supply chain management.
- Develop ability to analyze and solve supply chain related problems.
- Learn how to use mathematical models and IT tools in supply chain management.

Unit I: Introduction to Supply Chain Management

Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC performance measurement.

Unit II: Inventory Management in SC

Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit III: Designing a Supply Chain Network

Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities;

Unit IV: Distribution and Transportation Networks

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit V: Information Technology and SCM

Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs.

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii, 2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.

Useful websites and software

http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html;

<http://www.cio.com/research/scm/edit/012202-scm.html>;

<http://logistics.about.com/library/week/uc083101a.html>.

MS Excel.

MBA 2P04: Innovation and Technology Management

Course Objectives

- Understand the basics of innovation and technology management.
- Learn the process of innovation and product development.
- Develop awareness about new technologies and related issues.

Unit I: Introduction to Innovation and Technology

Invention, creativity, and innovation; Technological and non-technological innovations; Novelty and diffusion of innovation; Driving forces of technological innovations; Innovation in services; Technology environment; Technology forecasting and financing.

Unit II: Product Development

Types of new products; Product family and platform; Phases of new product development; Strategic and operational contexts; Tools of product development; Technology approaches.

Unit III: Process of Innovation

Technology progression and S-curve; Technology diffusion; Technology acquisition and transfer; Decision to adopt a new technology; Non-technological innovations.

Unit IV: Disruptive and Newer Technologies

Disruptive technology; Nanotechnology; Neural networks; Biotechnology; Artificial intelligence and expert systems; Fuzzy logic.

Unit V: Miscellaneous Issues in Technology Management

Patenting; Copyright; Intellectual property right; Innovation in SMEs; Innovation and performance.

Suggested Readings

1. Howell, J., The Management of Innovation and Technology, 2005, Sage Publications.
2. Fagerberg, J., Mowery, D. C. and Nelson, R. R., The Oxford Handbook of Innovation, 2006, Oxford University Press.
3. Sherif, M. H. and Khalil, T. M., Management of Technology: New Directions in Technology Management, 2007, Elsevier Ltd.

MBA 2P05: Decision Sciences

Course Objectives

- Introduction to the concepts and methods of Decision Science,
- Application of mathematical modeling and analysis to management problems.
- Foundation in modeling with spreadsheets.
- Application of Decision Models in functional areas.
- Application of software tools in decision modelling.

Unit I: Introduction to Decision Science

Introduce you to the basic principles and techniques of applied mathematical modeling for managerial decision-making. Learn to use some of the more important analytic methods, to recognize their assumptions and limitations, and to employ them in decision-making.

Unit II: Multi-criteria Decision Models

Introduction to multi-criteria decision models, Analytic Hierarchy Process, Analytic Network Process, Fuzzy Analytic Network Process, Sensitivity Analysis

Unit III: Integer, Goal, and Nonlinear programming Models

Introduction, Integer Programming Models, Goal Programming models, Models with binary variables

Unit IV: Decision Analysis

Types of decision making environments, Decision making under uncertainty, Decision making under risk, Decision trees

Unit V: Simulation Modeling

Introduction to simulation, Simulation techniques and examples, Simulation modeling and analysis, Optimization in simulation

Suggested Readings

1. Balakrishnan, N., Render, B. and Stair, R. M. Managerial Decision Modeling with Spreadsheets, ed. ii, 2007, Pearson Education.
2. Powell, S.G. and Baker, K. R., Management Science: The Art of Modeling with Spreadsheets, ed. ii, 2007, Wiley.
3. Sweeney, D. J., Williams, T. A. and Anderson, D. R. (2002) An Introduction to Management Science: Quantitative Approaches to Decision Making, ed. ii, South-Western Educational Publishing.

MBA 2P06: E-Business

Course Objectives

- To increase awareness and skills in understanding and managing issues related to technology and organizations.
- To examine how an e Business organization differs from a conventional organization
- To examine issues faced by e Business industry and the role of information professional's.
- To look at the emerging trends and technologies defining the rules of business in the developing information economy.

Unit I: Overview

Internet and World Wide Web (WWW), Electronic Commerce and Electronic Business, Virtual Value Chain.

Unit II: e Business Models

Models based on relationship of transaction parties, Models based on relationship of transaction types.

Unit III: e Strategy and Enabling Technologies

Internet Architecture, Intranets and Extranets, Building e Presence, Web site usability.

Unit IV: Applications of e Commerce

Internet Marketing, e Payment, e CRM, e SCM, Mobile Commerce, Other Services.

Unit V: Contemporary Issues

e Security, Cyber Laws, Ethical Issues, Future of e Business.

Suggested Readings

1. Awad, E.M., Electronic Commerce: From Vision to Fulfillment, 3rd Edition, 2007, Pearson Education.
2. Diwan, P. and Sharma, S., E-commerce- A Manager's Guide to e-Business, 1st Edition, 2007, Excel Books.
3. ITL Education Solutions Ltd., Introduction to Information Technology, 5th Edition, 2008, Pearson Education.
4. Joseph, P.T., E-Commerce- A Managerial Perspective, 2nd Edition, 2003, Prentice Hall of India.
5. Kalakota, R. and Whinston A.B., Frontiers of Electronic Commerce, 11th Edition, 2003, Pearson Education.

MBA-2P07: Knowledge Management

Course Objectives

- Understand the fundamental concepts of knowledge, its sharing and management.
- Appreciate the role and use of knowledge in organizations.
- Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
- Use and evaluate Knowledge Management Systems to facilitate individual and group work.

Unit I: Introduction to Knowledge Management

Data, information and knowledge; Fundamentals of knowledge management; Objectivist vs. practice-based epistemologies; Knowledge management systems life cycle; Knowledge capturing techniques.

Unit II: Managing and Sharing Knowledge

Motivation behind sharing knowledge; Transferring and sharing knowledge; Communities of practice; Intercommunity knowledge processes; Power, conflict and knowledge processes; Organizational culture and knowledge management.

Unit III: Knowledge Management Process and Technologies

Technologies to Manage Knowledge: Dynamics of organizational learning; Innovation process and knowledge networks;; Discovering new knowledge; Design and development of KM systems;

Unit IV: Organizational Context of KM

Dispersed knowledge; Social boundary of knowledge processes; Knowledge workers and knowledge-intensive firms; Knowledge workers and their retention; Structuring of multinationals and knowledge processes.

Unit V: Performance Measurement of KM Systems

Factors influencing knowledge management; KM Measurement Bell curve; Types of performance measures; Measurement approaches; Application softwares.

Suggested Readings

1. Davenport, T. H. and Prusak, L., Working Knowledge: How Organizations Manage What They Know, 2000, Boston, MA: Harvard Business School Press.
2. Elias M. A. and, Hassan M. G., Knowledge Management, 2004, Pearson Education Inc., Prentice Hall.
3. Hislop, D., Knowledge Management in Organizations, Indian edition, 2007, Oxford University Press.

MBA 2F01: Project Appraisal and Financing

Course Objective

- To create an understanding of the process, criteria and the appraisal methodology for projects.
- To prepare and understand the concepts of project feasibility reports.
- To have a clear understanding of project financing techniques.

Unit I: Introduction to Projects

Concepts of project, Importance and characteristics, Types of project, Project family tree, Phase of a Project & Project Life Cycle, Issues concerning Project driven and non-project driven organization, Identification, Project identification and analysis, Ideas generation and screening: Rating index, Pre-feasibility study, Focus on SOW, WBS, Responsibility Matrix.

Unit II: Project Appraisal

Project appraisal, Review of elementary techniques to project appraisal, taking risk out of investment, the short and long term results of not appraising business expenditure, Developing an appraisal process, Appraisal procedure of financial institutions in India.

Unit III: Appraisal Measures

Appraisal measures, Meaning and use of appraisal measures, Identifying the most appropriate measure for business payback, Discounted cash flow measures-NPV and IRR and other measures.

Unit IV: Cost Benefit Analysis

Cost benefit analysis, Concept of uniform annual equivalent, Determination of economic life, Inflation and its impact on projects, Social cost benefit analysis (SCBA) different methods.

Unit V: Financing and Control

Long term financing, Searching of finances and their appropriate mix, Issue management, Loan Syndication, Consortium financing, Project monitoring and control, Control techniques, Concept of time and cost over run, Human aspect of project organization, Forms of project organization, Contract management, Infrastructure projects.

Suggested Readings

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
2. Chaudhary S, Project Management.
3. Harold Kerzner, Project Management.
4. Joy P.K., Total Project Management
5. Meredith, Projects.

MBA 2F02: Strategic Financial Management

Course Objectives

- To equip the learners with the essential tools and concepts of financial management from strategic perspective.
- To provide an in-depth understanding of the topics such as financing, working capital management, mergers, restructuring from strategic perspective.
- To develop skills in applications of tools and techniques in strategic financial decision making.

Unit I: Accounting and Finance fundamentals and Valuation analysis

Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation

Unit II: Financial analysis, Planning and control

Financial performance metrics, working capital management, strategic financial planning

Unit III: Investment strategies and decisions

Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

Unit IV: Financial Policy

Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases

Unit V: Growth strategies for increasing value

Mergers and acquisition, strategic risk management, international financial management

Suggested Readings

1. Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007
2. Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill.
3. Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007.
4. Brealy, Richard , Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill

MBA 2F03: Financial Derivatives

Course Objectives

- To impart an understanding of the characteristics of the financial derivatives such as options, Futures and swaps.
- To develop familiarity with the different pricing models of financial derivatives.
- To hone skills in application of derivatives for risk management.

Unit I: Introduction to Financial Derivatives

An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

Unit II: Forwards and Futures

Quantitative foundations for derivative analysis; Mechanics of futures and forward contract ;Hedging strategies using futures and forward ; Pricing forward and futures contract

Unit III: Interest and index Futures and options

Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics, use and valuation; Options: The basics

Unit IV: Option Pricing Models

Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; Estimating volatilities

Unit V: Other Derivatives and derivative disasters

Value-at-Risk, Credit derivatives; Exotic options Derivative mishaps

Suggested Readings

1. John C. Hull, Options, Futures and other derivatives, Sixth edit., Pearson Education
2. David, A. Dubofsky and Thomas W. Miller, Derivatives: valuation and management, Oxford Univ. Press, 2003
3. S.S.S. Kumar, Financial Derivatives, Prentice-Hall of India, 2007
4. Salih, N., Neftci, An Introduction to mathematics of financial derivatives, 2nd edit, Academic Press
5. Rene , M., Stulz, Risk Management and derivatives, 2003, Thomson –South Western

MBA 2F 04: Investment Management

Course Objectives

- To impart an understanding of the investment environment and different financial instruments.
- To provide concepts, tools and techniques related to the theories of portfolio diversification and capital market.
- To develop skills in valuation of securities : equity, bonds and financial derivatives such as options
- To relate financial theories to current market conditions.

Unit I: The Investment Environment

Introduction to investment, the investment process; financial instruments; security markets

Unit II: Portfolio Theory

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

Unit III: Capital Market in equilibrium

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

Unit IV: Security Analysis

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis

Unit V: Portfolio Evaluation

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

Suggested Readings

1. Bodie, Zvi Alex Kane , Alan J. Marcus and P. Mohanty, Investments, sixth edition, Tata McGraw Hill,2006.
2. Levy, Haim and Thierry Post, Investments, Prentice –Hall, 2005
3. Sharpe, William, Gordon Alexander and Jeffery V. Bailey, Investments, Fifth edition, Prentice Hall

For a highly readable and interesting history of the development of modern investment theory: Bernstein, P., The improbable origins of modern Wall Street, New York, Free Press, 1992

For understanding the myths behind the world's most touted investment strategies:

Aswath Damodaran, Investment Fables, Pearson Education 2004,

MBA 2F05: Corporate Tax Planning

Course Objectives

- To provide basic understanding Indian commercial tax laws
- To apply tax laws in financial decisions making

Unit I: Introduction

Basic concept of taxation, Basic concept of corporate taxation, Brief history of corporate taxation in India, Residential status of firms, Computation of income from different heads

Unit II: Set Off and Carry Forward

Set off and Carry forward, Set off and Carry forward normal business losses, set off and Carry forward: capital gains and losses Carry forward of unabsorbed depreciation and other allowances

Unit III: Profit Calculations

Calculation of profit, Calculation of profit and determination of tax liability, Scope of tax calculation, Profit and surtax, Computation of tax liability under different conditions

Unit IV: Tax Incentives

Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

Unit V: Tax Planning in Specific Situations

Tax planning on mergers and acquisitions, on financing decisions and specific managerial decisions in these situations

Suggested Readings

1. Singhanian V.K., Corporate Tax Planning, TMH, 2001
2. Gupta and Gupta, Corporate Taxation in India, Himalya Publishing House, New Delhi 2005
3. www.icfi.org
4. www.icai.org

MBA 2F06: International Finance

Course Objectives

- To provide an understanding of financial environment of global operations of business.
- To familiarise with the mechanics of foreign exchange markets.
- To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments

Unit I: Environment of international Finance

Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments.

Unit II: The Foreign Exchange Markets

The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting.

Unit III: Currency Derivatives

Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV: Foreign Exchange Risk and management

Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure.

Unit V: Global Financial management

International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Suggested Readings

1. Eitman, David K., Stonehill, Arthur, Moffet, Michael H., Multinational Business Finance, Pearson Education, 2007
2. Madura, Jeff, International Corporate Finance, Cengage (Thomson) Learning, 2007
3. Levi, Maurice, D., International Finance (2nd Ed), McGraw Hill, 1990.
4. Shapiro, Alan, C., Multinational Financial Management, 8th ed. Wiley
5. Apte, P.G., International Financial Management, Tata McGraw Hill, 2006.

MBA 2F07: Financial Services

Course Objectives

- Understanding the nature and role of financial services
- The guidelines and framework within which they operate and
- The purpose of these services and their role in the development of financial markets

Unit I: Introduction

Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of financial Services

Unit II: Management of Capital Issues

Pre Issue Activities, Management of Capital Issues - Post Issue Activities, Pricing and Marketing of Public Issues

Unit III: Leasing and Securitisation

Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale. Securitisation, Introduction for mutual funds

Unit IV Mutual Funds and Venture Capital

Types & classification of Mutual Fund schemes, Operations and Management of Mutual Funds in India, Venture Capital, Issues in Venture Capital Financing

Unit V: Credit Financing and Insurance

Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Insurance

Suggested Readings

1. M.Y. Khan: Financial Services, Tata Mc Graw Hill
2. Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, Mc Graw Hill International Edition

MBA 2H01: Industrial Relations

Course Objectives

- Acquainting the students with the essentials of Industrial Relations in India and abroad
- Familiarizing them with the use of preventive measures in IR
- Helping them to know about trade unions and their working
- Familiarizing them with collective bargaining and WPM
- Helping them to know specific provisions under various laws

Unit I: Introduction

Concept, scope and objectives of IR; Dunlop's model of IR; Issues and problems of IR; Technological Changes and IR; Preventive measures- grievance procedure, code of discipline and standing orders; Settlement of measures-mediation, conciliation, arbitration and adjudication.

Unit II: Trade Unions and Employer's Federations

Concept, origin and growth of trade unions; Types and functions; Trade unionism in UK, USA, Germany and Japan; Trade unionism in India; Trade union legislation, amendments and provisions; Multiplicity and inter union rivalry; Employer's federations.

Unit III: Collective Bargaining and Collective Agreement

Concept, significance and pre-requisites; features of collective bargaining, tactics and strategies; stamps, process and collective bargaining model; collective bargaining in U.K., USA, Germany and Japan, collective bargaining in India and its effectiveness- present scenario.

Unit IV: Worker's Participation in Management

Concept, forms, levels and models of participation; WPM in UK, USA, Japan, Germany, Yugoslavia and Poland, WPM in India; various schemes in participation - works, committees, joint management councils and work-director; Schemes introduced during emergency (1975); shop council; working and effectiveness of the schemes in India- present scenario; payment of bonus and profit sharing.

Unit V: Some Specific Provisions under Various Laws

Jurisdiction of industrial tribunal under the standing Orders Act, 1946; A comparative study of Industrial Disputes (Relations) Act, 1947 and Bombay Industrial Relations Act, 1946; Strikes and lockouts; lay-offs; retrenchment and closure; A comparison between Industrial Disputes (Relations) Act, 1947 and essential services maintenance Act, 1982; Provisions relating to health, safety working conditions and welfare amenities under Factories Act, 1948.

Suggested Readings

1. C. Mamoria, S. Mamoria, S. Gankar: Dynamics of Industrial Relations, HPH, N. Delhi.
2. A.M Sarma, Industrial Relations, Conceptual and Legal Framework, HPH, N. Delhi.
3. A. Monappa: Industrial Relations. TMH, N. Delhi.
4. Promod Verma, Management of Industrial Relations, TMH, N. Dehi.
5. Indian Labour Journal- Monthly Publications.

MBA 2H02: Organizational Development and Change

Course objectives

- Familiarizing students with theory and practice of OD
- Helping them to learn OD as a viable strategy for changing improving organizational effectiveness
- Learning to use OD for enhancing the quality of life for organizational members
- Making them aware of various interventions and applied behavioral science tools and techniques
- Understanding OD in global perspective

Unit I: Introduction to OD

Definition and contours of OD; Concept of organizational iceberg; Brief history of OD; Role and style of OD practitioners; Values, assumptions and beliefs in OD; Foundations of OD.

Unit II: Planned Change and OD

Dimensions of change; The nature of planned change; Entering and contracting; Diagnosing organizations; Managing change.

Unit III: OD Interventions: Implementing change

OD interventions- an overview; Personal, interpersonal and group process interventions; Intergroup interventions; Team interventions.

Unit IV: OD Interventions: Implementing change

Techno-structural interventions; Comprehensive interventions; Strategic interventions.

Unit V: Other Dimensions in OD

Evaluating and institutionalizing OD interventions; International OD; OD in different types of organizations; Future directions in OD.

Suggested Readings

1. French, W.L. and Bell, Jr. C.H.: Organizational Development, 6th ed, PHI, N. Delhi.
2. D.R. Brown and D. Harvey: An Experiential Approach to Organization Development, 7th ed, Pearson-Education, N. Delhi.
3. Cummings T.G. and C.G. Worley; Organization Development and Change, 5th ed, St. Paul: West.
4. Ramnarayan S., T. V. Rao and K. Singh: Organization Development, Response Books, N.Delhi.
5. Kotter J., Leading Change, HBS press, Boston.

MBA 2H03: Labor Legislation and Administration

Course Objectives

- Creating an understanding of the laws related to employment
- Creating an understanding of the laws related to labor
- Creating an understanding of the laws related to wages and bonus
- Creating an understanding of the laws related to specific situations
- Creating an understanding of the laws related to social security

Unit I: Introduction/ Laws Related to Employment

Introduction to labor legislation; Need for studying labor legislation; Brief history of labor legislation in India; Major provision of Employment Exchange Act 1959 and the Apprentices Act 1961.

Unit II: Laws Related to Labor

Major provisions of inter-state Migrant Workers Act 1979; The Contract Labour Act 1970; The Child Labour Act 1986; The Bonded Labour System Act 1976.

Unit III: Wages and Bonus Law

Major provisions of the Minimum Wages Act 1948; Major provisions of the Payment of Wages Act 1936; The Payment of Bonus Act 1965.

Unit IV: Laws related to Specific Situations

Major Provisions of the Mines Act 1932; The Motor Transport Workers Act 1961; The Sales Promotion Employee Act 1976.

Unit V: Social Security Laws

Social security, concept and constituents; Growth of social security in India with special reference to Adarkar Report; Laws relating to workmen's compensation; Employees' state insurance; Provident fund, gratuity, and maternity relief.

Suggested Readings

1. Ghaiye B.R.: Law and Procedure of Department Enquiry in Private and Public Sector Eastern, Lucknow.
2. Employment and Rehabilitation Report of the National Commission on Labor, India Ministry of Labor, New Delhi.
3. N M Tripathi, Indian Law Institute Labor law and Labor Relations: Cases and Material, Bombay.
4. Kothari, : GM A study of Industrial Law N M Tripathi, Bombay.
5. Malik P.L.: Industrial Law Eastern , Lucknow, 1991.

MBA 2H04: Interpersonal and Group Processes

Course Objectives

- Providing the students a conceptual framework of understanding and analyzing interpersonal processes
- Providing the students a conceptual framework of understanding and analyzing interpersonal processes
- Helping the students to manage organizational processes

Unit I: Introduction to Organizational Processes

Organizations as social systems; Motives, goals and activities; Understanding interpersonal behavior, Understanding Groups, Interpersonal communication.

Unit II: Individual - Organization Interface

Areas of legitimate organizational influence; Mutual individual- organization responsibility; Issues between individual and organization

Unit III: Interpersonal Dimensions in Organizations

Analyzing personal managerial styles; T-Groups and sensitivity training; Transactional Analysis; Employee involvement approaches; Job enrichment and work redesign; Case study and experiential exercises.

Unit IV: Group Dynamics

Group decision making; Teams and team work; Team Building; Managing teams; Case study and experiential exercises.

Unit V: Leadership and groups

Building effective relationships; Implementing situational leadership, Managing differences; Case study and experiential exercises.

Suggested Readings

1. Cimmings T. G. and Worley C.G, Organization Development and Change, West,
2. Hersey P. et. al, Managing Organizational Behavior, 7th ed, PHI, N. Delhi.
3. Newstrom J W and K Davis : Organizational Behavior: Human Behavior at Work, 5th ed, New Delhi: Tata McGraw.
4. Cartwright R. et. Al, Managing People, Blackwell, Oxford.
5. Christopher E. M. and Smith L. E, Leadership Training, Viva, London.

MBA 2H05: Social Security & Labour Welfare

Course Objectives

- Creating an understanding about the concept of social security
- Creating an understanding of the laws related to compensation and benefit scheme
- Creating an understanding of the security schemes
- Creating an understanding of the state insurance scheme
- Creating an understanding of the welfare measures

Unit I: Introduction

Concepts and constituents of social security; evolution of security; and growth of social security in India.

Unit II: Compensation and Benefit Schemes

Workmen's compensation and allied schemes; and maternity benefit schemes.

Unit III: Security Schemes

Provident fund schemes for industrial employees; provident fund schemes for coal mines, plantations and for other areas; and schemes of family pension and gratuity.

Unit IV: State Insurance Scheme

Scope, benefits, contributions, financial structure and medical benefits under the Employees State Insurance Scheme; assessment of the scheme; and issues relating to instituting a comprehensive scheme.

Unit V: Welfare Measures

Statutory provisions for employees' welfare; and voluntary and mutual welfare schemes.

Suggested Readings

1. Hasan, N., The Social Security System of India, S. Chand, New Delhi.
2. Misra, S.N. & Misra, S.K., Labour and Industrial Laws, 11th ed., Allahabad Law Agency, Allahabad.
3. Varandani G., Social Security System for Industrial Workers in India, Deep & Deep, New Delhi.
4. Verma, P., Labour Economics and Industrial Relations, Tata McGraw Hill, New Delhi, 1987.
5. Indian Labour Journal: Monthly Publications.

MBA 2H06: Human Resource Development

Course Objectives

- To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization.
- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions.

Unit I: HRD- An Overview

Need for HRD, meaning, philosophy, goals and tasks; HRD and other functions; status of HRD in the organization; role of chief executives in HRD managers.

Unit II: Designing HRD Systems

Contextual factors and system designing; analysing the role for development; effective recruitment and placement systems; the training systems; training strategy; designing training programmes; training methods; the training climate, trainers style.

Unit III: Designing HRD System II

Performance appraisal in HRD; potential appraisal and career development; performance review and counseling; dual career groups, flextime and flexwork; developing the role; job enrichment; QWL and role effectiveness; developing self-rewriting capacity; issues in HRD system designing.

Unit IV: Strategies and Instruments for HRD Implementation

HRD mechanisms; process, outcomes and organisational effectiveness; mapping HRD practice-profile; HRD climate survey; HRD competencies checklist; training effectiveness test; performance, planning and development test; leadership style test; integrated HRD systems intervention strategies.

Unit V: HRD in the New Economic Environment

Role of HRD in the liberalised economy; new environment; corporate strategy and HRD agenda; HRD and TQM; technological change and HRD; HRD for blue collar workers in the new context; HRD in select organisation.

Suggested Readings

1. Khardelwal Anil K., Abraham, S.J., Verma K.K., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
2. Maheshwari, B.L., Dharni, P. Sinha, Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill, 1991.
3. Pareek Udai, Rao, T.U., Designing and Managing Human Resource Systems, Oxford & IBH Publication, New Delhi,
4. Pareek, Udai, R.P. Lynton, Training for Development, Vistar Publications, New Delhi, Padaki Rupande, Pareek Udai, & Nair R.R., The HRD Response, Network , Bangalore, Tata McGraw Hill,
5. Rao, T.V., HRD Missionary HRD Network, Jamshedpur, Tata McGraw Hill, 1990.

MBA 2H07: Human Resources Accounting and Information Systems

Course Objectives

- To providing understanding basics of HRA
- To understand measuring and reporting Human Resources
- To understand the use of IT in HRA and reporting

Unit I: Introduction

HR Measurement:, HR Audit, why audit and Accounting? Accounting what?, Audit process and report, Rationale for HRA, Approaches to HRA, Evaluation of different approaches, Indian Experience.

Unit II: Human Resource Information System

Introduction and overview of HRIS, Human Resource Information System and its Interfaces with other systems, HR tasks and computerisation, the need of organization and HRIS, external environment relevant for HRIS.

Unit III: HRIS Planning

HRIS Applications, Planning, staffing, Training and career development, compensation and Benefits, Performance management, Discipline and Grievances, Quality of Work Life and Payroll.

Unit IV: HRIS Development

HRIS development and Implementation, The systems development process, Need analysis, Systems design/Acquisition, Make HRIS work.

Unit V Contemporary Issues in HRIS

Future Directions, Technology, Changes in HR practices, Changes in HR skills, staffing, Changes in organization and structure, applied Research needs.

Suggested Readings

1. Kavanagh, Gueutal and Tannenbaum, HRIS: Development and Application, PWS Kent, 2005
2. Walker, HRIS Development: A project team guide to building an effective personnel system, Reinhold, New York, 2003
3. Fitz Enz, How to measure HRM, McGraw-Hill, London, 2000
4. R.K. Gupta, Human Resource Accounting, Anmol Publications, New Delhi 2004

MBA 2H08: Strategic Human Resource Management

Objective

- To understand the integration between corporate strategy and human resource management from a general managerial perspective.
- To understand HR functions as a strategic partner in the formulation and implementation of the company's strategies.
- To understand and identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity.

Unit I: Strategic Human Resource Management (SHRM): An Overview

Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.

Unit II: The SHRM Context

The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.

Unit III: SHRM- Strategy Formulation

Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

Unit IV: SHRM- Strategy Implementation

Application of SHRM: strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal & development system.

Unit V: SHRM- Strategy Evaluation

The performance impact of HR practices; Evaluating strategic contributions of HR practices- dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.

Suggested Readings

1. Greer, C. R.; Strategic Human Resource Management; Pearson Education: New Delhi; 2001
2. Chanda, A. and Kabra, S.; HR Strategy; Response Books: New Delhi; 2000
3. Tyson, S.; HR Strategy; Pitman Publishing: London; 1995
4. Recent articles from HBR and other relevant international and Indian publications

MBA 2H09: International Human Resource Management

Course Objectives

- Helping the students to understand the concept of international Human Resource Management.
- Understanding the model of international HRM.
- Understanding the variables that moderate differences between domestic and international HRM.
- Understanding the HRM practices in different countries with major emphasis on the international dimensions of HRM confronting firms.

UNIT I: Introduction and Overview to Human Resource Management

International HRM – An Introduction; Differences Between Domestic and International Human Resource Management; Expanding the Role of HRM in International Firms; Organisational Context – International HRM Approaches; The Path to Global Status; Mode of Operation; HR and Expansion Strategies.

UNIT II: International HRM as a Perspective

International Recruitment and Selection; Performance Management; Training & Development; Compensation

UNIT III: International HRM- Issues and Strategies

Repatriation; Career Anxiety; Devaluing International Experience; Coping with New Role Demands; Labour Relations

UNIT IV: International HRM- Moving Beyond Models, Challenges and Implications

Managing People in International Context; Human Resource Issues in Multinational Corporations, HR outsourcing, Diversity management

UNIT V: International HRM- The Paradigm of Cross-Cultural Management

Fundamentals of Culture; Cross-Cultural Perspectives; Cultural Paradox; Concept of National Culture, Cultural Sensitivity etc.

Suggested Readings

1. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling *et al.*, Third Edition (South Western).
2. Bernardin H. J, and Russell J. E., Human Resource Management, Irwin-Mc Graw, 2nd ed, Singapore.
3. Punnett B, J, International Perspective on Organisational Behavior and Human resource Management, PHI, N.Delhi.
4. Harvard Business Review: HB Press.
5. Related Periodicals

Course Objectives

- Student should be able to understand how to manage individual performance,
- Review performance appraisal system and discuss the nature of 360 degree feedback and
- How performance management system attempts to integrate both enabling and assessing individual performance.

Unit I: Performance Management

Meaning, Scope and uses, Performance management and its challenge, Performance management as a system and its process

Unit II: Performance planning and Communication

Its process, meeting, follow up and manager checklist, ongoing Performance communication; purpose, outcomes, methods, people techniques, communication in action data gathering, observing, and documenting.

Unit III: Approaches to evaluating performance

Rating systems, ranking systems, Appraisal by objectives and standards, Performance diagnosis and improvement, causes of success

Unit IV: Performance management variations

360-degree feedback /evaluation techniques, directional evaluation, effectiveness enhancement systems

Unit V: Performance management in action

People process, people techniques, interpersonal skills, planning and communication

Suggested Readings

1. Performance Management: Robert Bacal, McGraw-Hill Education, 2007
2. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007.

**REVISED CURRICULUM FOR MASTER OF BUSINESS
ADMINISTRATION(INTERNATIONAL BUSINESS)
(w.e.f 2008-2009)**

The course of Master of Business Administration (International Business) is of two years duration and is divided into two parts I and II.

MBA(IB) PART I (SEMESTER I & II)

Each paper is 100 marks except Computer Project and Environment Studies which is 50 marks and a viva voce examination of 100 marks.

MBA (IB)-1C01: Concepts of Management
MBA (IB)-1C02: Economics for Managers
MBA (IB)-1C03: Quantitative Methods
MBA (IB)-1C04: Human Resource Management
MBA (IB)-1C05: Accounting for Managers
MBA (IB)-1C06: Marketing Management
MBA (IB)-1C07: Information Technology for Business
MBA (IB)-1C09: Research Methodology for Managers
MBA (IB)-1C08: Computer Project
MBA (IB)-1C10: Business Communication
MBA (IB)-1C11: Organisational Behaviour
MBA (IB)-1C12: Business Law & Ethics
MBA (IB)-1C13: Financial Management
MBA (IB)-1C14: International Business
MBA (IB)-1C15: Operations Management
MBA (IB)-1C16: Environmental Studies
MBA (IB)-1C17: Viva Voce

MBA (IB) - PART II (SEMESTER III & IV)

There are eleven theory papers (all compulsory) in part-II. Each paper carries 100 marks. In addition to this he/she shall present the report (written as well as oral) on his/her summer training (100 marks), shall write and defend his/her Independent Research Project (100 marks), and shall appear for the Viva-Voce Examination (100 marks).

- MBA (IB)-2C01: Global Strategic Management
- MBA (IB)-2C02: International Business Information Systems
- MBA (IB)-2C03: International Business Environment
- MBA (IB)-2C04: International Finance
- MBA (IB)-2C05: Foreign Trade and International Marketing
- MBA (IB)-2C06: Supply Chain Management
- MBA (IB)-2C07: International Business Law & Taxation
- MBA (IB)-2C08: Export Import Procedure and Documentation
- MBA (IB)-2C09: E-Business
- MBA (IB)-2C10: WTO and Corporate Strategies
- MBA (IB)-2C11: Foreign Language – Arabic/French
- MBA (IB)-2C12: Entrepreneurship & Small Business Management
- MBA (IB)-2C13: Advertising Management
- MBA (IB)-2C14: Industry Internship
- MBA (IB)-2C15: Independent Research Project
- MBA (IB)-2C16: Viva Voce

Note: Any one paper from MBA (IB)-2C11/ MBA (IB)-2C12/ MBA (IB)-2C13 would be offered.

MBA (IB) 1C01: Concepts of Management

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses

Unit I: Introduction Management

Meaning, scope and process of management; Managerial skills, levels and roles Evolution of management theory

Unit II: Planning and Decision-Making

Meaning, scope and importance of planning, Strategy making: formulation vs crafting model, Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organising

Division of work and various basis of Organisational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manger; brief discussion on theories of leadership, Motivating others; content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management, International dimensions.

Suggested Reading:

6. Stoner, James, A.F. & Freeman, R. Edward: Management, Prentice Hall of India, New Delhi.
7. Robbins, Stephen P: Management, PHI, New Delhi.
8. Koontz, H. & Donnel C. Essentials of Management, McGraw Hill, New Delhi.
9. Drucker, Peter F: The Practice of Management.N.Deming, Management : Principles and Guidilines,Wiley India.
10. Griffin, Ricky,W.: Management, eight edition,Wiley India
11. Ivaneevich,John,M and Thomas,
12. Various articles drawn from Harvard Business Review and Vikalpa

MBA (IB) 1C02: Economics for Managers

Course Objectives

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.
- To enable the learners apply the economic concepts and tools in managerial decision – making.

Unit I: Introduction to Economics

Principles of Economics; Theory of the Firm; Demand and supply analysis; elasticity of demand, demand forecasting.

Unit II: Production Process and Cost Analysis

Properties of Production function, Law of diminishing returns; Isoquants and returns to scale; Cost concepts and cost curves (short and long run); economies of scale and scope.

Unit III: Market structure

Price and output under perfect competition, monopoly; monopolistic competition and oligopoly; Price discrimination

Unit IV: Macroeconomics I

Circular Flow of economic activities; National Income: concepts and measurement, Instruments of Fiscal Policy; Tools of Monetary policy

Unit V: Macroeconomics II

Economic growth and development, Business Cycles; The balance of Payments and exchange rates determination, Inflation.

Suggested Readings:

1. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006
2. Mark Hirshey, Economics for Managers, Thomson Learning, 2007
3. Samuelson, Paul , Economics, Tata-McGraw Hill, 18th edition, 2005
4. Gupta, G, Managerial Economics, Tata-McGraw Hill, 2004
5. Rangarajan and Dholkia, Macroeconomics, Tata McGraw Hill

MBA (IB) 1C03: Quantitative Methods

Course Objectives

- Learn the basics of the quantitative approach to management.
- Develop their analytical ability to analyze managerial problems.
- Learn to solve decision problems using quantitative and statistical techniques.

Unit I: Mathematical Analysis

An overview of the quantitative approach and its applications; Mathematical functions and their applications; Concepts and applications of derivatives; Concepts and applications of integrals.

Unit II: Linear Programming

Terminology; Properties and assumptions; Formulation of LP problems; Graphical method; Simplex method; Elementary transportation problems; Elementary assignment problems.

Unit III: Network Analysis

Introduction; Network analysis; CPM applications; Crashing of networks; PERT applications.

Unit IV: Managerial Statistics

Fundamentals; Concepts and applications of probability; Probability distributions and applications; Regression and correlation analysis.

Unit V: Operations Research Techniques (Miscellaneous)

Decision theory; Queuing theory; Game theory; Simulation.

Suggested Readings

1. Levin, R.I. and Rubin, D.S., Statistics for Management, ed.vii, 1998, Pearson Education.
2. Mizrahi, A. and Sullivan, M., Mathematics for Business and Social Sciences-An Applied Approach, John Wiley & Sons.
3. Tulsian, P.C. and Pandey, V., Quantitative Techniques- Theory and Problems, First impression, 2006, Dorling Kindersley (India) Pvt. Ltd. (Pearson Education).
4. Vohra, N.D., Quantitative Techniques in Management, ed.ii, 2001, Tata McGraw-Hill.

Useful websites and software

www.netmba.com; www.rotman.utoronto.ca; www.business.clayton.edu

The Management Scientist; QM for Windows; Excel QM.

MBA (IB) 1C04: Human Resource Management

Course Objectives

- To familiarize the students with Human Resource Management. Concepts and functions.
- To help the students in identifying problems in the management of Human Resources.

- To acquaint the students with different strategies and legislations used in management of HR related issues in the organization.

Unit I: Introduction to Human Resource Management

Evolution of HRM, Relevance of HRM, Challenges faced by HRM, Human Resource Functions, Systems Model of HRM Functions, The Indian Scenario of HRM.

Unit II: Manpower Management

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III: Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV Industrial Relations

Industrial relations machinery; preventive and settlement machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

Unit V: Employee Welfare Services and Security

Quality of work life; health and safety, employee assistance programmes; voluntary welfare schemes for education; recreation, housing, medical services; an outline of social security measure; P.F., Gratuity, E.S.I schemes etc.

Suggested Readings

8. Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
9. Patnayak, Biswajeet, Human Resource Management, ed. iii, 2006, P.H., New Delhi.
10. T.V. Rao and Raju Rao, (ed) 360 degree Feedback and Performance Management System, Vol. I, ed. ii, 2003, Excel Books.
11. Gar Dessler, Human Resource Management, ed. x, 2006, Pearson Education New Delhi.
12. Strauss & Sayles, Personnel Problems of Management, Prentice Hall of India.
13. Pramod Verma, Management of Industrial Relations, Vora Prakashan, Ahmedabad.
14. Sinha, PRN, Sinha IB and Shekhar SP, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi 2004

MBA (IB) 1C05: Accounting for Managers

Course Objectives

- To familiarize students with basics of financial, cost and management accounting
- To equip them techniques of business decisions based on accounting information
- To use financial data in decision making

Unit I: Introduction

Meaning, definition and needs of accounting business decisions; forms of accounting and users of accounting information; accounting standardisation and role of AICPA; framework of accounting postulates; principles, conventions, concepts, procedures, methods etc; accounting equations and types of accounts, rule of recording business transactions.

Unit II: Preparation Basic Accounting Records

Preparation of basic accounts - journal to trial balance, income statement, position statements (P&L A/C and Balance Sheet) and adjustment entries; presentation of financial statements in other useful forms, i.e. common sized statement; comparative statement and trend percentages; legal requirements relating to accounting, Reading of annual report

Unit III: Financial Statement Analysis

Ratio analysis, its meaning and uses; study of liquidity ratios and leverage ratios; study of profitability ratios and activity ratios; meaning, uses and preparation of functions flow statements; meaning, uses and preparation of cash flow statements.

Unit IV: Basics of Costing

Costing as an aid to management; presentation of various costs in proper format; marginal costing and absorption costing; cost volume profit analysis, its assumption and calculation; managerial uses of break even analysis; activity based costing

Unit V: Standard Costing and Variance Analysis

Meaning and uses of standard costing; procedure of setting standards; variance analysis, one way and two way analysis of variance; overall cost variance; material variance; labour variance and overhead variance; material price variance; material usage variance; maternal yield variance; material mix variance; labour cost and time variance; labour mix and yield variance; overhead volume and expenditure variance; responsibility accounting and report writing.

Suggested Readings

4. Dearden J and Bhattacharya SK, Accounting for Management– Text and Cases, 2005, Vikas Publishing House Private Ltd, New Delhi.
5. I.M. Pandey, Management Accounting, 2007, Vikas Publishing House Private Limited, New Delhi.
6. Hingorani, Ramnathan and Grewal, Management Accounting, 2005, S. Chand & Sons, New Delhi.

MBA (IB) 1C06: Marketing Management

Course Objectives:

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behaviour of consumers.
- To create awareness of marketing mix elements.
- To analyse and solve marketing problems in the complex and fast changing business environment.

Unit I: Marketing Basics

Marketing and its core concepts; marketing management and its tasks; different philosophies of marketing management; marketing micro environment; marketing macro environment.

Unit II: Major Marketing Concepts and Consumer Behaviour

Concepts and components of marketing mix; target marketing; market segmentation and positioning; market targeting; consumer buying behaviour; consumer buying decision process.

Unit III: Managing Products

Basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process.

Unit IV: PLC and Pricing

Product life cycle strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies.

Unit V: Distribution and Communication

Marketing channels and its functions; designing marketing channel; concepts and elements of promotion mix; basics of international marketing; basics of marketing information system.

Suggested Readings

6. Kotler, P: Marketing Management, Analysis, Planning and Control, 2007, Prentice Hall of India, New Delhi.
7. Gandhi, J.C.: Marketing: A Managerial Introduction, 2000, Tata McGraw Hill.
8. Kotler, P.: Principles of Marketing, ed. ix, Prentice Hall of India, New Delhi.
9. Stanton, Etzel & Walken: Fundamentals of Marketing, ed. x, McGraw Hill.
10. Jha & Singh: Marketing Management in Indian Perspective.

MBA (IB) 1C07: Information Technology for Business

Course Objectives

- Offers coverage of concepts and trends underlying current and future developments in information technology, and fundamental principles for the effective use of computer-based information systems.

- Understand the role of information and the opportunities presented by the application of information technology in directing change
- Provide a thorough understanding of the principles and practices of using the Internet to market goods and services.

Unit I: Fundamentals of Computing

Introduction to Information Technology (IT), Scope of IT in Business, Basics of Hardware and Software, Types of Computers, Types of Software.

Unit II: Networks and Telecommunication

Introduction to Networking, Network Uses, Intra- and Inter- Organizational Communication, Network Types, Network Topologies, Network Devices.

Unit III: Internet and World Wide Web

Introduction to Internet and its Applications, World Wide Web (WWW), E-Commerce, Network and Internet Security Issues.

Unit IV: Applications of IT in Functional Areas

IT and Marketing, IT and Finance, IT and OM, IT and HRM, Enterprise Systems, Knowledge Management

Unit V: Emerging Trends in IT

Mobile Communication, Bluetooth, Infrared Communication, Global Positioning System (GPS), Smart Cards, Other Imminent Technologies.

Suggested Readings

1. Awad, E.M., Electronic Commerce: From Vision to Fulfillment, ed. iii, 2007, Pearson Education.
2. Curtin, D. P.; Foley, K.; Sen, K., and Morin, C., Information Technology- The Breaking Wave, ed. i, 1999, Tata McGraw-Hill.
3. ITL Education Solutions Ltd., Introduction to Information Technology, ed. v, 2008, Pearson Education.
4. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, ed xi, 2007, Thomson Learning.
5. Norton, P., Introduction to Computers, ed. vi, 2005, Tata McGraw-Hill.

MBA (IB) 1C09: Research Methodology for Managers

Course Objectives

- To provide students an insight into various sources of business research data and examine processes for collecting data and analyzing the same.
- To learn how to prepare and present marketing research reports.
- To develop skills to evaluate the changing nature of business research and assess the contribution of these changes to actionable business research.

Unit I: Business Research: An Introduction

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice.

Unit II: Research Designs & Data Collection Techniques

Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data

Unit III: Measurement, Attitude Scales and Questionnaire Design

Concept of Measurement, Scales of Measurement—Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing.

Unit IV: Sampling, Hypothesis Testing and Data Preparation

Sampling Theory, Designs and Issues; Central Limit Theorem; Hypothesis Testing-Concept & Procedures; Data Preparation Process

Unit V: Statistical Analysis using SPSS & Reporting of Research Findings

Introduction to SPSS; Analyzing data using SPSS—T-test, ANOVA, Correlation & Factor Analysis; Interpretation of results; Reporting Research Findings

Suggested Readings

6. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson/Prentice Hall.
7. Boyd, Westfall and Stasch, Marketing Research: Test and Cases, Richard D. Irwin, Homewood, Illinois.
8. Churchill, G.A., Marketing Research: Methodological Foundations, Dryden Press, New York.
9. Majumdar, R., Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.
10. Tull, D.S., Hawkins, D.I., Marketing Research: Measurement and Methods, Macmillan, New York.

MBA (IB) 1C10: Business Communication

Course Objectives

- Understand nuances of interpersonal and organizational communication
- Gain clarity about that themselves and their career goals so that they may excel in forms of communication used in employment screening.
- Learn key elements of verbal and non verbal communication important for them in their professional life
- Appraise various forms of organizational communication they are likely to encounter in their work life

Unit I: Communication Process

Communication Process, types of communication, Interpersonal and organizational communication, Communication Barriers

Unit II: Gaining Self Awareness

Gaining Self Awareness: Johari's Windows, Developing Career plan, How to write a Job Application letter, Resume writing

Unit III: Elements of Oral Communication

Elements of public Speaking, Group discussions: concepts, Effective Business Presentation, Types of Job Interviews, How to prepare for Interview.

Unit IV: Non-verbal communication and Body Language

Non-verbal communication and Body Language, Listening skills

Unit V: Written Communication

Effective Report writing, Business letters Memo and Notice writing, writing an Email: Electronic communication

Suggested Readings

5. Lesikar, R.V.& J.D.Petit, Jr.Basic Business Communication: Theory and application ,Homewood III, Eight edition, Richard D. Irwin.
6. Meenakshi, Prakash, Business Communication ,2007, Oxford Publication House
7. Monippally, M. Business Communication strategies, 2001, Tata McGraw Hill
8. Lewis, Hedwig, Body Language: A Guide for professional, second edition Response Books.

Course Objectives

- Providing the students a conceptual framework of understanding, analyzing, and predicting behavior
- Helping them to understand OB in a global scenario
- Familiarizing about the challenges and opportunity for OB
- Helping the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

The nature and functions of an organization; meaning and systematic study of O.B; contribution of behavioral sciences to O.B.; developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

Unit II: Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction; Perception process.

Unit III: Foundations of Learning and Motivation

learning process; Theories of learning; content theories of motivation(brief discussion) ; Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

Unit IV: Group and Interpersonal Dimensions

Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

Unit V: Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development.

Suggested Readings

7. Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
8. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
9. Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v. , New Delhi: Tata McGraw.
10. F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
11. L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
12. Mullins L. J.: Managemesnt and Organizational Behavior, Pearson- Education, N. Delhi.

MBA (IB) 1C12: Business Law and Ethics

Course Objectives

- To provide a general introduction to the legal environment that affects individuals, businesses, and business transactions.

- To create an understanding of the basic legal terminology, and concepts; and application of legal reasoning to situations for forming conclusions.
- To gauge the impact of individual and corporate decisions on human life, society, and the environment
- To examine the ethical climate in which managers have to function and thus build a framework for resolving ethical dilemmas.

Unit I: Law of Contract I

Introduction to Law, Meaning and Essentials of a Contract, Offer and Acceptance, Consideration, Capacity to Contract, Void Agreements, Contingent Contracts.

Unit II: Law of Contract II

Performance of a Contract, Discharge of a Contract, Remedies for Breach of Contract, Contracts of Indemnity and Guarantee, Sale of Goods Act, Other Special Contracts.

Unit III: Other Laws

Consumer Protection Act, Competition Act, Elements of Company Law, Intellectual Property Rights

Unit IV: Business Ethics- An Overview

Ethics and Values in Business, Professional and Applied Ethics

Unit V: Ethical Dimensions of Business

Corporate Governance and Business Culture, Corporate Social Responsiveness, Emerging Issues.

Suggested Readings

1. Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
2. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.
3. Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.
4. Kuchhal, M.C.: Business Law, ed. iv, 2005, Vikas Publishing.
5. Velasquez, M.G.: Business Ethics- Concepts and Cases, ed. vi, 2007, Pearson Education.

MBA (IB) 1C13: Financial Management

Course Objectives

- To familiarize students with basic concepts used in FM
- To provide basic understanding of working capital management
- To introduce project appraisal mechanism and basics of dividend decisions

Unit I: Introduction

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Valuation of securities, legal, regulatory and tax framework related to financial management; Time value of money and its relevance.

Unit II: Working Capital Management

Working Capital Management, overall considerations in WCM; determinants and determination of W.C. requirements; management of cash; management of receivables; management of inventories.

Unit III: Investment Decisions

Management Long-term Capital, Tax considerations in investment appraisal; methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit IV: Financing Decisions

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earning and overall cost of capital; financial and optimum capital structure; theories of capital structure; M.M hypothesis on capital structure.

Unit V: Dividend Decisions

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management.

Suggested Readings

4. Chandra Prasanna, Financial Management: Theory and Practice, 2005, Tata McGraw I, New Delhi.
5. Khan YM and Jain PK, Financial Management – Text and Problems, 2007, Tata McGraw Hill Publishing Company Ltd, New Delhi.
6. Van Horn James C, Financial Management and Policy, 2000, Prentice Hall of India, New Delhi.

MBA (IB) 1C14: International Business**Course Objectives**

- To guide the students towards learning the dimensions and critical issues involved in international business
- To study the control systems in multinational corporations.
- To study the issues related to management of human resources by MNCs.

- To understand the need for coordination of production, marketing and financial activities by MNCs.

Unit I: Dimensions of International Business

The field of international business; International Orientations, Internationalisation stages, means of engaging in international business; external influences on international business; counter trade; international business theories.

Unit II: Strategy and Structure of International Business

Strategy & firm, cost considerations & local responsiveness; Organisational design and structure; Centralisation/Decentralisation of decisions; Subsidiary Headquarter relationship; Methods of entry.

Unit III: Management of Human Resources

Management of qualifications and characteristics; International development of managers; Labour market differences & labour compensation; Comparative labour relations.

Unit IV: International Operations and Marketing

Choice of industry and plant location; choice of technology; Procurement and sourcing strategies; Coordinating a global manufacturing system; Special Economic Zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system.

Unit V: The Multinational Finance Function

The finance and treasury functions; Global debt markets; Equity securities & Euroequity market; Internal sources of funds and Multilateral Netting; Foreign Exchange Risk Management; Transfer Pricing.

Suggested Readings

6. Daniels John D., Radebaugh, L.H., & Sullivan, Daniel P.: International Business, 2004, Pearson Education.
7. Hill, Charles W. L.: International Business, 2003, Tata McGraw-Hill.
8. Cherunilam, Francis: International Business, 2007, Prentice-Hall of India.
9. Sharan, Vyuptakesh: International Business, 2006, Pearson Education.
10. Aswathappa, K.: International Business, 2006, Tata McGraw-Hill.

MBA (IB) 1C15: Operations Management

Course Objectives

- Understand the framework of operations systems and management.
- Develop the ability to design operations systems.
- Learn to solve decision problems related to operations issues like capacity, plant location and layout, inventory, productivity, quality, and strategy.

Unit I: Operations Strategy and Planning

Fundamentals; Manufacturing and service organizations; Operations management (OM) functions; OM interaction with other functional areas of management; OM decisions; Contributions of OM; Global perspective of OM; Careers in OM; Operations strategy; Demand forecasting;

Unit II: Project Management & Process Design

Project management fundamentals, New product development; Techniques in new product development; Process design decisions- structure, customer involvement, vertical integration, resource flexibility, capital intensity; Selection of process design; Technology development process.

Unit III: Supply Chain Management, Facility Capacity, Location, and Layout

Introduction to SCM, Capacity Planning; Capacity decisions for service Operations; Location decisions; Location analysis; Product and process layouts.

Unit IV: Inventory Management

Fundamentals of inventory; Inventory costs; Basic EOQ models; Aggregate planning; Materials Requirements Planning; Just-in-Time Manufacturing; Enterprise Resource Planning.

Unit V: Quality and Productivity Management

Quality defined; Dimensions of quality; Quality costs; Statistical quality control (SQC) techniques; Work measurement and Productivity; Business Process Reengineering.

Suggested Readings

1. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
2. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
3. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, 2007, Pearson Education.
4. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, 2002, McGraw-Hill.

Useful websites and software

www.mhhe.com; www.poms.org; www.business.com; www.ibforecast.com;
SIMMS; STORM, CD-ROM (with the book).

MBA (IB) 1C16: Environmental Studies

Course Objectives

- Gather, assess, and synthesize information from various disciplines as it relates to humans and their natural world,
- Interpret and assess arguments for and against positions on environmental issues, and
- Apply scientific and ethical theory to practical environmental problems.

Unit I: Introduction to Environmental Studies

Self, Society, and Environment, Preservation vs. Conservation, Fundamental Causes of Environmental Problems, Opposing Values and Viewpoints on the Environment, Literature and the Environment

Unit II: Environmental Ethics

Basic Facts and Environmental Ethics, Values, Science, and Environmental Ethics, Understanding Normative and Non-Normative Ethics, Utopian Dreams and Ecological Politics -- Toward a Pragmatic and Visionary Environmental Ethics.

Unit III: Environmental Management

Introduction to Public Policy, Environmental Policy/Politics, International Environmental Law, International Environmental Politics.

Suggested Readings

6. William Dudley: The Environment: Opposing Viewpoints. Opposing Viewpoints Series. Greenhaven Press, 2001.
7. George S. Howard: How Should I Live My Life? Psychology, Environmental Science, and Moral Traditions. Rowman & Littlefield, 2002.
8. David Schmitz and Elizabeth Willott: Environmental Ethics: What Really Matters, What Really Works. New York: Oxford University Press, 2002.
9. Susan Armstrong and Richard Botzler: Environmental Ethics: Divergence and Convergence (second edition).
10. Bron Taylor: Ecological Resistance Movements: the Global Emergence of Radical and Popular Environmentalism

MBA (IB) 2C01: Global Strategic Management

Course Objectives

- To develop analytical skills for enabling strategic thinking.
- To enable strategic decision making with the application of theory and other methods.
- To develop an understanding of strategy formulation in a global context.

Unit I: Introductory Aspects of International strategic Management

Introduction & vocabulary of Strategy, Global strategy: Myth or Reality, Concept of strategy; levels at which strategy operates; The Strategic Management Process, Five Tasks of Strategic Management, Levels of Strategy; Corporate, SBU and Functional level strategy. Defining the Business; Formulating a vision and mission statement

Unit II: Corporate Governance

Corporate governance and role of Board of Directors, Business Ethics, approaches to ethical decision making, Corporate Social responsibility, Approaches to socially responsible behavior

Unit III: Environmental Analysis and International Strategy Formulation

Environmental Scanning, Macro-environmental analyses, PEST Analyses, Industry Analyses; Growth Rate, Market Size, Porter's Five Forces Model. Internal Analyses; VRIO Framework, Value Chain Analyses, Core competencies and capabilities
Types of Organizational Strategies, Corporate Level Strategy; Directional Strategy, Portfolio Strategy, -Parenting Strategy. Business Level Strategy; Cost Leadership Strategy, Differentiation Strategy, Focus Strategy

Unit IV: Functional Strategy Formulation: Formulation of functional strategies; international marketing strategies; international production and technology strategies; international human resources strategies; and international financial strategies

Unit V: Implementing and Controlling Multinational Strategies

Organizing for a successful strategy, Staffing and Directing for Strategic Success, Evaluation and Control

Suggested Readings:

1. Davidson, W.H. Global Strategic Management New York: John Wiley & Sons.
2. Kazmi, A , Business Policy, Tata McGraw Hill, New Delhi, 1992
3. Garland J.& R.N: Farmer International Dimensions of Business policy and Strategy Boston Mass: Kent Publishing.
4. Porter, M.E: The Competitive Advantage of nations New York: The Free Press.
5. Srivastava, R.M. International Strategic Management Bombay: Himalaya Publishing House

MBA (IB) 2C02: International Business Information System

Course Objective

- concepts of system to an organisation
- kind of information system at different levels in an organisation
- tools and methodology for building information system
- information system in international context

Unit 1: Introduction to Information System

What is Information System; Why Information System; Business perspectives to information system; Contemporary approaches to information system

Unit 2: Types of Information System and Database,

Transaction processing system; Management Information System, Executive support system; expert system; introduction to database concepts and database, RDBMS, Datawarehouse, datamining & techniques

Unit 3: Information System, Org, Mgt and Strategy

Changing Role of Information System in organisation, Information technology infrastructure & services, Impact of information system on organisations, Role of managers in org decision making and implications for design of information system, Information system and business strategy, strategic information system-business level strategy & value chain model

Unit 4: Building Information System

Tools for building information system, Introduction; data flow diagram; traditional flowcharts; structured charts different approaches to building information system

Unit 5: International information system & Emerging Issues

Developing an International Information System Architecture, Managing Global systems, Technology Issues and opportunities for the global value chain. Emerging Issues

Suggested Readings

1. Kanter J, Management Information System. (2003)
2. Kanter, J. Management Oriented Information System.(2003)
3. Gordon, D. Olson B. & Margrethe H., Management Information System. (2003)
4. Laudon & Laudon, Management Information System. (2003)
5. Dickson et al. The Management of Information System. (2003)
6. Bruch & Grudnitski, Information System - Theory and Practice, John Wiley.(2003)
7. Tanenbaum, A.S. Computer Networks, Prentice Hall of India, New Delhi.
8. Potts, Bill, The Simple Modem Book, Prentice Hall of India, New Delhi.

MBA (IB) 2C03: International Business Environment

Course Objectives

- To provide an in-depth understanding of various facets/elements of the international business environment
- To equip with the tools and perspectives to analyse the effect of the various elements of business environment on internal organisation of business.
- To enable the learners to draw implication of cross-cultural, political and ethical issues on global business.

Unit I: MNEs and International Business environment

Nature of business environment; components of international business environment; MNEs and internationalization; environmental scanning for international business; forces of globalization and modes of entry

Unit II: International Economic Environment

The components and characteristics of international economic environment; the transnational economy; trading environment of international business - an overview; WTO; regional trading arrangements; the changing world economy and its impact on international business

Unit III: The regulatory and legal environment

The regulatory and legal environment of business; basic principles of international law for business; areas of legal environment of particular concern to MNEs

Unit IV: Political Risk and Cross-cultural environment of Business

Analysis and management of political risk; country risk analysis; the cultural environment of international business; cross cultural challenges and complications; culture shock and international business

Unit V: Ethical Issues in international Business

The Ethical and social responsibility of international business; bribery and corruption; competitive strategy and international business environment; an overview of India's business environment

Suggested Readings:

1. Anant, K. Sundaram and J. Stewart Black, The international Business Environment Prentice Hall of India, New Delhi. 1996
2. Daneils, John D. and Lee H. Radebaugh International Business: Environments and Operations , 11th edition, Pearson Education, New Delhi, 2007
3. Cherunilam, Francis, International Business Environment, 3rd edition, Himalya Publishing, 2007
4. Hudgell and Luthans International Management, McGraw-Hill
5. Monir H. Tayeb The Global Business Environment, New Delhi, Sage Publications.

MBA (IB) 2C04: International Finance

Course Objectives

- To provide an understanding of financial environment of global operations of business.
- To familiarise with the mechanics of foreign exchange markets.
- To develop an in-depth understanding of the types of foreign exchange exposure and hedging instruments

Unit I: Environment of international Finance

Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments.

Unit II: The Foreign Exchange Markets

The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting.

Unit III: Currency Derivatives

Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV: Foreign Exchange Risk and management

Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure.

Unit V: Global Financial management

International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Suggested Readings

6. Eitman, David K., Stonehill, Arthur, Moffet, Michael H., Multinational Business Finance, Pearson Education, 2007
7. Madura, Jeff, International Corporate Finance, Cengage (Thomson) Learning, 2007
8. Levi, Maurice, D., International Finance (2nd Ed), McGraw Hill, 1990.
9. Shapiro, Alan, C., Multinational Financial Management, 8th ed. Wiley
10. Apte, P.G., International Financial Management, Tata McGraw Hill, 2006.
11. Sharan .V, International Financial Management, Tata McGraw Hill, 2000.

MBA (IB) 2C05: Foreign Trade and International Marketing

Course Objectives

- To familiarize the student with the theories and policies of foreign trade.
- To help the students in identifying the best among the modes of foreign market entry.
- To acquaint the students with the intricacies associated with international marketing, particularly with respect to cross-cultural variations among markets.
- To involve the students in issues related to marketing mix elements from a global context.

Unit I: Theories of International Trade

Mercantilism, Absolute advantage; Comparative Cost Advantage; Factor-Proportions, IPLC Theory, New trade Theory, Theory of Competitive Advantage, Monopolistic Competition Model, External Economies of Scale.

Unit II: Term of Trade and Trade Policy

Terms of trade defined; Concepts of Terms of Trade; free trade versus protection; tariffs and quantitative restrictions and their impact.

Unit III: Foreign Exchange and Adjustment Mechanism

The market for foreign exchange; spot and forward markets; fixed and flexible exchange rates; balance of payments and adjustment.

Unit IV: International Marketing and Product Decisions

International marketing defined; foreign market identification; methods of entry; international marketing research; product decisions; branding; packaging and labelling; warranty and service.

Unit V: Pricing, Promotion and Distribution Decisions

Pricing strategies; international promotion; advertising; distribution channels; international marketing of services; Future of international marketing.

Suggested Readings

5. Cherunilam, Francis: International Economics, Tata McGraw- Hill, 4th Edition, 2007.
6. Krugman, & Obstfeld: International Economics, Pearson Education, 2007.
7. Terpstra & Sarathi: International Marketing, Harcourt Asia, 8th Edition.
8. Caterora & Graham: International Marketing, Pearson Education.
9. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.

MBA (IB) 2C06: Supply Chain Management

Course Objective

- With different aspects of logistics and supply chain management
- With the operational and strategic issues in supply chain management
- Status of supply chain management in different countries
- Emerging concepts in supply chain management

Unit 1: Introduction to Logistics & Supply Chain Management

Origin and History; Management Interface with Marketing and Production; Components and Interdependence; Scope of Logistics & Stages of Integration (from logistics to supply chain; Manufacturing & service supply chains, domestic and international logistics; Supply Chain Dynamics- Internal & External Supply Chains; Process View & Performance measures of supply chain, Fundamental & Thrust Areas of Supply chain; Devising the right supply chain for your company products.

Unit 2: Strategic Issues in Supply Chain

Demand Management: Concept of Quick Response Systems, Vendor Management Inventory, Efficient Customer Response, Bull Whip Effect of Supply Chain Demand forecasting Techniques (numerical)
Supplier Management: Supplier Relationship, Co-operative vs Competitive, Supplier Certification ; Supplier Selection Process, Supplier Contracts, Japanese Style Partnership VS American Style Partnership

Unit 3: Strategic Issues in Supply Chain

Manufacturing Management: Mass Customisation & Principle of Postponement; Concept of Modularisation & Implication for Logistics; Framework for SC Structure-Outbound Postponement & Inbound Outsourcing; **Network Design:** Role of network design in Supply Chains, Factors influencing Network Design Decisions; Phases in network design decisions; Models of network design (Numerical)

Unit 4: Operational Issues in Supply Chain

Transportation Management: Role of transportation in the Supply Chain; Strategic Issues in Transportation; Factors influencing Transportation Costs; Components of Costs; Factors influencing Carriers Decision & Shippers Decisions; **Inventory Decisions:** Need for holding inventory, Costs and models of inventory; Determination of safety stock (Numerical)

Unit-5: Warehousing decisions & Emerging Issues:

Warehousing and its uses and types; material handling: warehouse operation, mechanized material handling equipments. Location of warehouse (different techniques)

Special issues in international logistics: Global logistics challenges; Logistics characteristics of Europe, North America, Japan, Middle East and South East Asia.

Concept of third part logistic service providers, green logistics; reverse logistics. SCM in different verticals

Suggested Readings

- 1- James cooper Logistics and Distribution Planning Kagan page , London
- 2- Thompkins and Harmeli8ngs Distribution Management Handbook McGraw-Hill, Ne York.
- 3- Stem Al Ansary Marketing channel, Prentice Hall of India, New Delhi.
- 4- K.K. Khanna Physical Distribution Management Himalyas Publishing House, New Delhi.

MBA (IB) 2C07: International Business Law & Taxation

Course Objectives

- To study the overview of the international tax and legal environment and the impact of international law and taxation on international business.
- To study the issues related to international arbitration, international contracts, agreements and institutions.
- To study the issues related to the need and the procedure related to the transfer of technology.
- To study the issues related to the need for and the efforts towards harmonisation of accounting and taxation practices among nations.
- The course also provides an insight into intellectual property rights, their protection and the obligations for nations to conform their national laws to international agreements.

Unit I: Introduction to Law and the Legal Environment of Business

Introduction to Law; Growth and Development of International Business Law, Principles of International Business Law, Types of Law and Major legal systems, Global legal Environment and Major concerns of Multinationals.

Unit II: International Contracts

Essential of a Contract, Agreements, Discharge & Breach of Contract, International Contract Formation, Obligations of Exporters and Importers and Remedies for Breach of Contract, Warrantee & Guarantee, Surprise and Frustration in International Contracts.

Unit III: International Transactions and Dispute Settlement

INCOTERMS 2000 – Obligations for Exporters and Importers, Cross Border liability, Letters of Credit, International Anti-Trust Considerations, Dispute Settlement Procedure and International arbitration

Unit IV: International Accounting and Taxation, and Transfer of Technology

International Accounting and Taxation practices, Technology Transfer and Corporate Strategy, International Licensing Agreements, WTO and Regional Trading Arrangements.

Unit V: Infringement and Enforcement of Intellectual Property Rights

Intellectual Property Rights, World Intellectual Property Organisation, TRIPs Agreement, IPR piracy and infringement, Enforcement of IPRs, Cyber laws and Virtual piracy.

Suggested Readings

1. *Gulshan & Kapoor: Business Law, 5th Edition.*
2. Carolyn Hotchkiss: International Business Law, 1994.
3. Sundaram, Anant K. & J. Stewart Black: International Business Environment, PHI, 2000.
4. Pathak, Akhileshwar: Legal Aspects of Business, Tata McGraw-Hill, 2005.
5. Kumar, Krishna: Cyber Laws, Dominant Publishers & Distributors, 2001.

MBA (IB) 2C08: Export Import Procedure and Documentation

Course Objectives

- To familiarize with India's trade policy, infrastructure and incentives from managerial point of view.
- To acquaint with the export and import procedures.

- To help understand the EXIM documentation.
- To create awareness about promotional institutions for export and import.

Unit I: Trade Policy and Infrastructure

India's Foreign Trade Policy and Infrastructure India's foreign trade; trade policy of India; state trading; project and consultancy export; infrastructure for exports.

Unit II: Export Assistance and Institutions

Export Assistance in India Pre-shipment and post-shipment loans; EXIM and ECGC Schemes; import provisions and schemes; export incentive scheme; schemes for 100% EOU/EPZ/ETZ.

Unit III: Export Import Procedures

Export Procedure Status of option and regulation; price quotation and terms of payment; packing and marketing; quality control and inspection; central excise clearance; marine insurance; custom clearance and shipment; negotiation of documents.

Unit IV: Export Documentation

Export Documentation Pre-shipment documents; shipment and role of C&FA; bill of lading; foreign exchange regulations; claim for benefits.

Unit V: Import Documentation

Import Procedure and Documentation Import kind and Regulations; Locating and negotiating with suppliers; clearing and agents in import; second warehouses; Indian customs and import duties; resale or transfer of imported goods.

Suggested Readings

- 1- New Import Export policy & Procedure, Nabhi Kumar Jain, 2007.
- 2- Exporters Manual & Documentation, Nab Kumar Jain, 2007.
- 3- How to Export , Nabhi Kumar Jain, 2007.
- 4- How to Import, Nabhi Kumar Jain, 2007.
- 5- Exporters Manual, Paras Ram, 2007.

MBA (IB) 2C09: E Business

Course Objectives

- To increase awareness and skills in understanding and managing issues related to technology and organizations.
- To examine how an e business organization differs from a conventional organization
- To examine issues faced by e Business industry and the role of information professional's.
- To look at the emerging trends and technologies defining the rules of business in the developing information economy.

Unit I: Overview

Internet and World Wide Web (WWW), Electronic Commerce and Electronic Business, Virtual Value Chain.

Unit II: e Business Models

Models based on relationship of transaction parties, Models based on relationship of transaction types.

Unit III: e Strategy and Enabling Technologies

Internet Architecture, Intranets and Extranets, Building e Presence, Web site usability.

Unit IV: Applications of e Commerce

Internet Marketing, e Payment, e CRM, e SCM, Mobile Commerce, Other Services.

Unit V: Contemporary Issues

e Security, Cyber Laws, Ethical Issues, Future of e Business.

Suggested Readings:

1. Awad, E.M., Electronic Commerce: From Vision to Fulfillment, 3rd Edition, 2007, Pearson Education.
2. Diwan, P. and Sharma, S., E-commerce- A Manager's Guide to e-Business, 1st Edition, 2007, Excel Books.
3. ITL Education Solutions Ltd., Introduction to Information Technology, 5th Edition, 2008, Pearson Education.
4. Joseph, P.T., E-Commerce- A Managerial Perspective, 2nd Edition, 2003, Prentice Hall of India.
5. Kalakota, R. and Whinston A.B., Frontiers of Electronic Commerce, 11th Edition, 2003, Pearson Education.

MBA (IB) 2C10: WTO and Corporate Strategy

Course Objectives

- To understand the role of WTO in administering and implementing the multilateral trade agreements and acting as a forum for multilateral trade negotiation, resolving trade disputes, and assessing national trade policies etc.
- To understand the role of WTO, in influencing the global economic scene.
- To understand the role of WTO in shaping new world order and its influence on international trade with respect to corporates.
- To study the challenges posed by increased liberalisation, and the opportunities opened up for developing nations.
- To analyse the impact of trade agreements and to devise strategies in order to benefit from the opportunities that open up in the new world trading system.

Unit I: GATT & World Trade Organisation

Evolution of GATT, Principles of GATT, Multilateral Trade Agreements, The structure of the organisation, Dispute Settlement Mechanism, Trade Policy Review Mechanism.

Unit II: Regional Trading Arrangements

WTO and Regional Trading Arrangements (RTAs), Types of RTAs, Impact of RTAs, Major RTAs, India and its efforts at forming RTAs.

Unit III: WTO Agreements and their Impact

Major Agreements under the Uruguay Round, Impact on Agricultural and Agro based industries, Textile and Clothing, Pharmaceutical industry, and Services

Unit IV: WTO Challenges and Opportunities

Major Challenges for the WTO, Opportunities and Challenges for India in response to the WTO Agreements, Competitive Strategies for the corporates in response to the new world trading system.

Unit V: Recent Developments & Emerging Issues

WTO and developing nations; India's preparedness in Agriculture, Textile and Clothing, Pharmaceutical industry, and Services; Recent developments and emerging issues.

Suggested Readings

1. Rao, M. B.: WTO and International Trade, Vikas Publishing House Pvt. Ltd., New Delhi. Second Edition, 2006.
2. Goyal, Arun: WTO in the New Millennium, Academy of Business Studies, New Delhi, 2000.
3. Gopalsamy, N.: GATT/WTO Trips, Trims and Trade in Services, Wheeler Publishing.
4. Kumar, Ratnesh: WTO Structure, Functions, Tasks, Challenges, Deep & Deep Publications.

MBA (IB) 2C12: Entrepreneurship and Small Business Management

Course Objectives

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness

Unit I: Introduction

Evolution and concept of Entrepreneurship, Entrepreneurial functions and tasks; characteristics of successful entrepreneurs; individual and corporate entrepreneurs; and different types of entrepreneurs.

Unit II: Entrepreneurship Infrastructure in India

Scope of small business activities; place in national economy; institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; entrepreneurship development programmes and management education for entrepreneurs, EDPs and Role of Women Entrepreneurs

Unit III: Framework for Small Business Management

Concept, definition, and framework of Small Business, Project Identification and Selection, Project Formulation, and Project Appraisal, Financing of Enterprise, social benefits and governmental policies for small scale sector; benefits and incentives for small industry in India; registration and licensing; application for registration and organisational structure of a small business.

Unit IV: Institutional Support for Small Business and Management of SSE

Need, types and sources of finance; role of financial institutions and schemes for assisting small scale units. Government Policy towards small business. Fundamentals of Management, Working Capital Management, Inventory Management, Production and Operations Management, Marketing Management, HRM, and TQM for Small Scale Enterprises

Unit V: Special Issues and Problems

Teething problems in setting small units; location, technology, marketing, recoveries, labour, and planning, international business e-commerce, franchising etc; problem of sickness; modernisation; mergers and takeovers; and future potential and need for small units.

Suggested Readings:

1. Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981.
2. Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
3. Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
4. Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
5. Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.

MBA IB 2C13: Advertising Management

Course Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- Application of Advertising through the development and implementation of an advertising plan.

Unit I: Field of Advertising Management

The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising; major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion: Advertising agency setup and agency compensation. The role and functions of an integrated advertising marketing communication program. The tools of IMC.

Unit II: Advertising Budgeting and Research

Models of advertising budgeting. Advertising goals and objectives. Approaches in setting advertising objectives. The communications process. Source, Message and Channel Factors. Perspectives and Researches on how advertising works.

Unit III: Creative Strategy

Creative Strategy: Planning and Development
Creative Strategy Implementation and Evaluation

Unit IV: Media Planning and Strategy

Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Media plan development; market analysis for developing media plan. Developing and implementing media strategies.

Unit V: Evaluating Advertising Effectiveness

Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity and Corporate Advertising

Suggested Readings

1. Aaker, David & Myers, John: Advertising Management, Prentice Hall, 2003.
2. Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 6/e , Mc-Graw Hill, 2003.
3. Cialdini, Robert B: Influence: The Psychology of Persuasion, 1993.
4. Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York, 1963.
5. Ogilvy, David: Ogilvy on Advertising, Random House Vintage Books: New York, 1983.
6. Rothenberg, Randall: Where Suckers Moon: The Life and Death of an Advertising Campaign, Random House Vintage Books, New York, (1995).

CURRICULUM
P.G. DIPLOMA IN MARKETING MANAGEMENT

DMM-01:	Principles of Management
DMM-02:	Advertising Management
DMM-03:	Marketing Management
DMM-04:	Sales Management
DMM-05:	Retail Management
DMM-06:	Research Methods in Business
DMM-07:	Research Project
DMM-08:	Viva-Voce

DMM 01: Principles of Management

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses

Unit I: Introduction Management

Meaning, scope and process of management; Managerial skills, levels and roles Evolution of management theory

Unit II: Planning and Decision-Making

Meaning, scope and importance of planning, Strategy making: Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organising

Division of work and various basis of Organisational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manger; brief discussion on theories of leadership, Motivating others; content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management

Suggested Reading

1. Stoner, James, A.F. & Freeman, R. Edward: Management, Prentice Hall of India, New Delhi.
2. Robbins, Stephen P: Management, PHI, New Delhi.
3. Koontz, H. & Donnel C. Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management.N.Deming, Management : Principles and Guidilines,Wiley India.
5. Griffin, Ricky,W.: Management, eight edition,Wiley India

DMM 02: Advertising Management

Course Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- To develop an understanding of the tools and techniques of sales promotion

Unit I: Field of Advertising Management and planning

The types and classification of advertising; major institutions involved in advertising; the role and functions integrated of an advertising marketing communication. The promotion mix; the tools for IMC. The advertising planning and decision-making.

Unit II: Budgeting and Research in how advertising works

Advertising appropriation decision; Principle of marginal Analysis: Methods of advertising appropriation. Some models of advertising budget. Various researches regarding how advertising works.

Unit III: Message Decisions in advertising

DAGMAR approaches in setting advertising objectives. Creative strategy: advertising creativity; planning creative strategy: Advertising creative process. Creative strategy development: Advertising appeals and execution: creative tactics and TV.

Unit IV: Media Planning

An overview of media planning, Media plan development market analysis for developing media plan. Developing and implementing media strategies. Major advertising media. Advertising on Internet.

Unit V: Sales Promotion and Promotion Effectiveness

The scope and role of sales promotion: Consumer oriented sales promotion. Techniques of consumer sales promotion, Trade oriented sales promotion and techniques of trade sales promotion. Measuring the effectiveness of the promotion program.

Suggested Readings

1. David A Aaker & John Myers: Advertising Management, PHI, 2006.
2. John Wright: Advertising, Kogan Page
3. Gilligan & Crowther, Advertising Management, PHI
4. C.H. Sandage & Vernon Fryburger, Advertising Theory and Practice, McGraw Hill

DMM 03: Marketing Management

Course Objectives

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behaviour of consumers.
- To create awareness of marketing mix elements.
- To acquaint with fundamentals of international marketing.

Unit I: Bases of Marketing Management

Meaning. Definition and basic concepts of marketing: marketing management philosophies; marketing management process; marketing environment.

Unit II: Consumer Behaviour

Meaning and model of consumer behaviour: determinants of consumer behaviour, buyer's decision process.

Unit III: Product Planning and Development

Meaning and classification of products: product mix and product line decisions; branding and packaging decisions: new product development process.

Unit IV: Pricing and Distribution function

Importance of pricing in marketing; procedure for setting the basic price; pricing strategies and modification strategies; marketing channels and their functions; designing distribution channel.

Unit V: Marketing Communication & International Marketing

Basics of marketing information system: marketing communication process; promotion mix and its characteristics; fundamentals of International marketing.

Suggested Readings

1. Kotler, P: Marketing Management, Analysis, Planning and Control, Prentice Hall of India, New Delhi, 2007.
2. Gandhi, J.C.: Marketing: A Managerial Introduction, Tata McGraw Hill, 2000.
3. Kotler, P.: Principles of Marketing, Prentice Hall of India, New Delhi, 9th Edition.
4. Stanton, Etzel & Walken: Fundamentals of Marketing, McGraw Hill, 10th Edition.
5. Jha & Singh: Marketing Management in Indian Perspective.

DMM 04: Sales Management

Course Objectives

- To provide insight into the key functions of sales management
- To create awareness about sales force organization and management
- To develop understanding of sales force control systems

Unit I: Introduction to Sales Management

Nature of sales job and objective of sales management; qualities of a good salesperson, dyadic relationship, sales management and marketing mix.

Unit II: Selling Process

Prospecting, pre-approach, approach, presentation, sales objection and close

Unit III: Organisation and Personal Selling Strategies

Basic purposes and type of sales organizations, schemes of division of sales organization, size of sales force, kind of sales force.

Unit IV : Managing Sales Force

Recruitment and Selection, salesforce training, compensation to sales personnel, sales meeting.

Unit V: Sales control

Sales quota setting and administration, management of sales territories, Performance evaluation of sales person, ethical responsibilities of sales force

Suggested Readings

- 1 Still. Cundiff and Govoni: Sales Management 4th ed. Prentice Hall of India. New Delhi
2. Johnston and others: Sales Management, Tata Mc Graw-Hill, New Delhi
- 3 Russel and others: Selling, Tata McGraw - Hill; New Delhi
4. Futrell: Practice of selling Tata McGraw Hill. New Delhi

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DMM 05: Retail Management

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process
- To have an understanding of merchandise process
- To focus on the emerging issues in retailing

Unit I: Nature and Importance of Retailing:

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing Economical And Social Importance, Size Of Retail Market, Operating Expenses And Profits. Retailing in India. Classifying Retail Firms: Firm Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.

Unit II: Store & Non Store Retailing

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

Unit III: Retail Strategy and Planning

Retail Perspective, Understanding the Retail Customer, Store Locations

Unit IV: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design.

Unit V: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount And Discount Malls,

Suggested Readings

1. David Gilbert, Retail Marketing Management,1998, Pearson India
2. Robert f. Lusch, Patrick Dunne, Myron Gable, Retail Management, edition II, South western Pub. Co. Ohio
3. Pradhan Swapna, Retailing Management Text & Cases, TMH Publications, New Delhi
4. Witz, Levy. Retail Management

DMM 06: Research Methods in Business

Course Objectives

- To acquaint the students with the concept, techniques and applications of research in business
- To familiarise with the process of undertaking research
- To create awareness of scientific method of data collection and interpretation
- To acquaint them with the statistical tools generally applied in business research

Unit I: Introduction to Business Research

Concept, nature and functions of business research, business research and information system.

Unit II: Business research process:

Process of business research, problem formulation, research design.

Unit III: Measurement and questionnaire design

Data collection methods, Measurement in business research, concept and scales of measurement, attitudinal scales and questionnaire design

Unit IV : Sampling

Sampling process. Sample size determination, estimation from samples, hypothesis testing

Unit V: Data analysis and testing

Analysis and interpretation of data, regression method and chi -square test and T - Test and their applications in business research, research report writing.

Suggested Readings

1. Naresh K. Malhotra: Marketmg Research: Pearson Education, New Delhi 5th" ed
2. Curchill G A: Marketing Research Methodological Foundations, Dryden Press NY.
3. Burns and Bush: Marketing Research, Pearson Education, New Delhi. 1982.
4. Cooper and Schindler: Marketing Research, Tata McGraw Hill, New Delhi

CURRICULUM
P.G. DIPLOMA IN HUMAN RESOURCE MANAGEMENT

DHR-01:	Principles of Management
DHR-02:	Human Resource Management
DHR-03:	Industrial Relations
DHR-04:	Labour Legislation & Social Security
DHR-05:	Human Resource Development
DHR-06:	Research Methods in Business
DHR-07:	Research Project
DHR-08:	Viva-Voce

DHR 01: Principles of Management

Course Objectives

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses

Unit I: Introduction Management

Meaning, scope and process of management; Managerial skills, levels and roles Evolution of management theory

Unit II: Planning and Decision-Making

Meaning, scope and importance of planning, Strategy making: Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III: Organising

Division of work and various basis of Organisational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV: Actuating and Directing

Leadership and collaboration, leader vs manger; brief discussion on theories of leadership, Motivating others; content theories of motivation, Communication process; barriers to communication.

Unit V: Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management

Suggested Reading

1. Stoner, James, A.F. & Freeman, R. Edward: Management, Prentice Hall of India, New Delhi.
2. Robbins, Stephen P: Management, PHI, New Delhi.
3. Koontz, H. & Donnel C. Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management.N.Deming, Management : Principles and Guidilines,Wiley India.
5. Griffin, Ricky,W.: Management, eight edition,Wiley India

DHR 02: Human Resource Management

Course Objectives

- The objective of this course is to guide the students towards learning the concepts, techniques, procedures and skills in managing human resources.
- To study the impact of fast technological and competitive environment on businesses, and the resulting response of firms to adjust its HR functions.
- To make the students aware of the problems related to the availability of skills and retention of employees with the organization.
- To find ways in managing high levels of stress, as is currently being experienced in the BPO industry.

Unit I: Meaning & Scope

Meaning and Scope of HRM; Objectives and functions of HRM; Evolution and growth of HRM in India; Profile & status of HR Manager in Indian organizations; Line-staff relationships; Role of HR Manager; HRM trends in a dynamic environment.

Unit II: Steps in Manpower Management

HR planning and process; Recruitment, selection, and placement; Induction training.

Unit III: Training and Manpower Development

Training and development; Objectives of training; Identification of training needs; Types and methods of training; Evaluation of training programmes; Changes in training methodologies.

Unit IV: Job Analysis & Compensation Management

Job analysis, Job description, & Job specification; Job evaluation; Wage & salary administration; Incentive plans & fringe benefits.

Unit V: Performance Management and Discipline Handling

Performance & potential appraisal; Counselling & Mentoring; Promotions & transfers; Employee grievances & discipline; Stress management; Attrition & retention strategies.

Suggested Readings

1. Edwin & Filippo: Personnel Manager
2. Monappa & Saiyadain: Personnel Management, Tata Mcgraw-Hill.
3. Rao, V. S. P.: Human Resource Management, Excel Books.
4. Mamoria, C. B.: Personnel Management, Himalaya Publishing House.
5. Ghosh, Biswajit: Human Resource Development and Management, Vikas Publishing House.

DHR 03: Industrial Relations

Course Objectives

- Acquainting the students with the essentials of Industrial Relations in India and abroad
- Familiarizing them with the use of preventive measures in IR
- Helping them to know about trade unions and their working
- Familiarizing them with collective bargaining and WPM
- Helping them to know specific provisions under various laws

Unit I: Introduction

Dunlop's model of industrial relations: issues and problems of industrial relations: establishment, maintenance and improvement in industrial relations; recent trends: industrial relations machinery; preventive measures: grievances, procedure; code of discipline and standing orders; working conditions; workers participation in management: trade union collective bargaining; settlement measures, mediation, conciliation, arbitration and adjudication.

Unit II: Trade Unions

Trade Union Movement in Indian Socio-Economic and Political Milieu Concept, origin and growth: types and functions: trade unionism in U.K., U.S.A., C.I.A. and Japan: trade unionism in India; trade union legislation; amendments and provisions; reasons for slow growth: multiplicity and inter-union rivalry.

Unit III: Collective Bargaining and Collective Agreement

Concept, significance and pre-requisites: features of collective bargaining: tactics and strategies: steps, process and collective bargaining model: collective bargaining in U.K., U.S.A., CIS. and Japan: Collective bargaining in India and its effectiveness,

Unit IV: Workers Participation in Management

Concepts, forms levels of participation and participations models: W.P.M. in UK, U.S.A., Japan, Germany, Yugoslavia and Poland: W.P.M. in India, various schemes in participation - works committees, joint management council and worker director; schemes introduced during emergency (1975), shop councils, Plant council and unit councils: working is effectiveness of fee scheme in India: payment of bonus and profit sharing.

Unit V: Some specific Provision under Various Laws

The nature and extent of the jurisdiction of industrial tribunal in the matter of the orders passed by the management under the standing orders act, 1946; a comparative study of industrial disputes act, 1947 and Bombay industrial relations act, 1946: strikes and lockout; lay offs retrenchment and closure; a comparison between industrial disputes act, 1947 and essential services maintenance act 1982; provision relating to health, safety working conditions and welfare amenities under Factories act, 1948.

Suggested Readings

1. R.C. Saxena - Labour Problem and Social welfare
2. R. P. Tyagi - Labour Economics & Social welfare
3. Promod Verma - Management of Industrial Relations
4. A.M. Sharma - Industrial Relations concept & Legal Framework.
5. Verma & others - Trade Union in India

DHR 04: Labour Legislations and Social Security

Course Objectives

- Creating an understanding of the laws related to employment
- Creating an understanding of the laws related to labour
- Creating an understanding of the laws related to wages and bonus
- Creating an understanding of the laws related to specific situations
- Creating an understanding of the laws related to social security

Unit I: Introduction/ Laws Related to Employment

Introduction to labour legislation; Need for studying labour legislation; Brief history of labour legislation in India; Major provision of Employment Exchange Act 1959 and the Apprentice Act 1961.

Unit II: Laws Related to Labour

Major provisions of inter-state Migrant Wages Act 1979; The contract Labour Act 1970; The Child Labour Act 1986; The Bonded System Act 1976.

Unit III: Wages and Bonus Law

Major provisions of the Minimum Wages Act 1948; Major provisions of the Payment of Wages Act 1936; The Payment of Bonus Act 1965.

Unit IV: Laws related to Specific Situations

Major Provisions of the Mines Act 1932; The Motor Transport Workers Act 1961; The Sales Promotion Employee Act 1976.

Unit V: Social Security Laws

Social security, concept and constituents; Growth of social security in India with special reference to Adarkar Report; Laws relating to workmen's compensation; Employees' state insurance; Provident fund, gratuity, and maternity relief.

Suggested Readings

1. Ghaiye B.R.:Law and Procedure of Department Enquiry in Private and Public Sector Eastern, Lucknow.
2. Employment and Rehabilitation Report of the National Commission on Labour ; India Ministry of Labour, New Delhi.
3. NM Tripathi, Labour law and Labour Relations: Cases and Material ;Indian Law Institute , Bombay.
4. Kothari,GM ; A study of Industrial Law NM Tripathi, Bombay.
5. Malik P.L.: Industrial Law Eastern , Lucknow, 1991.

DHR 05: Human Resource Development

Course Objectives

- To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization.
- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions.

Unit I: HRD- An Overview

Need for HRD, meaning, philosophy, goals and tasks; HRD and other functions; status of HRD in the organization; role of chief executives in HRD managers.

Unit II: Designing HRD Systems

Contextual factors and system designing; analysing the role for development; effective recruitment and placement systems; the training systems; training strategy; designing training programmes; training methods; the training climate, trainers style.

Unit III: Designing HRD System II

Performance appraisal in HRD; potential appraisal and career development; performance review and counseling; dual career groups, flextime and flexwork; developing the role; job enrichment; QWL and role effectiveness; developing self-rewriting capacity; issues in HRD system designing.

Unit IV: Strategies and Instruments for HRD Implementation

HRD mechanisms; process, outcomes and organisational effectiveness; mapping HRD practice-profile; HRD climate survey; HRD competencies checklist; training effectiveness test; performance, planning and development test; leadership style test; integrated HRD systems intervention strategies.

Unit V: HRD in the New Economic Environment

Role of HRD in the liberalised economy; new environment; corporate strategy and HRD agenda; HRD and TQM; technological change and HRD; HRD for blue collar workers in the new context; HRD in select organisation.

Suggested Readings

1. Khardelwal Anil K., Abraham, S.J., Verma K.K., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
2. Maheshwari, B.L., Dharni, P. Sinha, Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill, 1991.
3. Pareek Udai, Rao, T.U., Designing and Managing Human Resource Systems, Oxford & IBH Publication, New Delhi,
4. Pareek, Udai, R.P. Lynton, Training for Development, Vistar Publications, New Delhi, Padaki Rupande, Pareek Udai, & Nair R.R., The HRD Response, Network , Bangalore, Tata McGraw Hill,
5. Rao, T.V., HRD Missionary HRD Network, Jamshedpur, Tata McGraw Hill, 1990

DHR 06: Research Methods in Business

Course Objectives

- To acquaint the students with the concept, techniques and applications of research in business
- To familiarise with the process of undertaking research
- To create awareness of scientific method of data collection and interpretation
- To acquaint them with the statistical tools generally applied in business research

Unit I: Introduction to Business Research

Concept, nature and functions of business research, business research and information system.

Unit II: Business research process

Process of business research, problem formulation research design.

Unit III: Measurement and questionnaire design

Data collection methods, Measurement in business research, concept and scales of measurement, attitudinal scales and questionnaire design

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1. Naresh K. Malhotra: Marketmg Research: Pearson Education, New Delhi 5th" ed
2. Curchill G A: Marketing Research Methodological Foundations, Dryden Press NY.
3. Burns and Bush: Marketing Research, Pearson Education, New Delhi. 1982.
4. Cooper and Schindler: Marketing Research, Tata McGraw Hill, New Delhi

SECTION IV

Student Conduct and Discipline Rules

