

**MBAE 131**  
**CONTEMPORARY MANAGEMENT**

**Total Hours: 60**

**Course Objective:**

The objective is to enable students to practice negotiating real world business and also learns the changes, challenge, new rules & innovations in the contemporary business.

**MODULE - I**

**5hrs**

**Business In A Global Environment**

**Business: Blending People, Technology, and Ethical Behavior**

What Is Business, Not-for-Profit Organizations, Factors of Production, The Private Enterprise System, Basic Rights within the Private Enterprise System . The Entrepreneurship Alternative, Six Eras in the History of Business, The Colonial Period The Industrial Revolution . The Age of the Industrial Entrepreneur. The Production Era. The Marketing Era The Relationship Era, Managing the Technology Revolution, From Transaction Management to Relationship Management. Strategic Alliances and Partnerships  
Creating Value through Quality and Customer Satisfaction. Competing in a Global Market.  
Productivity: Key to Global Competitiveness. Developing and Sustaining a World-Class Workforce. Preparing for Changes in the Workforce . Reaping the Benefits of Diversity. A New Type of Manager, Importance of Vision . Importance of Critical, Thinking and Creativity. Ability to Steer Change,

**MODULE - II**

**7 hrs**

**Achieving Business Success by Demonstrating Ethical Behavior and Social Responsibility**

Chapter Overview

Concern for Ethical and Societal Issues, Individual Business Ethics, Development of Individual Ethics . On-the-Job Ethical Dilemmas, How Organizations Shape Ethical Conduct Ethical Awareness. Ethical Reasoning. Ethical Action. Ethical Leadership, Controlling Business Behavior through Government Regulation, Acting Responsibly to Satisfy Society Responsibilities to the General Public. Responsibilities to Customers Responsibilities to Employees. Responsibilities to Investors and the Financial Community

**MODULE - III**

**8 hrs**

Global Economic Challenges of the 21st Century

The Shift toward a Global Information Economy.

Improving Quality and Customer Service. Maintaining the Competitiveness of the Workforce. Creating a Long-Term Global Strategy. Why Nations Trade

Size of the International Marketplace. Major World Markets. Absolute and Comparative Advantage, Barriers to International Trade, Social and Cultural Differences .

Economic Differences. Political and Legal Differences . Types of Trade Restrictions

Reducing Barriers to International Trade

Going Global From Multinational Corporation to Global Business

## **MODULE - IV**

### **Starting Your Own Business: The Entrepreneurship Alternative**

**8 hrs**

#### Chapter Overview

What Is an Entrepreneur. Categories of Entrepreneurs. Reasons to Choose Entrepreneurship as a Career Path Being One's Own Boss . Financial Success . Job Security . Quality of Life The Environment for Entrepreneurs. Globalization . Education. Entrepreneurship around the World. The Influence of Entrepreneurs on the Economy Innovation . Job Generation . Diversity. Characteristics of Entrepreneurs  
Vision . High Energy Level . Need to Achieve . Self-Confidence and Optimism . Tolerance for Failure . Creativity . Tolerance for Ambiguity . Internal Locus of Control. Starting a New Venture  
Selecting a Business Idea . Creating a Business

## **MODULE - V**

### **Management, Leadership, and the Internal Organization**

**12 hrs**

#### Chapter Overview

What Is Management The Management Hierarchy . Skills Needed for Managerial Success . Special Skills for Overseas Managers . Managerial Functions  
The Need for Vision  
The Importance of Planning . Types of Planning . Planning at Different Organizational Levels . The Strategic Planning Process. Defining the Organization's Mission . Assessing Competitive Position . Setting Objectives for the Organization . Creating Strategies for Competitive Differentiation. Implementation: Turning Strategy into Action . Monitoring and Adapting Strategic Plans. Managers as Decision Makers . Programmed and Nonprogrammed Decisions . How Managers Make Decisions Managers as Leaders . Leadership Styles . Which Leadership Style Is Best?. Corporate Culture Structure in Organizations. Departmentalization . Delegating Work Assignments . Types of Organization Structures . Comparing the Four Types of Organization Structure . Coordination and Control.

## **MODULE - VI**

**8 hrs**

### **Human Resource Management and Motivation**

#### Chapter Overview

Human Resource Management: A Vital Organizational Function  
Human Resource Planning. Recruitment and Selection. Finding Qualified Candidates. Selecting and Hiring Employees. Orientation, Training, and Evaluation. Training Programs . Performance Appraisals. Compensation Employee Benefits . Flexible Benefits . Flexible Work. Employee Separation . Downsizing. Outsourcing. Motivating Employees  
Maslow's Hierarchy of Needs Theory . Motivating Employees through Job Design . Motivating Employees through Managers' Attitudes. Human Resources Concerns for the 21st Century Demographic Trends. Workforce Trends . Economic Trends . Work/Life Trends

**MODULE - VII****12 hrs****Improving Performance through Empowerment, Teamwork, and Communication**

## Chapter Overview

Empowering Employees Sharing Information. Sharing Decision-Making Authority. Linking Rewards to Company Performance. Teamwork. What Is a Team? Team Characteristics Team Size . Team Roles . Team Diversity. Teamwork in Small Organizations. The Process of Forming Teams . Stages of Team Development . Team Cohesiveness . Team Norms . Team Conflict. Styles of Conflict Resolution The Importance of Effective Communication The Process of Communication . Basic Forms of in Teams. Communication Outside the Organization. Communication Technology Benefits of Communication Technology . Challenges of Communication Technology. International Business Communication

**UNIT VII****2 Hrs**

Service Learning- Introduction to service learning concepts, Types of Service learning, Significance of Service Learning, Phases of service learning

**BOOKS FOR REFERENCE:**

1. Stoner, Freeman, Gilbert Jr, Management, Prentice Hall
2. Koontz, Weihrich, Essentials of Management, Mc.Graw Hill
3. S.L Gupta, Anurag Mittal, Dr. Sunil K. Gupta, Case Studies in Management, Wisdom Publications
4. R.K Sharma, Shashi Gupta, Business Management, Kalyani Publishers
5. L.M. Prasad, Principles and Practice of Management, Sulthan Chand publishers
6. Boone and Kurtz, Contemporary Business – Harcourt College Publishers, 2002

**Books Recommended:**

Koontz, Weihrich, Essentials of Management, Mc.Graw Hill

**MBAE132**  
**MANAGERIAL ECONOMICS**

**Course Objective**

**Total Hrs - 60**

The course provides a foundation to microeconomics and gives an understanding of the basic principles of microeconomics. It also explains analytical tools of economics used to understand business organizations and the dynamics of business. It deals with basic dynamics of the market through the analysis of the economics of consumption and production.

**MODULE – I**

**5hrs**

Introduction to Managerial Economics – Definition and characteristics – scarcity and economic problem – Economic approaches to economic problem – methodologies of economics- economic models- circular flow- production possibility curve- market equilibrium- economic concepts applied in business analysis

**MODULE –II**

**5 hrs**

Goals of business firms – Profit maximization goal- Sales maximization goal- Growth maximization goal- Managerial utility function- Satisfying behavior- Long run survival- Managerial utility function- Prevention of potential entry – Social responsibility goal

**MODULE –III**

**8hrs**

Demand analysis – individual and market demand- determinants- types- law of demand- demand distinctions- elasticity of demand- types – degrees – methods for measuring elasticity – demand forecasting - methods

**MODULE –IV**

**8hrs**

Theory of consumer behavior – Meaning of consumer equilibrium- Indifference curve approach: commodity bundles & indifference, indifference curves, price budget line, price rise & change in budget line; optimizing commodity bundle.

**MODULE –V**

**6hrs**

Theory of production – production function with one variable input- law of diminishing returns – production with two variable inputs- law of returns to scale- economies and diseconomies of scale of production

**MODULE – VI**

**6hrs**

Cost analysis – cost concepts- cost-output relations-breakeven analysis and cost control

**MODULE –VII**

**8hrs**

Revenue and supply analysis –revenue curves- law of supply- elasticity of supply – factors affecting elasticity of supply

**MODULE –VIII****4hrs**

Market structure- perfect competition – monopoly- price discrimination- monopolistic competition- product differentiation- oligopoly- cartels- price leadership- price rigidity

**MODULE – IX****4hrs**

Pricing policies and methods- factors involved in pricing policy- pricing methods- pricing strategies

**MODULE –X****6hrs**

Capital budgeting – classification of expenditures- techniques in capital budgeting, National income analysis – Concepts - methods of measurement- problems in measurements, Business cycles – phases and theories of business cycles.

**Books for References**

1. William J Baumol, Economic theory and Operational analysis, Prentice-Hall, New Delhi, 1982
2. Joel Dean, Managerial Economics, Prentice-Hall, 1976.
3. Koutsiannis A, Modern Microeconomics, Macmillan, London, 1973.
4. Stiglitz J., Principles of Microeconomics, Norton Publishers 2nd Edition, 1998.
5. Peterson, HC and W.C. Lewis Managerial Economics, Prentice-Hall of India, New Delhi.
6. Salvatore Dominique, Managerial Economics in a Globalised Economy, Mc-graw-Hill, New York.
7. Watson, D.S., Price theory and uses, Scientific Book agency, Calcutta, 1986.
8. Xavier V.K, Pious Thomas and Emmanuel P.J, Managerial Economics, Magi's Publications, Bangalore, 2008.

**Books Recommended:**

Peterson, HC and W.C. Lewis Managerial Economics, Prentice-Hall of India, New Delhi

**MBAE133**  
**ACCOUNTING FOR MANAGERS**

**Course Objectives:** To provide an in-depth understanding of various aspects relating to Accounting and Finance and to expose the participants to the practical aspects in the field of Accounting and Finance.

**Total Hours: 60**

**MODULE - I**

**Introduction to accounting**

**12 hrs**

Meaning of Book-keeping and Accounting – Functions of Accounting –Branches of Accounting-Financial Accounting, Cost Accounting and Management Accounting-Principles of Accounting – GAAP, Concepts and Conventions of Accounting- Accounting Standards-Indian Accounting Standards and International Accounting standards- IFRS And GAAP. – Systems of Book-Keeping and Systems of Accounting – Journal, Ledger and Trial Balance –

**MODULE – II**

**8 hrs**

**Financial Statements** – Preparation of Income statement and Balance Sheet – Reporting – Users of Accounting Information - Depreciation-Methods of Depreciation - SLM, WDV and Annuity Method.

**MODULE - III**

**Cost Accounting**

**8 hrs**

Concepts of cost, Distinction between Cost accounting, Financial accounting and Management accounting – Systems of costing - Methods of costing and Techniques of costing (Theory only), Elements of cost – Materials, Labor, Overheads (Theory Only) Preparation of Cost sheet – Historical and Estimated cost sheet.

**MODULE - IV**

**Marginal Costing Decisions**

**6 hrs**

Marginal costing-Meaning of marginal cost- Marginal cost equation- Break Even Analysis-CVP Relationship- Application of Marginal costing- Make or Buy-Fixation of selling price-Accepting foreign order-Deciding sales mix.

**MODULE – V**

**12 hrs**

**Financial Statement Analysis** - Comparative Income Statements Analysis And Common Size, Comparative And Common Size Balance Sheet, Funds Flow Statement, And Cash Flow Statements. Ratio Analysis-Liquidity ratios, Profitability ratios, Turnover ratios, Leverage ratios and Investment Analysis ratios.

**MODULE - VI**

**Capital Structure and Budgeting Decisions**

**12 hours**

Meaning-Characteristics- Estimating Long term and Short term financial needs, limitations of financial planning; Capitalization – Over capitalization and Under- Capitalization-Capital Structure –Meaning-factors determining capital structure. Capital Budgeting- Meaning-Importance- Process of Capital budgeting- Methods- Payback period (including discounted payback period) NPV, IRR and Profitability Index (Simple Problems)

**MODULE - VII****2 hours****Innovations in Accounting**

Price Level changes accounting- Human Resource Accounting- Social Responsibility Accounting- Environment Accounting –Green Accounting

**Books for References:**

1. Advanced Accountancy Volume II by Dr. S.N.Maheshwari and S.K.Maheshwari. Vikas Publishing House- Delhi
2. Accounting and Finance for Managers by Shashi Sharma and Gupta
3. Practical Costing by B.S.Khanna I.M.Pandey G.K Ahuja and Batra, S.Chand and Company Ltd. New Delhi
4. Financial Management by I.M.Pandey, Vikas Publishing House, Delhi
5. Financial Management by Khan and Jain
6. Financial Management by Shashi Sharma and Gupta

**Books Recommended:**

Accounting and Finance for Managers by Shashi Sharma and Gupta

**MBAE134  
CORPORATE LAW**

**Course Objective**

To develop an understanding of the regulation of companies and to provide thorough knowledge of the various provisions of the Company Law in India.

**Total Hrs - 60 hrs**

**MODULE - I**

**Introductory**

**3hrs**

The company as a business medium-nature and form of business enterprise; types of business enterprises. Nature and functions of companies; concept of corporate personality and nature of corporate body-company as a person, resident, citizen.

**MODULE – II**

**7hrs**

**Incorporation and its consequences:**

Types of companies- Memorandum of Association, Articles of Association, Additional documents required for incorporation, certificate of incorporation; commencement of business. Government and Foreign companies-Alteration of Memorandum and Articles and limitations on power of alteration. Corporate transactions-Pre-incorporation contracts; doctrine of ultra-vires and common seal. Protection of persons dealing with a company –the doctrine of constructive notice; doctrine of indoor management and lifting of corporate veil. Promoters-meaning and importance; position, duties and liabilities.

**MODULE- III Financial structure**

**6 hrs**

The concept of capital and financing of companies –sources of capital; classes and types of shares; equity with preferential rights; issue of shares at par, premium and discount; bonus issues, rights issues, issue of sweat equity shares; employee stock option plan scheme; private placement.

Share capital alteration- alteration of share capital; reduction of paid up capital; forfeiture and surrender.

Prospectus-definition, abridged prospectus, statement in lieu of prospectus; shelf prospects; information memorandum; contents, registration, misrepresentations and penalties therefore.

Debt Capital- debentures, debenture stock, bonds, new developments in corporate debt financing, debenture trust and trustees; conversion of and redemption of debentures; creation of charges-fixed, floating and registration hereof.

Allotment and certificates- contracts to subscribe for shares, debentures and other securities; letters of allotment and renunciation; calls and forfeitures; share certificate and share warrants.

**MODULE - IV**

**6hrs**

**Membership, Depositories and Transfer/Transmission**

Membership: Modes of acquiring membership including through depository mode; restriction on membership; rights and privileges of members, register of members; dematerialization and re-materialization of securities.

Transfer and transmission of securities in physical and depository modes, nomination.



**MODULE – V****12 hrs****Management and Control of Companies:**

Directors-appointment/re-appointment of directors, qualifications, disqualifications, remuneration, vacation of office, retirement, resignation and removal ; loans to directors; their powers and duties; or place of profit; role of directors; contracts in which directors are interested.

Managing and whole-time directors, manager.

Company secretary-appointment, role and responsibilities.

Meetings of directors and committees-frequency, convening and proceedings of board/Committee meetings, minutes; teleconferencing and video-conferencing of Board/Committee(s); resolution by circulation; minutes and evidence.

General meetings- kinds of meetings and resolutions; law, practice and procedure relating to convening and proceedings at general and other meetings-notice, quorum, proxy, voting including voting through electronic means, resolutions, circulation of members' resolution, etc; postal ballot; recording, signing and inspection of minutes; role of chairman.

Distribution of powers of a company-division of powers between Board and general meetings; acts by directors in excess of authority; monitoring and management.

Sole selling and Buying Agents-Meaning, appointment and reappointment, removal; powers of Central Government and rules framed for the purpose.

**MODULE – V Dividend****2 hrs**

Profit and ascertainment of divisible profits; declaration and payment of dividend; treatment of unpaid and unclaimed dividend; transfer of unpaid and unclaimed dividend to Investor Education and Protection Fund.

**MODULE – VI Investments, loans and Deposits.****2hrs**

Law relating to making investments in and granting loans to other corporate bodies and giving guarantees and providing security. Invitation, Acceptance, Renewal, Repayment, default and remedies.

**MODULE 8: Accounts and Audit & Board's Report and Disclosures****7 hrs**

Books of account; financial statements; audit and auditor's report; powers of the Central Government to direct special audit; cost audit Auditors-Appointment, resignation and removal; rights, qualification and disqualification; rights, duties and liabilities. Preparation; disclosures; directors' responsibility statement.

Compliance Certificate-need and purpose; issue and signing by practicing company secretary; disclosure and filing.

**MODULE.9: Registers and Returns****4 hrs**

Maintenance, authentication, presentation and inspection of statutory books/registers prescribed under various provisions of the company law and filing of various forms/returns to Registrar of Companies, procedure and penalties for delayed filing, etc. Annual Return-Nature and Significance ;contents; filing-preparation and disclosures; signing, certification and filing; maintenance, place of keeping and it's inspection.

**MODULE.10: Inspection and investigation****2hrs**

Inspection of documents, books of account, registers etc; powers of the inspector, seizure of books and documents, inspector's report; power of the Registrar of Companies, investigation in to affairs of the company.

**MODULE.11:Majority Rule and Minority Rights****4hrs**

Law relating to majority powers and minority powers and minority rights. Shareholder remedies-actions by shareholders; statutory remedies; personal actions; prevention of oppression and mismanagement.

**MODULE 12****5 hrs****Compromise & arrangements and Winding up of Companies.****BOOKS FOR REFERENCE**

1. A Ramaiya-Guide to Companies Act-Wadhwa &Co, Nagpur.
2. Dr. Avtar Singh-Company Law-Eastern Book Company-Lucknow.
3. N.D. Kapoor Company Law and Secreterial Practice
4. Maheshwari And Maheshwari Company Lawand Secreterial Practice
5. Gulshan Company Law

**Recommended Book:**

V.S. Datey- Student's Guide to Corporate Laws- Taxmann, New Delhi.

**MBAE135**  
**QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

**Total Hours: 60**

**Course Objective:**

The real challenge faced by managers is making decisions in uncertainty – their prime objective being resource optimization. To provide a conceptual understanding of the role operations research plays in the decision making process. To create a scientific approach to problem solving, formulation and choice of optimal solutions under competitive environments

**MODULE - I** **(4 hrs)**

**Operations Research**

Introduction to OR, Importance of OR, Scope of OR, Phases of OR study, OR Models.

**Linear Programming** **(12 hrs )**

Introduction to LP, Formulation of LPP, Managerial applications. Graphical method of solving LPP, Duality in LP, Two Phase Method, Use of software packages in solving LP models.

**Transportation Model** **(6 hrs)**

TP as a LP model, Nature and scope of transportation and allocation models, Methods of allocation, different methods for finding initial solution - N-W Corner Rule, Least Cost Method and VAM. Finding Unbalanced TP, Test for optimality – MODI method, Degeneracy. Alternate methods of solution, Maximization problem, Transshipment problem.

**Assignment Models** **( 4 hrs)**

AP a variant of Transportation model, Hungarian method, Travelling salesman problem.

**MODULE - II**

**Theory of games** **( 4 hrs )**

Introduction, two person zero - sum games, Saddle point, Dominance theory, managerial application.

**Queuing theory** (waiting line) **(6 hrs)**

General structure of queuing system, Operating characteristics of queuing system, Probability distribution in queuing system, single and Multi server queuing models.

**MODULE – III**

**Replacement models** **( 4 hrs)**

Replacement of items deteriorating with time, Replacement of items that fail suddenly.

**Inventory models** **(6 hrs)**

Types of inventory, inventory management systems, economic lot size, the Classical EOQ Model without shortages, model with shortage (No price breaks). Safety stock problems.

**MODULE - IV**

**Sequencing Problems**

**(3 hrs)**

Processing 'n' jobs through 2 machines, Processing 'n' jobs through 3 machines.

**Network models**

**(6 hrs )**

Precedence, events, activities, and dummies, Critical path analysis, float, PERT.

**MODULE – V**

**Simulation**

**(5hrs)**

Process of simulation, Monte Carlo method, simulation of an inventory system

**BOOKS FOR REFERENCE:**

1. Operations Research, J.K Sharma, McMillan
2. Operations Research, Frederick Hillier and Gerald Lieberman, TMH
3. Operations Research, V K Kapoor, Sultan Chand
4. Operations Research, S D Sharma
5. Operations Research, Hamdy A. Taha, Mac-Millan Pub. Co. Inc.

**RECOMMENDED BOOK:**

1. Quantitative Techniques in Management, ND Vohra, TMH (3<sup>rd</sup> edition)

**MBAE231**  
**ORGANIZATIONAL BEHAVIOUR**

**Course Objective**

**Total Hrs – 60 hrs**

Familiarize the students with human behavior at work. Impart executives the knowledge of individual, group and organisational behaviour and its importance in increase their effectiveness respectively. Motivating them to understand the importance of morale in a given organisation. Guiding them in understanding their personality traits and inspiring them to become Leaders instead becoming followers.

**MODULE -I**

**Organisational behaviour**

**8hrs**

Introduction to OB, Importance of OB, OB- the emerging challenges, Foundations of individual behaviour, OB Model, Historical evolution of OB.

**MODULE -II**

**Personality**

**6hrs**

Definition, Determinants of personality, Theories of personality, Determinants of Personality, Personality Structure.

**MODULE -III**

**Learning**

**6 hrs**

Meaning of learning – Learning process –Theory of Learning- Principles of Learning- Contingencies and Reinforcement.

**MODULE -IV**

**Attitudes and Perception**

**10hrs**

Meaning- Characteristics- Components and Formation of attitudes. Change in attitude- Barriers to change- How to minimize the barriers.

Meaning of Perception – Need, Factors influencing perception, perceptual consistency, Context and definition, Interpersonal perception. Managing your own behaviour.

**MODULE-V**

**Group Behaviour And Group Dynamics**

**8 hrs**

Meaning – Types – Groups in the organisation –Determinants of Group Behaviour- Group Structuring- Teams Vs Groups- Can groups become teams? Virtual Teams;

**MODULE-VI**

**Motivation and Leadership**

**12hrs**

Meaning – Concept – Theories of Motivation –Motivating Performance.

**Leadership-** Concept – Leadership and Management– Managerial Grid –Types of Leadership Styles- Women as Leaders- Do leaders matter? Empowerment and Participation.

**MODULE-VII****10hrs**

Work Stress Model- Sources of Stress- Effects of Stress- Stress Management- Power and Politics- Conflict Management- Work and Family balance-International Organisational Behaviour. Global challenges- Managerial challenges.

**REFERENCE BOOKS**

1. Fred Luthans: Organisational Behaviour – McGraw hill
2. Stephen Robins: Organisational Behaviour
3. Shashi.K.Gupta: Organisational Behaviour – Himalaya Publications
4. K.Ashwathappa: Organisational Behaviour – Himalaya Publications
5. Hellriegel, Slocum and Woodman- Organisational Behaviour- South Western Thomson Learning.
6. John W Newstrom- Organisational Behavior

**RECOMENDED BOOKS**

Fred Luthans: Organisational Behaviour – McGraw hill

**MBAE232**  
**MARKETING MANAGEMENT**

**COURSE OBJECTIVE**

**Total Hrs - 60**

The aim of the syllabus is to introduce the basic concepts of Marketing to students who intend to specialize in this area of study.

**MODULE - I**

**1. Introduction**

**5 hrs**

1.1 Nature of Marketing-The functions of the Marketing Department.

1.2 The Marketing Environment

1.3 Types of Markets - Differentiation between Consumer, Organizational (Reseller, Business, Government) and International Markets. The decision - making process of these two types of buyers.

1.4 Marketing research –scope and objectives, types and tools.

**MODULE – II**

**8 hrs**

**2. Market Segmentation**

2.1 The purpose of segmentation.

2.2 Methods of segmentation of consumer markets.

2.3 The target marketing and product positioning process.

The essential steps in the market segmentation, target marketing and product positioning process.

2.4 Marketing Mix, extended marketing mix

The importance of achieving the correct balance between the 'seven Ps' (Product, Price, Place,

Promotion, People, Process and Physical Evidence).

**MODULE – III**

**10hrs**

**3. The Product**

3.1 Goods and Services.

Distinction between goods and services and their characteristics.

3.2 Product classification.

For Consumer goods/services: convenience; shopping; specialty; unsought; and consumer services.

3.3 The process of new product development.

An outline of the process of development from the generation of new ideas to full commercial launch.

3.4 The product life-cycle.

Description of the stages of the product life cycle.

3.5 Branding.

The importance and benefits of branding.

3.6 Packaging.

Packaging as a marketing tool. Six essentials of packaging: distinction, protection, convenience, transportation costs, immediate association, characteristic.

**MODULE – IV**

**8 hrs**

**4. Pricing**

4.1 Pricing objectives.

4.2 Pricing methods.

Different methods considered, including cost-plus, penetration, skimming, promotion and price discrimination.

4.3 Definition of price elasticity of demand.

**MODULE – V**

**6 hrs**

**5. Marketing Communications**

5.1 The aims of marketing communications (promotion). The AIDA model.

5.2 Different types and tools of marketing communications.

Definitions and the advantages and disadvantages of using these tools.

5.3 The personal selling process.

The seven steps of the personal selling process: the opening, need identification and stimulation,

presentation, dealing with objections, negotiation, closing the sale and the follow up.

**MODULE – VI**

**8 hrs**

**6. Distribution (Place)**

6.1 Different 'chains' or 'channels' of distribution.

6.2 The functions and types of intermediaries between the manufacturer and consumer.

6.3 Criteria for choosing the appropriate channel.

6.4 Channel Conflict

**MODULE – VII**

**4 hrs**

**7. The Marketing Plan**

7.1 The benefits of planning.

7.2 An outline and contents of a marketing plan. Statement of marketing objectives, strategies and tactics, an operating plan, details of resources and financial budgets.

**MODULE – VIII**

**6 hrs**

**8. International Marketing**

8.1 Reasons for entering an export market.

The global village. Reasons for selling overseas such as profit opportunities, maturity of the

domestic market, economies of scale and risk spreading.

8.2 The major trading blocs.

**MODULE – IX**

**5 hrs**

**9. Consumerism and Customer Relationship Marketing**

9.1 Consumerism.

9.2 Relationship marketing, customer value and customer satisfaction.

9.3 Environmentalism, green issues and marketing. Waste Management. – the 3 R's.

9.4 Ethical consideration notably the motivation/manipulation area of promotion.



**Books for Reference**

1. Philip Kotler and Gary Armstrong “Principles of marketing, Pearson education 2002”.
2. Joel R. Evans and Barry Berman “Marketing in 21<sup>st</sup> century”, Biztantra 2003.
3. William Pride and O.C. Ferrel “Marketing concepts and strategies, Boston, Houghton Mifflin 1993”.
4. David W. Cravens, Gerald Hills, and Robert B. Woodruff “Marketing management, AITBS publishers 1996.
5. Zikmond “Marketing management”, Thompson publishers 2004.
6. CGS Krishnamacharayalu and Lalitha Ramakrishna, “Rural marketing” Text and cases, Pearson education 2002.
7. William Stanton, Fundamentals of Marketing, Tata Mcgrawhill.

**Books Recommended:**

Philip Kotler and Gary Armstrong “Principles of marketing, Pearson education 2002”.

**MBAE233**  
**HUMAN RESOURCE MANAGEMENT**

**Course Objective:** **Total Hrs - 60**

To impart knowledge with respect to manpower management this is becoming very challenging for competitive organizations. To facilitate executives from different areas of expertise to handle the people issues in a humanistic way. To institute in executives the thrust of executing the HR concepts in their life as well as in their career development.

**MODULE- I Introduction** **10 hrs**

Concept, role and status of Human Resource Management, Personnel Management and HRM, Organisation and Functions of Personnel Management and HRM, HR Structure and Strategy. Human Resource Planning Process. Job Analysis and its process.

**MODULE –II Recruitment and Selection** **10 hrs**

Sources of Recruitment and Recruitment Process. **Selection** Process and Methods of Selection. Importance of induction and Methods of induction. Promotions and Transfers- Retirement and other Separating Process.

**MODULE- III** **10 hrs**

**Performance Appraisal-** Purpose- Factors affecting Performance Appraisal, Methods and Systems of Performance Appraisal. Limitations of PA System and overcoming those limitations. Job Evaluation. Methods of Job Evaluation.

**MODULE –IV Training and Development-** **10 hrs**

Meaning and Importance, Assessment of Training Needs. Training Methods. Evaluation of Training programme. Introduction to HRD.  
**Career Development Process and Career Counseling.**

**MODULE –V Industrial Relation;** **10 hrs**

Importance & scope of IR.  
Grievance Handling and Industrial Discipline.  
Industrial Disputes: Meaning of Industrial Conflicts, Causes and Types of IC-Strikes & Lockouts. Settlement of industrial disputes.

**MODULE –VI** **10 hrs**

Objectives & Importance of Trade Union; Reasons for employee to join trade union; Problems of TU & Remedies.  
Collective Bargaining: Meaning, definition & concept of CB; CB Process; Essential conditions for the success of CB.

**RECOMENDED BOOK:**

Edwin B Flippo: Personnel Management, McGraw Hill.

**REFERENCE BOOKS:**

1. Edwin B Flippo: Personnel Management, McGraw Hill.
2. Dr. Ashwataappa: Personnel Management, Himalaya Publications.
3. Reward Management- Remuneration Strategy and Practice, Michael Armstrong & Helen Murlis, Crest Publishing House
4. Essentials of HRM and Industrial Relation- Text and cases. Subba Rao- Himalaya Publications.
5. Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, (Oxford & IBM Publishing Co. Ltd).
6. Venkata Ratnam C. S. & Srivatsava B. K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES (Tata Mc-Graw Hill).
7. Bohlander, Snell, Sherman: MANAGING HUMAN RESOURCES [Thomson - South Western]

**MBAE234**  
**STRATEGIC MANAGEMENT**

**Course Objective**

The objective is to consider implications of strategic decisions for business firms and for individuals in a changing environment. To study the generation, and dissemination of knowledge about key strategic management issues to managers, consultants, students, and researchers.

**Total hours: 60**

**MODULE 1:**

**6hrs**

Strategic Planning and strategic management, Defining strategy, levels at which strategy operates, approaches to strategic decision making, the strategic management process, Strategic intent: Vision, mission and objectives

**MODULE 2:**

**4hrs**

**Environmental And Resource Analysis**

Environmental analysis: The organizations environment, External and internal environment, components of external and internal environment, Environment scanning, Organisations responses to the environment.

**MODULE 3:**

**6hrs**

**Industry analysis:**

A framework for industry analysis, Michael porter's analysis, usefulness of Industry analysis

Competitive analysis: Forces shaping competition in an industry, interpreting the five force model, Strategic group, and competitor analysis

Internal analysis: Resource based strategy, the resource based view, Resources, capabilities and competencies, approaches to internal analysis, carrying out SWOT

**MODULE 4:**

**6hrs**

**Strategy Formulation And Choice**

Corporate level strategy: Introduction, The balanced score card, Grand strategies, Growth/Expansion, strategy, Diversification Strategy, Stability strategy, Retrenchment strategy, combination strategy.

**MODULE 5:**

**6hrs**

The concept of corporate restructuring, the process of restructuring, mergers and acquisition, takeovers, co operative strategies, Reasons for strategic alliances, risks and costs of strategic alliances

**MODULE 6:**

**8hrs**

Global strategies: Globalisation, risks, global expansion strategies, the MNC mission statement, deciding which market to enter, market entry strategy, international strategy and competitive advantage Business level strategy, Strategic analysis and choice

**MODULE 7:**

**Strategy Implementation And Functional Strategies**

**6hrs**

Strategy implementation: Issues in strategy implementation, Activating strategy, resource allocation, strategy-structure relationship, the functional structure, divisionalisation,

**MODULE 8:**

**4hrs**

strategic business units (SBU), Behavioural issues in strategy implementation, Operational strategy, financial strategy, Marketing strategy and Human resource strategy

**MODULE 9 : STRATEGIC LEADERSHIP AND CONTROL**

Strategic leadership and competitive advantage, Strategic evaluation and control: Importance, barriers, evaluation criteria, strategic control, operational control, evaluation techniques for operational control, the control process, characteristics of an effective control system  
(8 Hours)

**MODULE 10 : STRATEGY AND TECHNOLOGY MANAGEMENT**

Designing a technology strategy, Technology forecasting and R & D Strategies, Strategies for acquisition and absorption of technology, emerging issues: Social audit  
(6 Hours)

**SUGGESTED BOOKS:**

VSP Rao, V Hari Krishna, Strategic management: Text and cases, Excel Books

Azar kazmi, Business Policy

Charles Hill and Gareth.R.Jones, Strategic Management: an integrated approach, biztantra, sixth edition

Alex miller, strategic management, Irwin Mc graw hill, third edition

Lawrence R.Jauch, William F Glueck, Business Policy and strategic management, Mc Graw Hill international editions, Fifth edition

**Books Recommended**

VSP Rao, V Hari Krishna, Strategic management: Text and cases, Excel Books

Azar kazmi, Business Policy

**MBAE235**  
**RESEARCH METHODOLOGY**

**Course Objective**

**Total Hrs – 60**

To familiarize students with the basic statistical tools and to develop the research skills in investigating and drawing objective conclusions of their study in the form of systematic reports.

**MODULE - I**

**Introduction**

**(5hrs )**

Meaning and significance of Research in Management, Different Approaches to research - Scientific method and non scientific Methods, Research Methods versus Methodology. Types of research , Research Process, Criteria of good research.

**MODULE - II**

**Research Design**

**(10 hrs )**

Formulation of research problem, Necessity for defining research problem, Generating research hypothesis, Research process, Research Design, Classification of research designs, Need for Research design, Features of good research design, Research proposal

**MODULE - III**

**Sampling Design**

**(8 hrs )**

Meaning, importance, Steps in sampling design, Types of sample Design - probability and Non Probability sampling designs, size of a sample, sampling errors.

**MODULE - IV**

**Measurement and Scaling Techniques**

**( 8 hrs )**

Measurement in Research, measurement scales, sources of error in measurement, tests of good measurement, scaling, meaning, important scaling techniques, scale construction techniques.

**MODULE - V**

**Methods of Data collection**

**( 8 hrs)**

Sources of data - primary and secondary data, sources of primary data - observation, Interview methods, questionnaire vs schedules, questionnaire construction and design.

**MODULE -VI**

**Processing of data**

**( 4 hrs )**

Processing of Research data - Editing, coding, classification and Tabulation. Problems in processing.

**MODULE - VII**

**Analysis of data**

**( 12 hrs )**

Measures of central tendency, Measures of variation, Hypothesis testing - one and two sample tests Non-parametric tests, Test of randomness, correlation and Regression analysis, ANOVA, Discriminate Analysis, cluster Analysis. Data Analysis using software packages.

## **MODULE -VIII**

### **Report Writing**

**( 6hrs )**

Significance of report writing, steps in report writing, types of reports, mechanics of writing a report, precautions.

### **Books for Reference**

1. Research Methodology, Panneerselvam, PHI
2. Research Methodology, C R Kothari, New Age International
3. Marketing Research, Harper W Boyd, Ralph Westfall and Stanley F Stasch, A.I.T.B.S Publishers and Distributors.

### **Recommended Book**

Business Research Methods, Donald Cooper and Pamela Schindler, TMH

**MBAE331**  
**INDIAN FINANCIAL SERVICES**

**Course Objective**

**Total Hrs - 60**

Financial system of a country is closely related to the economic development. There is drastic change in the functioning of financial system in this era of liberalization, privatization and globalisation. The purpose of including Indian Financial system as a subject is to give a clear understanding and knowledge of Financial system in the present scenario.

**MODULE – 1**

**(8 hours)**

**Overview of Financial System**

Introduction & Meaning of Financial System, Structure of Indian Financial System Objectives and Functions of Financial System, Financial System and Economic development. , Financial sector reforms in India.

**Module – 2**

**(12 Hours)**

**Money Market**

Meaning, Participants in Money Market, composition of money market - Call money market, Operations in call money market – Transactions and participants - advantages Drawback - Commercial bills market - Definition, types, operations in Bill market - Discount market –acceptance market – importance of Bill market and drawbacks, Treasury bills market – types operation and Participants – importance. Money market instruments - Certificate of Deposit, Commercial Paper, inter bank participation certificate repo instrument. Reforms and Development in the Money Market

**Module – 3**

**(10 Hours)**

**Financial and Regulatory Institutions**

Reserve Bank of India, Functions of RBI, Monetary Policy and Credit control. Commercial Banks, Regional Rural Banks, Co-operative Banking sector, Indigenous Banks. Development Banks, NBFC, Insurance companies - IRDA

**Module – 4**

**(14 Hours)**

**Capital Market**

Structure of Indian Capital Market, Functions of Capital Market, Government security Market, Industrial security Market, Long-term loans and Financial guarantee Market Derivatives Market, Depository system Reforms in the capital market during post liberalization period, Stock Exchanges – role and functions, Securities and Exchange Board of India. Mutual funds – Meaning, Types, Operations and organization of Fund.

**Module – 6**

**(8 Hours)**

**Financial Instruments**

Features of Financial Instruments, Types of Financial Instruments, Offshore Financing Instruments ADR, GDR, FCCB.

**Module – 7**

**(8 Hours)**

**Foreign Exchange Market** – International Dimensions of financial market – Meaning and Definition of Foreign Exchange – Foreign Exchange market – Functions –importance – Rate of Exchange – Kinds of Exchange Rates – Determination of Exchange rate – purchasing power parity theory – Balance of payment theory.



**Books for Reference:**

- 1) Vasant Desai, Indian Financial System and Development, Himalaya Publishing House.
- 2) Bharathi Patak, Indian Financial System,
- 3) Gordan and Natarajan, Indian Financial System, Himalaya Publishing House.
- 4) M.Y.Khan, Indian Financial System, , Tata Mc Graw Hill

**Books Recommended:**

Bharathi Patak, Indian Financial System,

**MBAE342**  
**DIRECT TAXES**

**Course Objective** **Total hrs - 60**

To enable the students to have a better knowledge about computation of net wealth and taxable income under various heads, and also tax liabilities and other legal obligations as per the Income Tax Act.

**MODULE: I** **4 hours**

Introduction To Taxation-Direct And Indirect Tax, Income Tax Act 1961, Income Tax Rules 1962, Finance Act, Scheme of IT An Over-View Basic Concepts- Assessee, Person, Assessment Year, Previous Year, Agricultural Income, Income, GTI, Total Income, Average Rate Of Tax *Capital And Revenue*.

**MODULE: II** **5 hours**

**Residential Status And Incidence Of Tax**, Determination of residential status, Kinds of income, incidence of tax, **Tax free income**

**MODULE : III** **10 hours**

**Income from Salary:** Chargeability, Various Allowances, Perquisites, And Their Valuation, Treatment of Provident Fund, profit the Lieu of salary, Deductions From Gross Salary, Retirement Benefits (Practical Problems).

**MODULE: IV** **6 hours**

**Income from house property:**

Chargeability, annual value and its determination, deductions from annual value, (practical problems)

**MODULE: V** **6 hours**

**Profits and Gains of Business and Profession:** Meaning Of Business and Profession, Incomes Chargeable Computation Of Taxable Income, Treatment fringe benefit tax, Deemed Profit And Incomes Treatment Of Depreciation.

**MODULE: VI** **6 hours**

**Capital Gains:**

Meaning of important terms, Computation of capital gains exemptions from LTGC.

**MODULE: VII** **6 hours**

**Income from Other Sources:** Incomes taxable, deductions allowed, Grossing up of income, computation of taxable income **Clubbing of income & set off and carry forward**

**MODULE: VIII** **5 hours**

**Deductions from gross total income**

**Assessment of individuals:** Computation of total income and tax liability.

**MODULE: IX** **2 hours**

Income tax authorities and their powers,

Collection and Recovery of Tax – Advance payment of tax, TDS

**MODULE: X**

**4 hrs**

**Filing return of income**

Statutory obligation to file return of income, PAN

Return forms

Time of filing return of income

Late submission of return

Revised return

**MODULE: X**

**Wealth tax Act, 1957**

**6 hours**

**BOOKS REFERENCE**

1. Direct Tax Law And Practice By Dr. Bhagawathy Prasad New Age Publications
2. Direct Tax Law And Practice By Dr. H.P Mehrotra Sahitya Bhavan Publications
3. Students Guide To Income Tax By Dr. Vinod .K. Singhani Tax Man Publications
4. Income Tax Law And Practice By Gaur And Narang Kalyani Publications
5. Direct taxes by BB Lal Pearson Publication Delhi

**Books recommended**

Income Tax Law And Practice By Gaur And Narang Kalyani Publications

**MBAE343**  
**STRATEGIC FINANCIAL MANAGEMENT**

**Course Objective:**

To expose the students to the concepts of Strategic Financing management, enabling them to be competent enough to face the changes in the corporate world.

**Total Hrs - 60**

**MODULE – I**

**Financial Policy and Strategic Planning.**

**8hrs**

Components of financial strategy; Objectives and goals; Strategic planning process. Agency Theory, Goal Congruence & Survival Strategies.

**MODULE – II**

**12hrs**

**Investments Decisions under Risk and Uncertainty.**

Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

**MODULE – III**

**10hrs**

**Expansion and Financial Restructuring.**

Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

**MODULE – IV**

**15hrs**

**Value based Management**

Rationale of Enterprise Valuation; Approaches to value Determination; Assets approach to valuation; Market value approach; capitalized earnings approach; valuation of Different kinds of Financial securities; valuation of Bonds, preferred stock and common stock.

**MODULE – IV**

**5hrs**

Value chain analysis, Activity Based Costing, Target costing, Quality costing.

**MODULE – V**

**10 hrs**

Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

**Books For References:**

1. Allen D: An Introduction to strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Copeland, T., T Koller and J Murrin: Valuation: Measuring and Managing the value of Companies, John Wiley, International Edition, New York.
4. Copeland, T.E. and J.F Weston: Financial Theory and Corporate Policy, Addison-Wesley, New York..
5. Hampton, Jone: Financial Decision Making, PHI, New Delhi.

**Referred Book for the Subject**

Pandey I.M Financial Management, Vikas Publishing House, IX edition.

**MBAE344**  
**PROJECT FINANCING AND MANAGEMENT**

**Course Objective:**

To expose the students to the concepts of Project Financing and management, Thus making them capable enough to take managerial decisions in the future.

**Total Hrs – 60**

**MODULE I**

**10 hrs**

**Project formation & Implementation**

Concept – Role of Economic Development – Stages of Development of an economy – Types of Projects – Implementation stages of the project Life Cycle.

**MODULE II**

**15 hrs**

**Commercial Viability & Financial Feasibility appraisal**

Market, Market analysis & Demand forecasting – Cost of production & Profitability – Debt service Coverage & Repayment Program – Break even analysis. Financial Feasibility - Capital Cost of project – Plant & Machinery – Technical know How – Miscellaneous Fixed Assets – Leverage ratios – Concept of Cost of Capital & its uses in Capital structuring.

**MODULE III**

**10 hrs**

**Technical Feasibility & Economic and Social Cost Benefit Analysis:**

Concept – General perspectives in Technical Feasibility – Basic level Queries – The Appraisal Points. Economic analysis – Economic Appraisal – SCBA & UNIDO Guidelines – Measurement of the Impact on Distribution .

**MODULE IV**

**10 hrs**

**Project scheduling & Monitoring:**

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM - Crashing of Project Network - Resource Levelling and Resource Allocation, Line of Balance.

**MODULE V**

**10 hrs**

**Project Risks, Risk Management & Credit Rating**

Concept – Risk assessment Techniques – Project cost risk analysis using crystal ball software – Estimating Time & Cost Overrun risks – Reasons for Project Cost Overruns – Lenders Perspective.

**Books for References:-**

1. Gopalakrishnan And Rama Moorthy, V.E., Project Management, Mac Millan India Ltd., New Delhi.
2. Goelb.B., Project Management-Principles & Techniques, Deep And Deep Publications, New Delhi.
3. Trimtoo Series On Project Management.

**Recommended Book**

Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review,  
Tata Mcgraw Hill

**MBAE345**  
**MANAGEMENT ACCOUNTING**

**Course objective**

Is to impart knowledge of financial statements and their analysis and interpretations. To emphasize on application of theoretical knowledge and help managers in decision making. To familiarize the students with managerial financial decisions which are taking place in organizations. To appreciate the importance of financial information for decision making process.

**Total Hrs - 60**

**MODULE: I**

**Introduction**

**(7 hours)**

Management Accounting- Importance and scope. Differences between Financial Accounting, Cost Accounting and Management Accounting, the Changing and emerging role of management accounting.

**MODULE: II**

**Financial Statement – Analysis And Its Interpretation**

**(10 hours)**

Meaning and nature of financial statements-Significance of financial statements-Types of financial statements-Limitations of financial statements-Steps involved in financial statement analysis-Tools of financial analysis-practical problems

**MODULE: III**

**Accounting Ratios And Its Analysis**

**(10 hours)**

-Objectives of ratio analysis-Classification of ratios-Liquidity ratios-Profitability ratios Solvency and capital structure ratios-Turnover ratios-Practical problems

**MODULE: IV**

**Funds Flow Statement**

**(12 hours)**

-Objectives of funds flow statement-Purpose of funds flow statement-Uses of funds flow statement-preparation of funds flow statement-Sources and Application of fund  
-Schedule of changes in working capital-Funds flow statement and Income statement-Funds flow statement and Balance sheet-Funds from operations  
-Treatment of provision for taxation and proposed dividend, interim dividend etc  
Advantages of funds flow statement-problems and solutions

**MODULE: V**

**Cash Flow Statement**

**(10 hours)**

-Meaning of cash flow statement-Distinction between funds flow and cash flow statement-Classification of cash flow-Preparation of cash flow statement-Calculation of cash from operation -Utility of cash flow statement-Limitations of cash flow statement-Practical problems

**MODULE: VI**

**Budgetary Control**

**(8 hours)**



-Meaning of budget and budgetary control-Objectives and advantages of budgetary control-Limitations of Budgetary control-Functional budgets-Master budgets-Fixed and Flexible budgets-Budget Reports-Zero based budgets-Performance budgets -Practical problems

## **MODULE: VII**

### **Management Reporting**

**(4 hours)**

-Meaning of Management Reports-Essentials of effective reporting-Reports to different levels of management-Forms of reporting-Kinds of reports-Specimen form of a Management report-Review of reports-practical problems

## **MODULE: VIII**

### **Management Audit**

**(4 hours)**

-Definition of Management Audit-Objectives of Management Audit-Scope of Management Audit -Areas of Management Audit

### **BOOKS FOR REFERENCE:**

1. Khan & Jain, Management Accounting, Mc. Graw Hill
2. I.M Pandey, Management Accounting, Vikas Publishers
3. Horngren, Sundem, Stratton, Introduction to Management Accounting, Pearson Education
4. S.N. Maheshwari, Management Accounting, Sulthan Chand & Sons
5. M.N. Arora, Management Accounting, Himalaya Publishers.

### **Books Recommended:**

Khan & Jain, Management Accounting, Mc. Graw Hill

**Course objectives**

To impart knowledge with respect to HRD which is becoming very REWARDING to EXECUTIVES in competitive organizations. To facilitate executives from different areas of expertise to critically understand the importance of executive training and development. To institute in executives the scope of employee counseling and mentoring in today's corporations.

**Total Hrs - 60**

**MODULE- I Introduction to HRD**

**12 hrs**

Evolution- Differences between HRM and HRD- HRD Functions- Roles of HRD Professional- Challenges of HRD Professional- Model of HRD process- Learning and HRD.

**MODULE –II**

**8 hrs**

Assessment of HRD Needs: Why HRD? Levels of Need Analysis- Organisation Analysis- Task Analysis- Person Analysis- Prioritizing HRD Needs- Reengineering HRD.

**MODULE –III**

**12 hrs**

Designing and implementing HRD Programs: Introduction- Objectives- Purchasing HRD Programmes- Selecting the trainer- selecting the training methods(on the job, off the job and modern)- Preparing training materials- scheduling the training programme- implementing the training programme.

**MODULE –IV**

**8 hrs**

Evaluation of HRD Programmes: Introduction- Purpose of HRDE- Models of HRDE- Data collection for HRDE- Research Design- Ethical issues of E-Research- Evaluation of Training Costs.

**MODULE –V**

**12 hrs**

Coaching- Counseling- Mentoring- Need-Importance- Improve poor performance- skills necessary for effective coaching- Effective counseling as an HRD activity- Issues in E Counseling- Mentoring and its importance- Mentoring and coaching- Preparing the next generation through Mentoring.

**MODULE –VI**

**8 hrs**

Management Development- Introduction- Describing the managers' job- Making MD strategic- M Education- MT and experiences- Designing MD programs- HRD programs for culturally diversified employees.

**RECOMENDED BOOK:**

1. Randy.L.DeSimone, David.M.Harris: Human Resource Development, The Dryden Press, Harcourt Brace College Publishers- 2nd edition.

**REFERENCE BOOKS:**

1. Edwin B Flippo: Personnel Management, McGraw Hill.
2. Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, (Oxford & IBM Publishing Co. Ltd).
3. Venkata Ratnam C. S. & Srivatsava B. K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES (Tata Mc-Graw Hill).
4. Randy.L.DeSimone, David.M.Harris: Human Resource Development, The Dryden Press, Harcourt Brace College Publishers- 2nd edition.

**MBAE362**  
**PERFORMANCE MANAGEMENT**

**Course Objective:** Participants will examine the development of Performance Management in organizations. The class will utilize lectures, group discussion, and several other analytical approaches to identify and influence effective and ineffective behaviors (to better manage employee populations on an ongoing basis). This course will expose them to the concepts of Performance Management and enhance their ability to assist organizations to deliver effective Performance Management programs.

**Total 60 hrs**

**MODULE – I**

**8hrs**

**Introduction of Performance Management System:** Defining Performance Management System - Performance Planning, Performance Coaching and Performance Appraisal, Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning.

**MODULE – II**

**8hrs**

**Performance Planning:** Linking individual and team goals to organizational goals, Goal Setting Procedure

**MODULE – III**

**18 hrs**

**Performance Appraisal:** Definition and Objectives of Performance Appraisal, Process of Performance Appraisal - Self Assessment and its importance, Methods of Performance Appraisal - Traditional and Modern - Straight Ranking Method - Paired Comparison Method - Critical Incident Method, Behaviorally Anchored Rating Scale Management by Objectives - Process and Importance Why Performance Appraisal fails - Halo Effect - Cultural issues in Performance Appraisal. How to minimize the effect of causes for failure of Performance Appraisal

**MODULE – IV**

**12 hrs**

**4. Performance Coaching:** Performance Appraisal as a Training Need Assessment Counseling for better performance, Feedback Mechanisms in organizations - Training the superiors to give constructive feedback

**MODULE – V**

**14 hrs**

**5. Current Trends in Performance Management Systems:** Emphasis on Continuous Feedback  
360 Degree - A Debate  
Assessment Centers  
Use of Technology  
Challenges ahead in Performance Management Systems  
Potential Appraisal  
Assessment Center

**Books for References:**

1. Pulakos, E. D. (2004). Performance Management: A roadmap for developing, implementing and evaluating performance management systems. SHRM Foundation (<http://www.shrm.org/foundation/1104pulakos.asp>)
2. Bacal, Robert (1999). Performance Management. (Ba) McGraw-Hill. New York. ISBN 0-07-071866-0
3. Latham & Wexley (1994). Increasing productivity through performance appraisal. (LW) Addison-Wesley Publishing Company, New York. ISBN= 0-201-51400-1
4. Smith, JD" S, and Mazin, R: 2004, *The HR answer book*, AMACON & Becker, B. E.,
5. Huselid, M. A., & Ulrich, D. 2001, *The HR scorecard*, Harvard Business School Press

**Course objective**

To increase the student knowledge of theories and practices dealing with Industrial Relations which highlights the employee - employer relationships in non unionized settings and also it helps to review over our current legislation and its impact on human resources policies and practices.

**Total Hrs – 60 hrs****MODULE-I****12hrs**

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

**MODULE-II****10hrs**

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions, competitive wages and benefits.

**MODULE-III****12hrs**

Employee Counseling - Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies - A Discussion - Worker Development & Worker participation.,strikes,lockouts &boycotts.

**MODULE-IV****12hrs**

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) - The Bargaining Process - Strengths and Skills.

**MODULE-V****12hrs**

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

**Books for References**

1. Arun Monappa: INDUSTRIAL RELATIONS; Tata Mc-Graw Hill Publishing Company Ltd.
2. Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.
3. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
4. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR - FIVE YEAR PLANS.
5. B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.
6. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

### **Course Objective**

The course is designed to provide an in-depth understanding of the Labour laws as designed and enacted in India. It would elaborate on the provisions of Labour laws in context of rights and duties of employers and employees which every manager of today is required to know.

**Total Hrs - 60**

### **MODULE-I**

**12hrs**

**Introduction:** Historical Dimensions of Labor & Employee Legislation in India including the fillip from Indian Freedom Movement; Place of Tata Enterprise as a forerunner of Indian Labor Welfare Legislation; Labor Protection & Welfare [social security & social justice] and system of economic governance ;international Labor Standards & India – Evolution&Trackrecord

### **MODULE-II**

**12hrs**

**Indian Labor Statutes:** Trade Union Act, Factories' Act, ID Act, & Industrial Employment Act. – Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers', employees', government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives; Concept & Mechanics of Employment Standards & Employee Rights – An Overview

### **MODULE-III**

**14hrs**

**Indian Labor Wage & Welfare Legislation:** Wage and Bonus Legislation including equal remuneration act; Welfare oriented acts including workmen's compensation act, ESI, PF, Maternity Benefits, and Gratuity - Provisions, Implementation Agencies, Reporting Processes & Procedures including a brief view on formats to be submitted to authorities; Experiences from implementation of each of these acts from employers', employees', government & society points of view and from landmark judgments; New look at the labor law and needed labor reforms to be in tune with market imperatives;

### **MODULE-IV**

**14hrs**

**Employee Legislation in the emerging economy:** The role of human capital [call it labor/ employee/ stakeholder] in the liberalized, private enterpriser and global work environment; Distinction between organized and unorganized [Informal] labor vis a vis labor legislative framework; Increasing Contract Labor & Related Legislation; Experiences in organizing the unorganized labor – Illustrations from Kerala, Orissa, Tamil Nadu, Karnataka, & Andhra Pradesh; Federal and State Legislative Efforts on unorganized labor

### **MODULE-V**

**8hrs**

**Emerging Dimensions:** Quality of Life of workers [of all levels] and governance of enterprises – Views on the role of labor legislation; Scope & Place of labor legislation for knowledge bases organizations in the areas, including the BPO, KPO, Call Centers, Software Design and Consulting; Gender Dimensions of Labor Laws;

**References**

1. Globalization and Labour-Management Relations - Dynamics of Change, "C S Venkata Ratnam" Response Books [2001]
  2. Human Resource Management, "Biswajeet Pattanayak", 2/e, PHI, ISBN: 8120323483
  3. Creating Performing Organizations: International Perspectives for Indian Management, Edited by Vipin Gupta, Et al, Response Books, ISBN: 0-7619-9652-4
- Text & Cases on each of the laws may be referred to for clear import and implications.

### **Course Objective**

To impart knowledge with respect to Strategic HRM which is becoming very challenging to become competitive organisations. To facilitate executives from different areas of expertise to handle the people issues in a strategic way. To institute in executives the thrust of executing the SHR concepts in their organisation for continuous growth.

**Total Hrs - 60**

### **MODULE- I Introduction to SHRM**

**12 hrs**

Definition- Aims- The rationale of SHRM- Resource based SHRM- Approaches to SHRM- Limitations to the concept of SHRM- HR Information Strategy- Achieving fit between HRS and Business strategy- Formulating HRS- Implementing HRS.

### **MODULE –II Managing Change**

**8 hrs**

The intention of change management- CM Strategies- Cultural and structural change- CM Style- Implementation of HRS- level and degree of intervention- speed and scope of HR changes- Direction of changes- Interpretation of the change.

### **MODULE –III S Training and Development**

**10 hrs**

The strategic purpose of T- Strategic positioning of T- A stakeholder analysis of T&D- SHRD- SHRD system practices and facilitators- SHRD in India's most valuable companies.

### **MODULE –IV**

**8 hrs**

Importance & scope of S Compensation and SIR- Best practices models- contingency model of SHRM.

### **MODULE –V**

**12 hrs**

HRS at Global Level- IHRS at the industry level- regional level- national level- enterprise level- The HRS implications of globalization.

### **MODULE –VI**

HRS some difficulties- Introduction- Integration in HRS- Integration the impossible dream- HRS Decision making- an over rationalist approach- Is HRS actually happening?

### **REFERENCE BOOKS:**

1. Edwin B Flippo: Personnel Management, McGraw Hill.
2. Reward Management- Remuneration Strategy and Practice, Michael Armstrong & Helen Murlis, Crest Publishing House
3. SHR TECHNOLOGIES- Keys to managing people: Ashok chanda, B.S. Krishna and Jie Shen, Response Business Books from SAGE.
4. Strategic HRD: Srinivas R.Kandula, Prentice-Hall of India Pvt. Ltd.
5. Strategic Human Resource Management by Charles.R.Greer-*Pearson Education*
6. Strategic Human Resource Management by Fred.K.Faulkes-*Prentice –Hall*

### **RECOMENDED BOOK:**

- 1). C.Mabey & G.Salman: Strategically Managing HR, Beacon Books or Infinity Books.
- 2). A Handbook of HRM Practice- M.Armstrong, Kogan Page US.



**MBAE351  
CONSUMER BEHAVIOUR**

**Course Objective**

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

**Total Hrs - 60**

**MODULE – I**

**Consumer the Decision Maker**

**12hrs**

Consumer Behaviour and Marketing: Consumer Benefits, why study consumer behaviour, consumer decision making process, problem recognition & Information search, alternative evaluation choice, consumption & past purchase behaviour.

**MODULE – II**

**Psychological Influences on consumer decision making**

**14 hrs**

Self image & personality, personal values, lifestyles, psychographics & relationships Memory, Learning, perception, Motivation & Involvement Attitude – sources functions, theories & models.

**MODULE – III**

**Sociological influence on consumer decision making:**

**12 hrs**

Cultural & sub cultural influence, social class & reference group influence of family

**MODULE – IV**

**12hrs**

Researching consumer behaviour models of consumer behaviour Nicosia, Howard sheet consumer research strategies, methods of gathering consumer information's, measuring consumer characteristics

**MODULE – V**

**10hrs**

**Consumerism** - consumer safety, consumer information choice redress marketers response to consumer issues.

**Books for Reference:**

- 1) Consumer Behaviour: Jay Lindquist & Joseph Sirgy – Biztantra
- 2) Consumer Behaviour: David London & Albert Della Bitta – Mcgrawhill.

**Books Recommended:**

Consumer Behaviour: Jay Lindquist & Joseph Sirgy – Biztantra

## **MBAE352 - SALES & DISTRIBUTION MANAGEMENT**

### **Course Objective:**

Sales management will cover the issues of designing sales force, staffing and evaluating sales force and improving the skills of sales people etc, besides theoretical inputs the course would also provide practical input for improving selling skills.

### **(A) SALES MANAGEMENT**

#### **module 1**

**(10hrs)**

Nature and importance of Sales Management, Dimensions of sales management  
Lateral relationships of a Sales manager  
Planning and organizing Sales Force  
Estimating market potential and forecasting sales  
Importance and Definitions, Sales forecasting Methods-Quantitative and Qualitative techniques  
Organising the sales force --Nature and Characteristics, Basic Types of organization, Specialisation within Sales department  
Various hierarchical levels in sales structure and their job responsibilities

#### **Module 2**

**(10hrs)**

Management of the Sales Force  
Sales Force Staffing Process  
The Planning Phase, The Recruiting Phase - The selection Phase– Hiring and Assimilation Phase.  
Training the sales force --Training Assessment, Designing and implementing training programmes-Evaluation of training programmes-Refresher training  
Directing the Sales force  
Time and Territory management --Objectives and criteria for Territory formation , Sales territories Design, Time management, Routing and Scheduling  
Sales quotas and compensation  
Purpose, Types of quotas, Administration of quotas, Objectives of a compensation Plan, Developing the Compensation Plans-Basic and Combination, Trends in Compensation plan  
Restructuring quotas due to changes in organization, product portfolio, and geographical coverage.  
Motivating and Leading the sales force  
Importance of Motivation, Behavioural concepts, Selection of motivational tools, Challenges in Sales force motivation, Sales Leadership-Roles, Skills and Styles, Supervision-Tools and Techniques, Morale-Factors, Effects and Building process  
Monetary Vs Psychic wages  
Controlling and Evaluating the sales force  
Analysis of sales, costs and profitability, Budgeting, Sales analysis-Marketing Cost Analysis-Increasing sales force productivity.  
Measuring and Evaluating sales force performance, Nature and Importance of Performance evaluation, Establishment of standards, Measuring sales force performance, Evaluation Follow-up  
Performance Evaluation exercises

#### **Module3**

**(10hrs)**

The Environment for personal Selling management  
Social and Cultural, Technological and Competitive environment, Unethical sales force behaviour-Social responsibility-Legislation affecting selling and sales management  
Sales Force Automation tools

## Personal Selling Process

The different approaches-Benefit selling, Relationship selling, The various stages of selling process-Prospecting, Pre-approach, Approach, Presentation, Trial Close, Handling Objections, Close, Follow-up, Selling Aids

### Reference Books

- 1.Cundiff & Still, *Sales Management – Decision, Strategy & Cases*, PHI – 5thEdition
- 2.Charles M. Fu trell, *Sales Management Teamwork, Leadership and Technology*, Thomson.
- 3.William J. Stanton and Rosann Spiro, *Management of a Sales Force*, 10<sup>th</sup> Edition, Irwin-McGraw –Hill,1999

## **(B) DISTRIBUTION MANAGEMENT:**

### **Module 4**

**(10hrs)**

An overview of Distribution Management --Marketing Channels Analysing marketing channel structure, Functions and Flows- Channel relationship Channel Structure Channel structure in Product Vs Service organization. The retail environment Importance, Structure and economic factors, Different formats, Shopping Behavior, Study of channel in different industries

Retail Planning Strategies, Retail marketing mix, Procurement and distribution, Merchandise plan

Retail management-- Performance measurement, Evaluation

Wholesaling --Importance, Structure and functions, Different format, Selection and using wholesalers

Channel Planning

Designing Channel systems --Organisational Patterns in Marketing Channels-- Vertical integration, Outsourcing --Electronic Channels

### **Module 5**

Channel Management

**(10hrs)**

Management of Marketing Channels--Managing intra channel conflict, Managing multiple channels

Marketing Channel Policies-- Market, customer coverage, pricing, product line policies

Channels Information systems

Elements of channels information systems-Impact on service -- performance parameters

Assessing marketing channel Performance

Measurement and evaluation of channel members contribution, Result of channel performance

### **Module 6**

**(10hrs)**

Marketing Logistics and Demand Chain Management

Logistics and competitive Strategy, Customer Service Dimension, Developing the logistics organization and Management. Transportation and warehousing decisions, Marketing Handling, Inventory Management, Marketing Logistics Cost and Performance, Benchmarking

## Reference Books

1. Anne T. Coulghon etall, *Marketing Channels* – Pearson Education
2. Martin Christopher, *Logistics & Supply Chain Management, Strategies for reducing cost & improving service* – Pearson Edication – 2<sup>nd</sup> Edition – 1998
3. Charles M. Futrell, *Sales Management*, Thomson
4. William J. Stanton and Rosann Spiro, *Management of Salesforce*, McGraw – Hill.

**MBAE353**  
**INDUSTRIAL MARKETING**

**Course objective**

The course is designed to provide an in-depth understanding of the dimensions of industrial marketing, Organizational buying behavior, Strategy formulation in the industrial market, formulating pricing policies, marketing communication.

**Total Hrs – 60 hrs**

**MODULE -I** **(5hours)**

**Dimensions of industrial marketing:**

Nature of industrial marketing, resellers market, organizational customers, govt. agencies, institutions, classification of industrial products, characteristics of organizational procurement, industrial marketing environment

**MODULE -II** **(15hours)**

**Organizational buying behavior**

Baygrid model, phases in the purchasing decision process, buying center influence matrix, buying center roles, model of organizational buying center, objectives in organizational objectives, purchasing influence, Sheth model, joint decision making, psychological factors, conflict & resolution.

**MODULE -III** **(10hours)**

**Strategy formulation in the industrial market**

Strategic planning process, developing marketing strategy, segmentation, targeting, positioning.

**MODULE -IV** **(7hours)**

**Formulating product planning**

Industrial product life cycle strategies & analysis perceptual mapping in product evaluation, new product development process.

**MODULE –V** **(7hours)**

**Channel strategy formulation**

Dual channel strategies, choosing the right distributor manufacturers representatives & their participation, other channel participants, maintaining indirect channel effectiveness, total cost approach, identifying cost centers.

**MODULE VI** **(8hours)**

**Formulating Marketing communication**

Developing the industrial sales force, planning, organizing & controlling the selling functions, managing advertising, sales promotion & publicity.

**MODULE VII** **(8hours)**

**Formulating pricing policies**

Factors that influence pricing, pricing strategies, pricing policies, break-even analysis, ROI pricing, expected payoff analysis, competitive bidding, price negotiating, leasing.

**Books for reference:**

1. Industrial marketing by Robert Reeder, Edward Brierty & Betty Reeder; Prentice hall India pvt ltd.
2. Industrial Marketing by Krishna k Havaladar, Tata Mcgraw Hill
3. Industrial Markteting:Hill, Alexander & cross AITBS publishers house

## **MBAE354 - SUPPLY CHAIN & LOGISTICS MANAGEMENT**

### **Course objective**

Is to impart knowledge about how supply chain management impacts all areas of the firm, and to show how firms can improve their competitive position by employing the practices.

**Total Hrs: 60**

### **Module 1 Introduction To SCM**

Understanding the Supply Chain--The changing business landscapes driving forces  
--Supply chain concepts and characteristics--Discussions of logistics interface with micro economy such as marketing, production and other functional areas and macro economy such as global economic policies

### **Module 2: Planning Demand and Supply**

Demand forecasting--Role of aggregate planning--Planning strategies; MRP, ERP--Managing predictable variability

### **Module 3 Procurement and Inventory Decision Making**

Inbound logistics along the supply chain --Materials Management: Procurement and importance of item and service purchased--Significance of Inventories in broader perspective--Inventories in the organization- rationale for inventory--Classifying inventory--Approaches to managing inventory under conditions of certainty and uncertainty--Inventory at multiple locations and determining optimal level of inventory --Problems in inventory management

### **Module 4 Warehousing Decisions**

Role nature and importance of warehouse--Warehouse operations and design  
--Materials handling and storage

### **Module 6 Supply Chain and Logistics Information System**

Use of information in a supply chain--Information system building process and role of E-business in a supply chain--Positioning information in logistics--Obstacles to co-ordination in a supply chain

### **Module 7**

#### **Transport System and Economics**

Transportation System, Forms and Service Characteristics , Technological development in Transportation - in India, Transport and countries economy, transportation energy and the environment, Transportation System, Forms and Service Characteristics.

### **Module 8**

#### **Logistics Management**

Definition - Logistics role in the economy and in the firm, Organization of Logistics functions, Integrating Logistics functions in overall organization structure.

Supply Management and Logistics - Integrated Logistics Planning - Evolution of World Class Management and implication for supply Management.

Organization of Logistics functions, Integrating Logistics functions in overall organization structure. Measurement of performance of Logistics function and functionaries.

Integrated Logistics Planning - Evolution of World Class Management and implication for supply Management

**Reference Books:**

1. Burt . Dobler and Starling, *World Class Supply Management*, - Tata McGraw Hill
2. Coyle Bondi and Langely *The management of Business Logistics a supply chain perspective* - Thomson South Western
3. Boversox and Closs ,*Logistical Management* - Tata McGraw Hill
4. David J. Bloomberg, Stephen Lemay, Joe B. Hanna *Logistics emay*, Joe B. Hanna –
5. Boversox and Closs ,*Logistical Management* - Tata McGraw Hill



**MBAE 355**  
**RETAIL MARKETING**

**Course objective**

The course is designed to provide an in-depth understanding of the retail marketing, building sustainable relationships, buyer's behavior, pricing strategies and delivery channels to the end users. And providing cutting edge coverage on the latest topics and developments in retailing.

**Total Hrs: 60hrs**

**MODULE- I**

**12 hrs**

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets.

**MODULE- II**

**12hrs**

**Situational analysis**

Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, nonstore-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies.

**MODULE - III**

**6 hrs**

Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display.

**MODULE - IV**

**6hrs**

Customer Buying behavior: Types of Buying decisions; The Buying Process; Social factors influencing buying decisions.

**MODULE - V**

**12hrs**

Managing retail business: Retail organisation and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

**MODULE-VI**

**8hrs**

Delivering the product: Retail Information Systems; Merchandise management

**MODULE VII**

**8 hrs**

Pricing strategies; Price adjustments; Using Price to stimulate Retail sales

**Books for reference**

- 1) Berman B and Evans J R- Retail Management (Pearson Education)
- 2) Michael Lervy M and Weitz B W- Retailing Management (Tata McGraw-Hill)
- 3) Lamba- The Art of Retailing (Tata McGraw-Hill, 2001)

**MBAE 441**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objective**

To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors and Portfolio management practices in india. Also to familiarize the students with the fundamental and technical analysis of the diverse investment avenues

**Total Hours: 60**

**MODULE- 1:**

**8 Hrs**

Basics of investment – Scope - Economic meaning and significance of income, savings, investments, security, speculation, and gambling Comparison between investment and speculation - Profile of Indian investors and factors influencing investment decisions – Internal and external factors, Legal framework of securities market in India, investors and stock exchanges, and its significance in Indian financial system.

**MODULE - 2**

**10 Hrs**

Investment Options and Attributes: Characteristics features of financial instruments, Types of financial assets and instruments, Various investments - Company Shares, Debentures, Bonds, Mutual funds, fixed deposits, gilt- edged securities, Futures and Options, post office schemes, company and public provident funds, unit trust of India, LIC, Real Estate, bullion, insurance schemes and Global securities - Risk, Return, Security, Maturity, and optional features. Finance vs. investments- interactive decision elements.

**MODULE – 3**

**10 Hrs**

Security Markets: Features of capital markets and functioning, New issues market - IPO's, procedures - valuation of issues - fundamental and technical considerations - Stock exchanges - role and importance, trading procedures in securities, - brokers and Jobbers, Index's - Role of SEBI in brief.

**MODULE - 4**

**12 Hrs**

Security Analysis: Risk perception and attitude. Systematic and Non-Systematic risks. Fundamental analysis – Company, Industry and Economic analysis - Technical analysis of securities – Charts, and Graphs - Moving averages - Types – implications on investment.

**MODULE - 5:**

**12 Hrs**

Security pricing: Security Valuation - Factors influence valuation - Valuation of fixed income instruments and equities - calculation of return on yield, Intrinsic value, Mathematics of financial evaluation, discounting, compounding, annuities, present value, and yield and calculations Net worth. Equity valuation - Constant Growth Modal - Dividend capitalization - Earnings capitalization, security pricing model

**MODULE - 6:**

**8 Hrs**

Portfolio management; Meaning, Return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services. Portfolio theory - contribution of William Sharpe and Harry Markowitz,- Single index model, capital asset pricing modal and arbitrage pricing theory

**BOOKS FOR REFERENCE:**

1. Fisher & Jordan, "Investment Management."
2. Avadhani, Security Analysis and Portfolio Management. VII edition
3. Shalla, Security Analysis and portfolio management.
4. Puneethavathi & Pandian, Security Analysis and Portfolio Management.
5. Prasanna Chandra, Managing Investments.

**Books Recommended:**

Shalla, Security Analysis and portfolio management.

**MBAE 442**  
**INTERNATIONAL BUSINESS FINANCE**

**Course objective**

The objective is to blend sound theoretical knowledge of foreign exchange economics with practical and procedural aspects of banks and other institutions connected with foreign exchange. It also provides understanding of risk management by banks as well as exporters and importers.

**Total hrs - 60**

**MODULE 1**

**Changing Global Financial Environment**

**12hrs**

Evolution of the International Monetary system, Bimetallism, Classical Gold standard, Interwar period, Bretton woods system, Flexible Exchange rate regime. The current exchange rate agreements, European monetary system, Mexican peso crisis, Fixed Versus Flexible Exchange rate regime

**MODULE 2**

**Balance Of Payments**

**8hrs**

Concept of Balance of payments, Concept and Principles behind compilation of BoP account, Components of BoP and factors affecting them, Importance and Limitations of BoP statistics, Relationship of BoP with other Economic Variables

**MODULE 3**

**Foreign Exchange Markets**

**12hrs**

The structure of the FOREX markets, Functions of Foreign exchange markets, The foreign exchange rates, Arbitrage, The spot market, Cross rates of exchange, Bid-ask spreads, The forward market, The regulations. Derivatives, Foreign currency futures, Foreign currency options.

**MODULE 4**

**Exchange Rate Determination**

**8hrs**

Interest rate parity, Purchasing power parity, The Fisher effects, Forecasting exchange rates – Efficient market approach, Fundamental approach, Technical approach, Performance of forecasters

**MODULE 5**

**Euro Currency Markets**

**12hrs**

Introduction to Euro markets, Euro currency instruments, Determinants of Euro currency rates, Growth of Euro dollar markets, International bond markets, External commercial borrowings, Euro debts, foreign currency convertible bonds, Advantages of Euro bonds, Performance of Indian Euro issues

**MODULE 6**

**Managing Foreign Exchange Exposure**

**10hrs**

Management of foreign exchange risk, Management of translation Exposure, Management of transaction Exposure, Management of Economic Exposure

**Books for reference:**

1. Madhu Vij, International Financial Management, Excel Books, Second Edition
2. Eun and Resnick, Mc Graw Hill international editions
3. Allan C. Shapiro, Multinational Finance Management, Prentice Hall, New Delhi, 1995
4. Apte P.G, International financial Management, TMH, New Delhi,

**Books Recommended:**

Madhu Vij, International Financial Management, Excel Books, Second Edition

**MBAE 443**  
**INDIRECT TAXES**

**Course objective**

The objective is to gain expert knowledge of the principles and practice of the indirect taxes in India Central Excise Act, 1944 and the related Rules, and Central Excise Tariff Act. 1985.

**Total Hrs – 60**

**MODULE: I**

**4 hrs**

Nature of Excise Duty, legislative history, coverage, levy and collection of excise duties, legal effects of Notifications, Tariff Advises, Trade Notices.

**MODULE:II**

**3 hrs**

Registration procedures –Maintenance of records, registers and filing of returns

**MODULE:III**

**3 hrs**

Provisions governing manufacture and removal of excisable goods – valuation under the excise rules.

**MODULE:IV**

**5 hrs**

Provisions relating to storage of excisable goods, time and manner of payment of duty and other matters relating to removal of goods.

**MODULE:V**

**6 hrs**

Classification of goods under the Central Excise Tariff Act with reference to Rules of Interpretation.

**MODULE: VI**

**10 hrs**

Assessment including provisional assessment, self removal procedure, Payment of duty, and rate of duty, Record based control and production based control

**MODULE: VII**

**4hrs**

Remission of duty on goods used for special industrial purposes – procedure for exports, duty draw back – Provisions relating to CENVAT.

**MODULE: VIII**

**3hrs**

Departmental organizational set up, adjudication and appellate procedures – Offences and Penalties – exemption for small scale industries. Customs Act 1962 and Customs Tariff Act 1975.

**MODULE: IX**

**3hrs**

Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti dumping duty and exemption from customs duties.

**MODULE: X****4hrs**

Basic principles of classification of goods and valuation of goods- Customs authorities, appointment of customs ports, warehousing stations – provisions governing conveyance, importation and export of goods, special provisions regarding baggage, goods imported or exported by post, and stores.

**MODULE: XI****3hrs**

Detailed procedure in relation to transportation and warehousing – drawback of customs duties paid – Prohibition, search and seizure, adjudication, appellate remedies including prosecution in court of law and allied miscellaneous matters.

**MODULE: XII****4hrs**

Service Tax: Meaning, Applicability, Procedure for Registration and Maintenance of records and registers – Payment of Service tax – Liability – Submission of returns – Authorities.

**MODULE: XIII****3hrs**

central sales tax- meaning, applicability, registration, records to be maintained returns to be submitted, meaning of dealers, inter state turnover, definition of turnover, assessment, appeal, and VAT

**BOOKS RECOMMENDED**

1. In Direct Tax Law And Practice By Dr. Vinod .K. Singhanian Tax Man Publications
2. Indirect tax loss : Prof. Vaidhishwaran

## **MBAE 444 - MERGERS ACQUISITIONS AND CORPORATE RESTRUCTURING**

### **Course Objectives**

To provide an in-depth understanding of corporate restructuring and insolvency. To enable the participants to develop corporate restructuring solutions under different industrial conditions. To familiarize the students with corporate restructuring processes taking place in the Indian industries

**Total Hours: 60**

### **Module 1: Corporate Restructuring – An Overview (6 Hours)**

Meaning of Corporate restructuring, reasons and various forms of corporate restructuring- Underlying Issues in restructuring -Growing need for corporate restructuring in recent times- Global scenario and national scenario.

### **Module 2: Mergers and Acquisitions and Takeovers (10 Hours)**

Meaning and concept; –merger waves- types of Mergers- Merger and Acquisition process - Trends of Mergers and Acquisitions in India – Accounting, Taxation and Financial aspects of Mergers and Acquisitions- AS:14 Accounting for Amalgamation – Amalgamation in the nature of Merger and Amalgamation in the nature of purchase Takeovers: types of takeovers; legal aspects - SEBI takeover Code; bail out takeovers and takeover of sick units; takeover defenses; cross border takeovers; Revival, Rehabilitation and Restructuring of Sick companies

### **Module 3**

#### **Funding of Mergers and Takeovers (6 Hours)**

Funding through various types of financial instruments including equity and preference shares, options and securities with differential rights, swaps, stock options; ECBs, LBOs, ESOPs, MBOs, Divestment of PSUs – Indian Scenario, Master Limited Partnerships.

### **Module 4**

#### **Corporate Demergers (8 Hours)**

Factors Involved in Divestment Decisions, Modes of Demergers-divestitures, spin-offs- Motives for divestitures, Divestiture and spin-off Process, equity carve-outs, split-ups and split-offs

### **Module 5**

#### **Corporate Control – Buyback of shares and Exchange offers (8 Hours)**

Nature of Cash repurchases, Dividend-like effects of Share Repurchases, Basic Stock Repurchase Model, Theories behind share Repurchases, Rationale behind Popularity of Buybacks and Indian Scenario. Procedure for buy-back of shares by listed and unlisted companies, Concept of Exchange Offers



## **Module 6**

### **Post Merger Re-organisation**

**(6 Hours)**

Factors in post merger reorganization: integration of businesses and operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.

## **Module 7. Securitisation and Debt Recovery**

**(8 Hours)**

### **a. Securitisation Act :**

Overview of the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002; process; participants; Special Purpose Vehicle (SPV), Asset Reconstruction Companies (ARCs), Qualified Institutional Buyers (QIB)

### **b. Debt Recovery Act:**

Overview of the Recovery of Debts Due to Banks and Financial Institutions Act, 1993; Tribunal, Procedure; compromises and arrangements with banks and creditors

## **Module 8. Winding up**

**(8 Hours)**

Concept; modes of winding up; administrative machinery for winding up

Winding up process and procedure; managing stakeholders and Parties in liquidation; conducting meetings of shareholders etc.; dealing with contracts; managing estate and liabilities to professionals/service providers such as valuers, security agencies, etc; best practices in performing liabilities; Role of liquidators and insolvency practitioners. Consequences of winding up; winding up of unregistered companies; dissolution, Introduction to Cross Border Insolvency

### **BOOKS FOR REFERENCE:**

- 1.L.M. Sharma, Amalgamation, Mergers, Takeovers, Acquisitions-Principles, Practices & regulatory Framework, Company Law Journal, New Delhi
- 2.J.C.Verma, Corporate mergers, Amalgamations and Takeovers;Bharat Publishing house, New Delhi
- 3.N.L.Bhatia,Takeover Games & SEBI takeover regulations; taxman allied services pvt.Ltd,New Delhi
- 4.AIMA publications,Corporate Restructuring, Strategies and implications, Excel Book
- 5.ICSI publication, Handbook on Mergers, Amalgamations and takeovers-Law and practice
- 6 Mergers and Acquisitions volume I, II, III and IV – ICAI UNIVERSITY PRESS  
Investment Banking Series.

### **Books Recommended**

M & A and Corporate Restructuring: Prasad G Godbole / Vikas Publication

**MBAE 445**  
**COMMODITIES MARKET AND DERIVATIVES**

**Course Objective**

This course aims to familiarize the students with the functioning, settlement systems, the factors influencing the commodity markets, the global and the domestic scenario of commodity markets, its role in the economy and the risk management aspects relating commodity trading. To provide the students an understanding of the emerging areas of Risk Management and to equip the students with the tools and techniques needed to manage financial risk efficiently.

**Total Hours:60**  
**10 Hrs**

**MODULE- I:**

**Introduction to Derivatives**

Derivatives defined - Types of derivatives: - Financial derivatives - Commodity derivatives - Products, participants and functions – Exchange – traded versus OTC derivatives - Instruments available for trading - Types of instruments (future, options) Basics – Payoffs - Using commodity derivative Markets - Hedging – Speculation - Arbitrage

**MODULE- II:**

**Commodity Derivatives**

How they differ from financial derivatives – Warehousing - Quality of underlying assets Global commodities exchanges - Commodities exchanges in India (regional & national)- Commodities permitted for trading - Kabra Committee Report (Roadmap) – Commodity - specific issues - Cropping and growth patterns - Global and domestic demand- supply – dynamics - Price trends and factors that influence prices

**12 Hrs**

**MODULE- III:**

**Pricing commodity derivatives**

Investment assets versus consumption assets - The cost of carry model - Pricing futures contracts on investment commodities - Pricing futures contracts on consumption – commodities - The futures basis-Option valuation models-Black Scholes, Binomial theorem

**10 Hrs**

**MODULE- IV:**

**The NCDEX platform**

About NCDEX - Exchange membership - Rules, regulations, byelaws - Commodities to be traded on the NCDEX platform - Types of commodities - Bullion (silver & gold) - Agricultural commodities Trading on the NCDEX platform - Contract specifications - Trading system - Entities in the trading system – Trader – workstation - Order types and conditions - Exposure limits

**8 Hrs**

**MODULE- V:**

**Clearing, Settlement and Risk Management**

Calendar and settlement schedule - Position determination - Settlement mechanism - Daily Mark to Market Settlement - Settlement price - Daily settlement price – Final - settlement price – Margining - Initial margin - Daily Mark to Market margin – Open -

**12 Hrs**

interest limits - Second Line of Defence - NSCCL SPAN@ - Final settlement - Cash settlement - Physical settlement(Warehousing) - Exception Handling - Funds Shortages - Delivery Shortages

**MODULE- VI:**

**6 Hrs**

**Regulatory Framework**

Rules governing Commodity Derivatives Exchanges - Rules governing Intermediaries - Investor Grievances, Arbitration Rules - Accounting and Taxation issues

**BOOKS FOR REFERENCE:**

1. Options, Futures And Other Derivatives by Hull, John C.; Prentice Hall Edition: Edition vi
2. Futures And Options Bse Book's Publication
3. Futures & Options - Introduction to Equity Derivatives R. Mahajan Visionbooks
4. Fisher & Jordan, "Investment Management."
5. Avadhani, Security Analysis and Portfolio Management. VII edition

**Books Recommended**

Futures & Options - Introduction to Equity Derivatives R. Mahajan Visionbooks

**MBAE 461**  
**HUMAN RESOURCE INFORMATION SYSTEM**

**Course Objective**

To familiarize the executives with concepts of information technology and its applications in HRM. To make executives realize the importance of networking and communicating people with the help of HRIS. To facilitate executives in identifying their individual strengths in application of HRMIS.

**Total hrs: 60**

**MODULE –I**

**12hrs**

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];

**MODULE –II**

**12hrs**

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;

**MODULE –III**

**12hrs**

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;

**MODULE –IV**

**12hrs**

HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making;

**MODULE –V**

**12hrs**

Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome? Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation.

**Books for References**

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan Page
3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.
4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.
5. Managing Information Systems-Text and Applications, C.S.V. Murthy, Himalaya Publications.
6. HRIS Development, Alfred.J.Walker

**Recommended book**

1. Managing Information Systems-Text and Applications, C.S.V. Murthy, Himalaya Publications.

**MBAE 462**  
**ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**OBJECTIVES:**

1. To impart knowledge on Organisational change and OD interventions in the competitive based economies.
2. To facilitate how to overcome change at the individual, group and organisational level.
3. To familiarize executives with corporate restructuring which is the outcome of OC and OD.

**Total hrs:60**  
**12hrs**

**Module 1**

Nature of organizations – why organizations exist – organization designs and structures – organizations for the future. **The process of Organization Development:** Entering and contracting, Diagnosing Organisations, Diagnosing groups and jobs, collecting and analyzing Diagnostic information, Feeding back Diagnostic information, Designing Interventions.

**Module 2**

10hrs

Nature of Change – levels of change – types of change – reasons for change – resistance to change – models of change – change process. OD techniques.

**Module 3**

12hrs

Comprehensive OD Interventions – Search Conferences and future search conferences – Confrontation meetings, Strategic Management activities – real time strategic change – stream analysis – survey feed back, Grid organization development, Schein’s cultural analysis, large scale change and high performance systems, trans-organizational development. Behavioral modeling.

**Module 4**

12hrs

Structural Interventions: socio-technical systems, self managed teams, work redesign, MBO and Appraisal, Quality Circles, Quality of work life programmes, work life balancing programmes, harassment free work place programmes, parallel learning structure, physical settings, total quality management, reengineering, high performance work systems, large scale transformations.

**Module 5**

12hrs

Human process interventions. T - groups, meaning definition, purpose, process, outcomes and limitations. Third party and inter group interventions, meaning definition, purpose, process, outcomes and limitations. Team building interventions, meaning, definition, purpose, process, outcomes and limitations. Person focused interventions – encounter groups, role playing, instrumentation, self study, and reflection, awareness expansion, motivation arousal, training. Role focused interventions – role analysis, role efficacy lab, managing role stress and role negotiation.

**Skill Based Activities:**

1. Every module will have one case study (Source: Journals, Magazines, Articles, Text books, Online)
2. Nature and Types of change: Role Play
3. Structural interventions: Team Activity.
4. Human Process Interventions: Group Discussion, Debate.
5. HR Interventions: Presentation (PPT) by individual Executives.

## **Reference Books**

1. Cummings, T. G, & Worley, C. G, Organization Development and Change, South-Western College Publishing, 2004.
2. W French and C.H. Bell, Organization Development, *Pearson Education, 2004*
3. Vinayshil Gautham & S.K.Batra: ORGANISATION DEVELOPMENT SYSTEM, Vikas Publishing House.
4. Rajiv Shaw: SURVIVING TOMORROW: TURNAROUND STRATEGIES IN ORGANISTIONAL DESIGN AND DEVELOPMENT, Vikas Publishing House.

## **Recommended book:**

1. W French and C H Bell. Organisation Development, Pearson Edition, 2004

**MBAE 463**  
**International Human Resource Management**

**Course Objectives**

The purpose of this course is to introduce students to international aspects of human resource management, legal requirements for HR functions in a multinational context, cultural issues, and varying management practices and systems critical for business expansion and individual career success across borders. Principle among these is the attainment of organizational competitive advantage through the international development of a cadre of cross-culturally savvy managers.

**Total hrs: 60**  
**12hrs**

**MODULE – I**

**Introduction: The enduring context of IHRM**

The general nature of globalization and IHRM as a source of competitive advantage ,Differences in complexity between domestic HRM and IHRM, The role of IHRM in transferring competence across borders, The critical nexus of IHRM and global strategic management, Host country contexts and challenges for standardization and adaptation

**MODULE – II**

**10hrs**

**Managing & Supporting International Assignments**

International staffing: Recruiting and selection, International training and development, Compensation, Re entry and career issues (for expatriates)

**MODULE – III**

**12hrs**

**Global HR Issues**

HRM in Host country context, Business ethics and social responsibility in global operations, Managing workforce diversity in the global context (Industrial relation), Performance management

**MODULE – IV**

**12hrs**

**IHRM trends and challenges:**

International business ethics & HRM, Modes of Issues and IHRM, Ownership issues, Practical issues, research questions, and theoretical development

**MODULE - V**

**8hrs**

Labor relations – Key issues in international relations – strategic choices before firms – strategic choices before unions – union tactics.

**MODULE – VI**

**6hrs**

Managing people in an international context – Japan – Europe – US.

**BOOKS FOR REFERENCE:**

1. International Perspectives On Organizational Behavior And Human Resource Management, “Punnett Betty Jane”
2. Globalization And Business, “Daniels John D., Radebaugh Lee H., Sullivan Daniel P.”, ISBN :81-203-2223-1
3. Change Management - Altering Mindsets in a Global Context, “V Nilakant University of Canterbury, Christchurch, S Ramnarayan, Indian School of Business, Hyderabad and Director (Change Management), Centre for Good Governance”, Response Books [2006], ISBN 0761934685
4. International Business:Text & Cases, “Cherunilam Francis”, Prentice Hall India, 3rd Ed.



**RECOMMENDED BOOK**

1. International Human Resource Management: Managing People in a Multinational Context, 4th edition by P. J. Dowling and Denise. E. Welch. Thomson learning Excel books, Thomson/South-Western.

**MBAE 464**  
**COMPENSATION MANAGEMENT**

**Course Objectives**

To educate the students on the theoretical foundations of reward and remuneration strategies in organizations. To explain to the students the issues in designing the reward systems, the methods and aims of different forms of payment systems; and To make students aware of the employers obligations under labour statutes governing wage and salary administration.

**Total Hrs: 60**

**MODULE-I**

**Determinants Of Wage Fixation**

**10hrs**

Work study, Time study Motion study, Job Evaluation - Definition - Traditional and new Techniques - Performance Appraisal -basic concepts - performance standard - Appraisal methods, Merit rating.

**MODULE -II**

**compensation package**

**12hrs**

Compensation - Definition - classification - types - incentives - fringe benefits-introduction, features and objectives of fringe benefits

**MODULE - III**

**Wage administration Rules**

**10hrs**

Theories of wages - wage structure - wage fixation - wage payment - salary administration. Wage Boards - Pay Commissions, introduction to minimum ,fair and living wage

**MODULE -IV**

**Compensation Structure**

**16hrs**

Rewards for sales personnel - pay - commission - pay and commission - performance based pay system - incentives - Executives compensation plan and packages. Administration terminal benefits like gratuity, provident fund and voluntary retirement scheme and superannuation schemes. Introduction to Cafeteria style of compensation.

**MODULE -V**

**Planning For Improved Competitiveness**

**12hrs**

Diagnosis, Benchmarking. Obtaining commitment, Inter and Intra Industry Compensation Determination, Internal and External Equity in compensation, Compensation Management in Multi-National organizations.

**Books For Reference:**

1. Richard.I. Henderson: COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD - Prentice-Hall.
2. Richard Thrope & Gill Homen : STRATEGIC REWARD SYSTEMS - Prentice-Hall.
3. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten: PEOPLE, PERFORMANCE & PAY - Free Press.
4. Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House.
5. Joseph.J. Martocchio: STRATEGIC COMPENSATION - A HUMAN RESOURCE MANAGEMENT APPROACH - Prentice-Hall.
6. Edwarde.E. Lawler III : REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey -Bass.

**Books Recommended**

Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House.

**MBAE 465**  
**LATEST TRENDS IN HUMAN RESOURCE MANAGEMENT**

**Course Objective**

1. To impart knowledge with respect to latest trends in manpower management this is becoming very challenging for competitive organisations.
2. To facilitate executives from different areas of expertise to handle the people issues in a humanistic way.
3. To institute in executives the thrust of executing the new HR concepts in their life as well as in their career development.

**Total Hrs:60**

**Module 1**

**10hrs**

Intellectual Capital: the theory and its practical implications. IC defined. Types of IC. Human capital- practical implications of IC theory. HC theory and practices.

**Module 2**

**12hrs**

Learning Organization, Meaning, Characteristics, Single-loop learning V/S Double loop learning. Creating a learning organization. Knowledge Management- Meaning, challenges and recent trends. Approaches to KM- KM issues- E – Learning : Challenges and issues.

**Module 3**

**10hrs**

Psychological Contract. Meaning, Importance, Types and managing the psychological contract. Skill Inventories. Recent trends in training and development & performance appraisal.

**Module 4**

**10hrs**

Competency mapping, HR Branding, HR Word Power, HR Score Card.

**Module 5**

**10hrs**

Human Resource Accounting and Audit: Meaning, process and importance.

**Module 6**

**8hrs**

Managing work force diversity – Challenges and issues

**REFERENCE BOOKS:**

1. Venkata Ratnam C. S. & Srivatsava B. K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES (Tata Mc-Graw Hill).
2. Bohlander, Snell, Sherman: MANAGING HUMAN RESOURCES [Thomson - South Western]
3. SHR TECHNOLOGIES- Keys to managing people: Ashok chanda, B.S. Krishna and Jie Shen, Response Business Books from SAGE.
4. The HR Scorecard: Linking people strategy and performance (Hardcore), “Brain E.Becker, etal” HBS Press.
5. A Handbook of HRM Practice- M.Armstrong, Kogan Page US.

**RECOMENDED BOOK:**

1. SHR TECHNOLOGIES- Keys to managing people: Ashok chanda, B.S. Krishna and Jie Shen, Response Business Books from SAGE.

**MBAE 451**  
**RURAL MARKETING**

**Course Objectives**

To help the students understand and appreciate the differences and similarities between urban and rural Indian markets. To make them understand and develop marketing strategies that are unique to rural India

**Total Hrs: 60**

**MODULE- I**

**10hrs**

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms. The Development exercises in the last few decades.

**MODULE-II**

**12hrs**

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

**MODULE-III**

**12hrs**

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

**MODULE-IV**

**14hrs**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

**MODULE – V**

**12hrs**

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets.

**BOOKS FOR REFERENCES**

1. Philip Kotler - Marketing Management, Prentice - Hall India Ltd.
2. Agarwal A.N -Indian Economy-Vikas Publication
3. Ruddar Dutt Sundaram - Indian Economy- Tata McGraw Hill. Publishers
4. CSG Krishnamacharylu & Laitha Ramakrishna - Rural Marketing Pearson Edu Asia.

**Books Recommended:**

Philip Kotler - Marketing Management, Prentice - Hall India Ltd

**MBAE 452**  
**BRAND MANAGEMENT**

**Course Objective**

This paper is designed to provide students with an understanding of key areas of branding and to develop student's ability to market, manage, develop and integrate a brand in the marketplace. It covers theoretical concepts as well as practical aspects of contemporary branding. It provides the basis for career choices in this field as well as for further study for professional qualifications.

**Total Hrs: 60**  
**(15**

**Module 1. Introduction to Branding**

**hours)**

- 1.1 Basic understanding of brands – concepts and process
- 1.2 The significance and characteristics of the brand
- 1.3 Different types of brands
- 1.4 Selecting a brand name, functions of a brand
- 1.5 Branding decisions – influencing factors
- 1.6 Terms associated with brand: brand symbols; brand character, brand logo, counter fakes, brand name; types of brand name.

**Module 2. Understanding the branding process**

**(20 hours)**

- 2.1 Strategic brand management process,
- 2.2 The importance of brand planning, the issues influencing brand potential,
- 2.3 Brand Identity and brand equity
- 2.4 Brand Development: Extension, Rejuvenation, Re launch
- 2.5 Managing Brands- Practice oriented Dimensions: Co-branding, corporate name as brand name, brand association, brand image, and brand relationship
- 2.6 Brand Positioning

**Module 3 Brand Impact**

**(15 hours)**

- 3.1 Brand selection criteria of consumers
- 3.2 Brands and the consumer's buying process, brand personality, the meaning of brand share and brand communication
- 3.3 Service brands and Retailer issues in branding, the challenge of service branding, the distinctive nature of services,
- 3.4 Retail branding
- 3.5 Branding impact on buyers – competitors,
- 3.6 Brand loyalty – loyalty programmes

**Module 4 Sustaining Branding Strategies**

**(20 hours)**

- 4.1 Brand hierarchy,
- 4.2 Branding strategy,
- 4.3 Brand extension and brand transfer
- 4.4 Managing brand over time
- 4.5 Relationship with manufacturing - marketing- finance - purchase and R & D – brand audit

**Module 5 Contemporary Issues in branding****(10 hours)**

- 5.1 Protecting brands through trademark registration
- 5.2 Online branding categories
- 5.3 Business to Business (B to B) branding.
- 5.4 The challenges to brands.

**BOOKS FOR REFERENCE:**

1. Branding Concepts, Pati, Debashish
2. Brand Positioning Strategies for Competitive Advantage- Subrato Sengupta
3. The New Strategic Brand Management- Kapfere, Jean-Noel, The Free Press, New York, 1992
4. Brand Management Perspectives and Practices- Das, Naveen
5. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.
6. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.
7. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

**Books Recommended:**

Brand Management Perspectives and Practices- Das, Naveen

**MBAE 453**  
**ADVERTISING MANAGEMENT**

**Course Objective**

This paper is designed to provide students with an understanding of key areas of advertising and promotion and to develop student's ability to select and apply appropriate communications tools within a strategic and tactical framework. It covers theoretical concepts as well as practical aspects of contemporary promotion. It provides the basis for career choices in this field as well as for further study for professional qualifications.

**Total Hrs: 60**

**MODULE - I**

**Introduction and the role of Advertising**

**(15 hours)**

1.1 Role of Advertising: Definition, Introduction to advertising and its history, types of advertising, purpose and objectives of advertising, advantages and disadvantages, role of advertising within marketing mix

1.2 Organization of the Industry: What is an advertising agency, types of agency, departments in agency, other supporting services – PR, sales promotion, marketing research.

1.3 Working with Advertising Agencies: Structures, role of account handler and account planner, process and methods of agency selection, agency appointment including contracts and best practice guidelines, remuneration – commission, fee, results, evaluation of agencies; international advertising; career in advertising.

1.4 Regulation of Promotion: Advertising agencies Association of India, code for commercial advertising on Doordarshan, code of the advertising standards council of India.

**MODULE - II**

**Aspects of advertising**

**(15 hours)**

2.1 Segmentation, Targeting and Positioning: Market segmentation, targeting, positioning, branding: definition, purpose and objectives of branding, benefits, concepts, branding strategies.

2.2 Media: Types of media, advantages and disadvantages of each, media planning and scheduling messages;.

2.3 Creative strategy: message-appeals, ad design and testing, copy writing, visuals, creative briefs, impact of IT on advertisement design

**MODULE - III**

**Techniques of advertising**

**(20 hours)**

3.1 Types of promotion, public relations, sponsorship, direct marketing, packaging and merchandising.

3.2 Detailed consideration of role for each of the above techniques Media mix-print, broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. 3.3 Defining media planning-From marketing plan to media plan, challenges in media planning.

3.4 Developing the media objectives-Reaching the audience and distributing the message. Developing the media strategy- selection of media scheduling, calculating the cost efficiency.



3.3. Other Techniques: An overview of the role and uses of corporate identity, exhibitions, word of mouth, personal selling, and miscellaneous and new media.

#### **MODULE - IV**

##### **Promotion Strategy**

**(20 hours)**

4.1 Budget Formulation- Methods, overview of media costs, guidelines for budget allocation, relative costs of and low- and high-budget campaigns.

4.2 Steps in campaign planning-role of research in advertising campaign planning. Setting up the ad budget- process and methods. Appropriation of ad budget.

4.2 Developing a Promotion Plan-: Situation analysis, objectives, target audiences, creative strategy, promotional strategy and tactics, media selection, scheduling, budget allocation, evaluation measures.

4.3 Measuring Campaign Effectiveness Customer response, recall, attitude surveys, sales levels, repeat purchases, loyalty, cost-effectiveness, degree of integration, creativity, quantitative and qualitative measures.

#### **MODULE- V**

##### **Advertising in action**

**(10 hours)**

5.1 Social Implications of Advertising, Moral and Ethical Issues in Advertising.

5.2 Emphasis on Case Studies on Marketing Communication Mix designed by various organizations.

5.3 Visit to various Advertising Agencies and understanding flow of Advertising Process.

5.4 Carrying out Research Activities on Media Types, Media Planning, and Media Mix.

#### **BOOKS FOR REFERENCE**

Advertising and Promotion, Belch E. George & Belch A. Michael, Tata McGraw Hill, 5<sup>th</sup> Edition

1. Brand building advertising: concepts and cases, Parameswaran, Tata McGraw Hill, 2002
2. Marketing Communications, Fill Chris, Prentice Hall, 1995
3. Integrated Advertising, Promotion & Marketing Communications, Clow E. Kenneth & Baack Donald, Pearson Education Inc, 2003
5. Foundations of Advertising, S.A.Chunawalla and Sethia

#### **Books Recommended:**

Integrated Advertising, Promotion & Marketing Communications, Clow E. Kenneth & Baack Donald, Pearson Education Inc, 2003

**MBAE454**  
**CUSTOMER RELATIONSHIP MANAGEMENT**

**Course objectives**

This course intends to develop understanding and application of the concept and principles of Customer Relationship Management (**CRM**) in a today's services sector context. This course has been developed to enable those who study it to enhance their skills and knowledge in dealing effectively with a portfolio of services customers in either a retail or business setting. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer whilst being at least potentially profitable to the services supplier.

**Total Hrs: 60**

**Module 1 Concepts and Context of CRM**

**12hrs**

- 1.1 What is **CRM**: Definition and Concepts.
- 1.2 The importance of effective **CRM** strategies as an integral part of effective services marketing strategies for retail and business customers.
- 1.3 **CRM** as part of a customer service quality strategy.
- 1.4 The business environment of **CRM**: legal, ethical, economic, competitive and social.
- 1.5 **CRM** in other business sectors e.g. retailing (home shopping, loyalty card)

**Module 2 Understanding Customers**

**10hrs**

- 2.1 Creating a customer profile
- 2.2. Understanding segmentation tools : Recency, Frequency, Monetary. Life Time Value
- 2.3 Retail and business customer profiling.
- 2.4 Relationship life cycles.

**Module 3 Information Gathering Collation, Analysis and Evaluation**

**18hrs**

- 3.1 Using internal information sources:
  - ◆ Using customer data
  - ◆ Data warehousing and data mining
- 3.2 Identifying cost effective external information sources:
  - ◆ Published data
  - ◆ Using the Internet
  - ◆ Market research
- 3.3 Analysis and evaluation of information:  
Identifying business opport**MODULE** ies.
- 3.4 Preparing proposals for customers.
- 3.5 Evaluating portfolio profitability and setting priorities.

**Module 4 Managing Customer Relationships**

**10hrs**

- 4.1 Understanding and managing customer expectations.
- 4.2 Developing customer confidence.
- 4.3 Building relationships by adding value to customers cost effectively.
- 4.4 Planning and making persuasive presentations.
- 4.5 Managing customer contact strategies:

4.6 Dealing with difficult situations:

- ◆ Imparting bad news
- ◆ Closing accounts
- ◆ Exit strategies

**Module 5 Developing CRM strategy**

**10hrs**

5.1 The role of **CRM** in business strategy.

5.2 Understanding service quality:

- ◆ Technical quality: product knowledge
- ◆ Functional quality
- ◆ Determinants of service quality

5.3 Managing customer communications.

5.4 Planning and managing **CRM** projects.

5.5 Target setting.

5.6 Measuring performance **CRM**:

- ◆ Setting standards
- ◆ Customer satisfaction
- ◆ Portfolio profitability

**BOOKS FOR REFERENCE:**

1. Customer Relationship Management - Jill Dyche
2. Customer Relationship Management - Simon Knox, Stan Maklan, Joe Peppard.  
Lynette Ryals

**Books Recommended:**

Customer Relationship Management - Jill Dyche

**MBAE 455**  
**INTERNATIONAL MARKETING**

**Course objective**

To Familiarize the students with the concepts and principles of international marketing. To enable students apply the concepts and principles in given situations. To provide an understanding of international marketing from Indian perspective and enhance their ability in analyzing the same

**Total Hrs: 60**  
**8hrs**

**MODULE -I**

International marketing defined; challenges and benefits of international marketing; domestic marketing v/s international marketing; Reasons for going global-driving restraining and underlying forces of International Marketing; development of domestic to transnational corporations; major participants in international marketing.

An overview of international trade; theories of international trade; balance of trade, balance of payments and foreign exchange; protection and trade restrictions; economic integration as a means of promoting international trade and its economic and marketing implications.

**MODULE -II**

**8hrs**

***Global marketing environment***

Social, cultural, legal, economic, political, financial, technological and other environmental factors of global environment.

Information technology and changing nature of competition; Impact of electronic communication, areas of operation and modalities of internet; world trade operations through computers.

International agencies involved in international trade – IMF, EU, EFTA, LAFTA, NAFTA, ASEAN, SAARC, WTO & URUGUAY ROUND, UNCTAD.

**MODULE- III**

**10hrs**

Analyzing global market opportunities and developing global marketing strategies

Developing global vision through marketing research; breadth and scope of international marketing research; the research process; problems encountered; international marketing information system and marketing intelligence.

Emerging markets; marketing and economic development; marketing in a developing country; developing countries as emerging markets; global marketing plans.

Screening international marketing opportunities; techniques of market selection decisions; grouping international markets; growth of formal market groups.

International buyers; purchase decision process; analysing the international buyers.

Reasons for internationalization; determining geographic concentration; country selection; market entry modes decisions; geographic expansion strategies; global strategies.

Competitive strategies for global marketing.

Global segmentation; targeting and positioning strategies; strategies for creating competitive advantage-global strategic partnerships.

#### **MODULE - IV**

##### ***Global Marketing Mix***

##### ***International product decisions***

**12hrs**

Product extension and adoption; new product development; product standardization v/s product adoption; global branding strategies; global marketing of industrial products and services.

##### ***International Pricing Decisions***

Pricing strategies & Policies; price escalation; leasing in international markets; counter-trade as a pricing tool; global pricing; transfer pricing.

##### ***International promotion decisions***

Global advertising; creative challenges; global media decisions; advertising agency; sales promotion; personal selling and sales management.

International distribution decisions:- Channel structure; distribution patterns; choice of channels and channel members; logistics management-supply & demand.

#### **MODULE - V**

##### **Global e-marketing and managing global marketing effort**

**10hrs**

The death of distance; Targeting the individual customer- beyond segmentation, Living in the age of technological discontinuities; New technologies change the rules of competition; components of the electronic value chain.

Negotiating with international customers, partners and regulators.

Leadership, Organizing and monitoring the global marketing effort leadership, patterns of international organizational development, structuring for global brands, global marketing audit. The future of Global Marketing.

#### **MODULE -VI**

##### **International Marketing - Indian perspective**

**12hrs**

Indian foreign trade in the era of globalisation; determination of exports and imports; major exports; export product country matrix; major imports; direction of trade; balance of payment of India; problems & prospects of India's foreign trade sector.

Foreign trade policy; economic policy liberalizations; Exim policy – an evaluation of policy; Regulation & promotion of foreign trade and latest policy guidelines.

Organizational setup for export promotion; product assistance; marketing assistance; import facilities for exporters; EOU'S AND EPZ'S; export houses and trading houses – an evaluation, export pricing and export finance.

##### ***Export procedure and documentation***

Preliminaries; inquiry and offer; confirmation of offer; export license; finance, production / procurement of goods, shipping space, packing and marking, quality control and pre-shipment inspection, excise clearance, customs formalities, exchange control

formalities, insurance, shipping the goods, negotiation of documents, standardized and aligned pre-shipment documents, documents related to goods and shipment

**BOOKS FOR REFERENCE**

1. Philip R. Cateora, John L. Graham - International Marketing
2. Warren J. Keegan, Global Marketing Management, *Prentice Hall of India Pvt. Ltd., New Delhi. (for Modules I To V)*
3. Francis Cherunilam, International Marketing, *Himalaya Publishing House, Mumbai (for module VI)- chapters 17,18,19, & 20.*

**Books Recommended:**

Francis Cherunilam, International Marketing, *Himalaya Publishing House, Mumbai (for module VI)- chapters 17,18,19, & 20.*