



GRG SCHOOL OF MANAGEMENT STUDIES

Peelamedu, Coimbatore 641 004

CURRICULUM AND SYLLABUS

MBA PROGRAMME 2010-2012

January 2010

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GRG SCHOOL OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA)

CURRICULUM 2010-2012 AN OVERVIEW

The Programme:

1. The full-time, two-year MBA programme offered by GRGSMS comprises six trimesters, each trimester being of approximately 60 working days.
2. The programme is of 97 Credits equivalent of courses. One credit is equivalent to 10 classroom sessions of 75 minutes each. Students are expected to spend an equal time outside the classroom for preparation, assignments, library reading etc.
3. The programme includes Foundation, Functional, Integrative, and Elective Courses, Summer Internship, Final Year Project Work, Sectoral Study / Term Paper / Self-Study, Personality Development Programme, Career Counselling Programme, and Outbound Programme.

Specialisation:

Students may 'specialise' in Financial Management, Marketing Management, or Human Resources Management by completing a minimum of 15 Credits (5 Courses) and a maximum of 18 Credits (6 Courses) of Elective Courses in the chosen area / discipline.

Attendance:

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

Completion of the MBA Programme:

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

Assessment and Evaluation:

1. Evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Trimester Examination (ETE).
2. The CIA shall comprise multiple components of assessment such as quizzes, home assignments, case analyses, classroom participation, student presentations, project work, tests, examination etc. The faculty concerned may decide appropriate mixture of components for their Courses, provided that there shall be

- no less than three components of assessment, excluding the mid trimester examination, for each Course.
3. The ETE will be conducted at the end of each trimester. The duration, format etc. shall be decided as appropriate to each Course.
 4. CIA shall carry a weightage of 50% and the ETE 50%. The 'mid trimester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
 5. There will not be any minimum marks stipulated for passing CIA. However, in the ETE, students shall be required to secure a minimum of 50% for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks) in CIA and ETE put together.
 6. The records of CIA and ETE for each student and each Course shall be maintained in safe custody for a period of six months.
 7. Students who are not satisfied with the CIA score for any Course may appeal to the Director for a review. Director's decision in the matter shall be final and binding.

Scheme of Examination:

The End Trimester Examinations shall be of 3-hour duration, and for a maximum of 100 marks, to be pro-rated to 50%.

The End Trimester examination question papers shall comprise three sections. Section 1 shall comprise 10 questions (all to be answered – each question carrying 2 marks) of objective type that may include fill-in-the-blank, true-or-false, or multiple-choice questions; Section 2 shall comprise 10 questions (out of which 7 need to be answered – each question carrying 5 marks) that ask for brief descriptive answers of about 100 words (1 page); Section 3 shall comprise 5 questions (out of which 3 need to be answered – each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

Grading:

The grading of students, based on the assessment and evaluation of their performance, will be as below.

<u>Grading</u>		<u>Marks secured</u>
First Class with Distinction	...	75% and above
First Class	...	60% and above but below 75%
Second Class	...	50% and above but below 60%

GRG SCHOOL OF MANAGEMENT STUDIES**MASTER OF BUSINESS ADMINISTRATION (MBA)****LIST OF COURSES FOR MBA PROGRAMME (2010-2012)**

Code	Title	Cr.
	TRIMESTER I	
MB10OTP	Organization Theory and Practice	3
MB10MEC	Managerial Economics	3
MB10SOR	Statistics and Operations Research	3
MB10ACC	Accounting	3
MB10IST	Information System and Technology for Management	3
MB10EXC	Executive Communication	2
	<i>Sub-Total</i>	<i>17</i>
	TRIMESTER II	
MB10OBH	Organizational Behaviour	3
MB10FMT	Financial Management	3
MB10MMT	Marketing Management	4
MB10HRM	Human Resources Management	3
MB10OPM	Operations Management	2
MB10CAI	Creativity and Innovation	2
	<i>Sub-Total</i>	<i>17</i>
	TRIMESTER III	
MB10ENM	Environmental Management	2
MB10RMB	Research Methods for Business	3
MB10CGV	Corporate Governance	2
MB10BET	Business Environment	2
MB10SMT	Strategic Management	3
MB10EES	Essentials of Entrepreneurship	3
	<i>Sub-Total</i>	<i>15</i>
	TRIMESTER IV	
MB10NVC	New Venture Creation	3
MB10SIP	Summer Internship Project Work	3
	Choice of Electives – 4	12
	<i>Sub-Total</i>	<i>18</i>
	TRIMESTER V	
MB10BPD	Business Plan Development	3
MB10SST	Sectoral Study / Term Paper	3
	Choice of Electives - 4	12
	<i>Sub-Total</i>	<i>18</i>
	TRIMESTER VI	
MB10PRO	Project Work	12
	TOTAL	97

Additional Co-Curricular Work:

1. One-week Preterm Work at the beginning of Trimester I. The work will comprise inputs on basics of accounting, introduction to the principles of management, academic standards and requirements etc.
2. Training in MS Office and similar Computer Skills as a part of MB109IST in Trimester I
3. “Day with Nature” programme once a month
4. A 5-day Personality Development Programme in Trimester II
5. Outbound programme for about 3-5 days in Trimester III
6. Training in SPSS package as a part of MB10RMB course in Trimester III
7. Summer Internship of about 6-8 weeks between Trimesters III and IV
8. Career Counselling Programme for about 4 days in Trimester IV
9. Industry Tour of about 3-4 days in Trimester V

GRG SCHOOL OF MANAGEMENT STUDIES**MASTER OF BUSINESS ADMINISTRATION (MBA)****CURRICULUM FOR MBA PROGRAMME (2010-2012)**LIST OF ELECTIVE COURSES

Students who wish to 'specialise' in any discipline are required to take a minimum of 15 credits (5 Courses) and a maximum of 18 credits (6 Courses) in that discipline.

TRIMESTER IV

	FINANCE AREA	
MB10CST	Cost Management	3
MB10BNK	Banking	3
MB10FNM	Financial Markets	3
MB10IRM	Insurance & Risk Management	3
MB10MCF	Micro Finance	3
	MARKETING AREA	
MB10SDM	Sales and Distribution Management	3
MB10CBR	Consumer Behaviour	3
MB10ASP	Advertising and Sales Promotion	3
MB10CRM	Customer Relationship Management	3
MB10RMK	Rural Marketing	3
	HUMAN RESOURCES MANAGEMENT AREA	
MB10TRD	Training and Development	3
MB10CMT	Compensation Management	3
MB10PMS	Performance Management Systems	3
MB10ORP	Organizational Psychology	3
MB10ERW	Employee Relations and Welfare Measures	3
	GENERAL MANAGEMENT AREA	
MB10IBM	International Business and Management	3
MB10BLD	Business Leadership	3
MB10IEM	Indian Ethos for Modern Management	3
MB10TQM	Total Quality Management	3
MB10BSE	Business Ethics	3

TRIMESTER V

	FINANCE AREA	
MB10SAP	Security Analysis & Portfolio Management	3
MB10IFM	International Financial Management	3
MB10FNS	Financial Services	3
MB10FND	Financial Derivatives	3
MB10MAQ	Mergers & Acquisitions	3
	MARKETING AREA	
MB10MKR	Marketing Research	3

MB10RTM	Retail Management	3
MB10SVM	Services Marketing	3
MB10EMT	e-Marketing	3
MB10BRM	Brand Management	3
	HUMAN RESOURCES MANAGEMENT AREA	
MB10IHR	International Human Resource Management	3
MB10SHR	Strategic Human Resources Management	3
MB10ORD	Organizational Development	3
MB10KMT	Knowledge Management	3
MB10HRA	HRD Audit	3
	GENERAL MANAGEMENT AREA	
MB10TMT	Technology Management	3
MB10PRM	Project Management	3
MB10SCM	Supply Chain Management	3
MB10BSL	Business Law	3
MB10ERP	Enterprise Resource Planning	3

SYLLABUS AND COURSE OUTLINE

TRIMESTER I - COURSES

Code	Title	Cr
MB10OTP	Organization Theory and Practice	3
MB10MEC	Managerial Economics	3
MB10SOR	Statistics and Operations Research	3
MB10ACC	Accounting	3
MB10IST	Information System and Technology for Management	3
MB10EXC	Executive Communication	2

Course Title: **ORGANIZATION THEORY AND PRACTICE**
 Course Code: MB10OTP
 Trimester / Credits: I / 3

Course Objectives

The course aims to help students understand the theoretical foundation of management and organisation. Students would be able to use structure to solve critical problems and identify the factors that influence the choice of structure. The course would strengthen the students' analytical skills so that they can actively and critically use the concepts of organizational theory to diagnose, manage, design, change and understand organizations. The course aims to equip the students to successfully manage conflict, culture and change in organizations.

Course Coverage

- Organizations and organizational effectiveness
- Stakeholders, Managers, and Ethics
- Basic challenges of organizational design
- Designing Organisational structure - Authority and Control; Specialisation and Coordination
- Creating and managing organisational culture
- Organisational transformations – birth, growth, decline and death

Pedagogy

Lectures, Assignments, Case Analyses and Discussions

Evaluation and Grading

Individual reading, preparation and class participation	10%
Case Discussions	10%
Assignments	10%
Mid Trimester Examination	20%
End Trimester Examination	50%

Text Book

Jones, Gareth R (2007). *Organisational Theory, Design and Change*, 5/e; New Delhi: Pearson Education Asia

Additional Reading

1. Hall, Richard H (2001). *Organisations - Structures, Processes and Outcomes*: New Delhi: Pearson Education
2. Robbins, Stephen P. and Mary Coulter (2007). *Management*, 8/e; New Delhi: Prentice Hall

Course Title: **MANAGERIAL ECONOMICS**
Course Code: MB10MEC
Trimester / Credits: I / 3

Course Objectives

On successful completion of the course, the students will be able to understand and recognize the opportunities and constraints of a firm operating in a market economy. It will also enhance the student's decision making skills using techniques based on economic principles.

Course Coverage

- Introduction to Managerial Economics; Role of the managerial economist
- Demand: Concepts of demand; Theory Equilibrium and Determination of price; Exceptional Demand curves; Elasticity of demand; Forecasting technique
- Cost analysis- Short Run and Long Run, Cost Concepts; Cost output functions
- Economies of scale; Production analysis: The production function.
- Profit analysis: Profit maximization and planning; profit planning
- Cost –volume-profit (CVP) relations; Break even analysis
- Market and criteria for market classification; various forms of market structures
- Market structure - Features, Equilibrium of the firm and industry and price determination under Perfect competition, Monopolistic, Oligopoly and Monopoly. Price differentiation, Price leadership, Cartel, Selling Costs
- Introducing Macroeconomics; National income: concepts and measurement.
- Theories of inflation: Types of inflation; Philips curve; Control of inflation
- Exchange rate theory and mechanism: Free, floating, pegged, PPP theory
- Balance of payments and the foreign sector; causes, remedies, consequences of disequilibrium in balance of payment.
- Indian and International Regulatory Authority: WTO, WORLD BANK, IMF. IBRD, RBI., ADB

Pedagogy

Lectures, Case Analyses, Discussions and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Atmanand (2007). *Managerial Economics*, 3/e; New Delhi: Excel Books

Additional Reading

1. Varshney R.L. and Maheswari, K.L. (2005). *Managerial Economics*, 2/e; New Delhi: Sultan Chand
 2. Mehta. P.L. (2006). *Managerial Economics*, 4/e; New Delhi: Sultan Chand
 3. Dean, Joel (2009). *Managerial Economics*; New Delhi: Prentice Hall
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Course Title: **STATISTICS AND OPERATIONS RESEARCH**
 Course Code: **MB10SOR**
 Trimester / Credits: **I / 3**

Course Objectives

This course is aimed at enhancing the students' understanding of various principles and applications of statistics and operation research; the students, on completion of this Course, should be able to make decisions in real life business situations using these principles and tools.

Course CoveragePart I-Statistics

- Introduction to Statistics
- Presentation and analysis of Statistical data
- Measures of central tendency and location
- Measures of Dispersion, Skewness and Kurtosis
- Meaning of probability – Random variable and probability distribution, Theoretical probability distribution
- Correlation
- Regression

Part II-Operations Research

- Introduction to Operations Research
- Linear programming – Simplex method
- Transportation problem
- Assignment problem
- Theory of games
- Network analysis – PERT/CPM

Pedagogy

Lectures, Case Analyses, Exercises and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Exercises	...	10%

Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Srivastava, U.K., Shenoy, G.V., and Sharma, S.C. (2008). *Quantitative Techniques for Managerial Decision*, 2/e; New Delhi: New Age International

Additional Reading

1. Levin, Richard I. and David S. Rubin (2004). *Statistics for Management*, 7/e; New Delhi: Pearson Education
 2. Taha, Hamdy (2007). *Operations Research: An Introduction*, 5/e; New Delhi: Pearson Education
-

Course Title: **ACCOUNTING**
Course Code: MB10ACC
Trimester / Credits: 1 / 3

Course Objectives

To enable the students to learn the applications of principles and concepts of various branches of accounting and as a result the students will be able to understand, analyze and interpret the financial status of the company

Course Coverage

- Financial accounting - Preparation of Final accounts with adjustments – Depreciation (Straight line and Diminishing Balance Method)
- Cost accounting- importance, Classification of costs and preparation of cost sheet. Standard Costing and Variance analysis (Materials, Labour)
- Marginal Costing and its implications in managerial decision making.
- Management Accounting- need, scope, importance, analysis and interpretation of financial statements – techniques, ratio analysis, Fund Flow statements and Cash flow statement (AS-3)
- Budgetary Control – Need, essentials, types of budgets. Problems in cash and flexible budgets.

Pedagogy

Classroom Lecturers, Exercises and Assignment

Evaluation and Grading

Pre- reading and class participation	...	10%
Exercises	...	10%
Assignment	...	10%
Mid Trimester Examination	...	20%

End Trimester Examination ... 50%

Text Book:

Maheshwari S.N. and Maheshwari S.K. (2009). *A Textbook of Accounting for Management*, 2nd Reprint; New Delhi: Vikas Publications

Additional Reading

1. Horngren, Charles T., Gort L. Sundem, John A. Elliott, and Donna R. Phibrick (2009). *Introduction to Financial accounting*, 9/e; Pearson Education
 2. Gupta, Shashi K. and R.K. Sharma (2008). *Management Accounting*, 11/e; Kalyani Publications
 3. Jain, S.P. and K.L. Narang (2002). *Cost Accounting*, 17/e; Kalyani Publications
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Course Title: **INFORMATION SYSTEM AND TECHNOLOGY
FOR MANAGEMENT**
 Course Code: MB10IST
 Trimester / Credits: I / 3

Course Objectives

The objective of the course is to develop an understanding of the information technology infrastructure and Information Systems (IS) management framework of E-business. After going through the course the students will be able to identify the different components of information system and technologies and to manage them.

Course Coverage

- Competing with information technology– Using IT for strategic advantage.
- Information technology framework- Contemporary business applications.
- End user Application software in business and networked enterprise.
- Information system in business – classification.
- Operations support systems-TPS, PCS, ECS.
- Management Support Systems-MIS, DSS, ESS.
- Electronic business systems: Functional Business systems, Cross-Functional systems.
- Enterprise business systems: CRM, ERP and SCM.
- Electronic commerce systems: Fundamentals & application issues.
- Security and ethical issues.

Pedagogy

Lectures, Case study and Online and Off Line Exercise

Evaluation and Grading

Class Exercises and Class Participation	...	10%
Assignment	...	10%
Case study	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

O'Brien, James A. and George M. Marakas (2007). *Management Information Systems*, 7/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Lucas, Henry C. Jr. (2001). *Information Technology for Management*, 7/e; New Delhi: Tata McGraw-Hill
 2. Laudon, Kenneth C. and Jane P. Laudon (2007). *Management Information System - Managing the Digital Firm*, 9/e; New Delhi: Prentice Hall
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Course Title: **EXECUTIVE COMMUNICATION**
Course Code: MB10EXC
Trimester / Credits: I / 2

Course Objectives

The course would enhance students' understanding of business communication skills. After completion of the course the students would be able to communicate effectively, develop listening skills and identify the various aspects of organizational setting for business communication, plan and deliver presentations, apply techniques for adapting message to the audience, master various types of graphic aids and incorporate them and show sensitivity to ethical and intercultural communication issues.

Course Coverage

- Understanding business communication, importance of communication in business, types of business communication; media and channels of communication, barriers to effective communication;
- The importance of listening, active and passive listening; the importance of feedback in communication.
- Verbal communication and Non-verbal communication – Kinesics (body language), paralanguage, communicative use of time and space; oral and written communication; Basic etiquette of written communication
- Communication technology, E-mail etiquette; business presentations, visual aids for business presentation; Business Etiquette; Ethics and communication.
- Work-team communication; cross-cultural communication

Pedagogy

Lectures, Case Discussions, Assignment, Presentations and Role-plays

Evaluation and Grading

Class Participation	...	5%
Assignment and Presentations	...	10%
Case discussions	...	10%
Role Plays	...	5%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Ober, Scot (2009). *Contemporary Business Communication*, 5/e; New Delhi: Biztantra

Additional Reading

1. Krizan, A.C., Patricia Merrier, Joyce Logan, and Karen Williams (2008). *Effective Business Communication*; New Delhi: Cengage Learning
 2. Sethi, Anjane and Bhavana Adhikari (2010). *Business Communication*; New Delhi: Tata McGraw-Hill
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SYLLABUS AND COURSE OUTLINE

TRIMESTER II - COURSES

Code	Title	Cr
MB10OBH	Organizational Behaviour	3
MB10FMT	Financial Management	3
MB10MMT	Marketing Management	4
MB10HRM	Human Resources Management	3
MB10OPM	Operations Management	2
MB10CAI	Creativity and Innovation	2

Course Title: **ORGANIZATIONAL BEHAVIOUR**
 Course Code: MB10OBH
 Trimester / Credits: II / 3

Course Objectives

This course will enable the students to understand the dynamics of individual and group behaviour and its implications to managing people at work.

Course Coverage

- Organizational Behaviour - nature and scope - challenges and opportunities.
- Cognitive functions - intelligence, creativity, problem solving, Emotions and emotional intelligence.
- Attitudes – components and functions, job satisfaction.
- Personality - determinants, theories, assessment, Personality attributes influencing OB
- Perception - process, errors, implication.
- Learning – theories – Shaping
- Groups – stages of group development – norms – cohesiveness – group decision making
- Conflict – nature – sources – management
- Organizational politics – Impression management and defensive behaviour.
- Organizational change – forces for change - resistance to change – approaches to managing organizational change.
- Organizational Development – interventions.

Pedagogy

Lectures, Case Discussions and Assignments

Evaluation and Grading

Class participation	...	10%
Case Discussions	...	10%
Assignments	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Robbins, Stephen P., Timothy A Judge, and Seema Sanghi (2009). *Organisational Behavior*, 13/e; New Delhi: Pearson Education

Additional Reading

1. Luthans, Fred (2008). *Organisational Behavior*, 11/e; New Delhi: Tata McGraw-Hill

2. McShane, Von Glinow and Radha R. Sharma (2008). *Organisational Behavior*, 4/e; New Delhi: Tata McGraw-Hill
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Course Title: **FINANCIAL MANAGEMENT**
Course Code: MB10FMT
Trimester / Credits: II / 3

Course Objectives

The course would enable the students to learn the basic functions and concepts of Financial Management. The students can apply appropriate financial techniques for effective management of short term and long term funds.

Course Coverage

The coverage in this Course will comprise 60% theory and 40% problems.

- Overview of Financial Management - Introduction – Nature & Scope-Finance Functions – Goals of Financial Management - Financial Manager’s Role – Time value of money - Sources of finance.
- Capital Budgeting - Nature and Principles - Cash Flows - Discounting cash-flow techniques - Non- Discounting cash flow techniques.
- Cost of Capital - Concept of cost of capital - Determining Cost of Capital – Specific Cost of Capital - Overall cost of capital
- Capital Structure - Theories of Capital Structure -Designing Capital structure – Financial and Operating leverages.
- Dividend Policy - Objectives of Dividend Policy - Practical Consideration in Dividend Policy –Types of dividend - Dividend theories.
- Working Capital Management - Principles and Concepts of Working Capital - Operating Cycle - Determinants Of Working Capital - Estimation of working capital
- Receivables Management – Inventory Management – Cash Management

Pedagogy

Classroom Lectures, Assignments and Carry Home Exercises.

Evaluation and Grading

Individual reading, preparation and class participation	...	10%
Assignments	...	10%
Carry home exercises	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Khan M.Y. and Jain P.K. (2008). *Financial Management: Text , Problems and Cases*, 5/e: Tata McGraw-Hill

Additional Reading

1. Sharma, R.K. and Shashi K. Gupta (2008). *Financial Management: Theory and Practice*, 6/e: Kalyani Publishers
2. Pandey, I.M. (2009). *Financial Management*, 9/e: Vikas Publishing

Course Title: **MARKETING MANAGEMENT**
 Course Code: MB10MMT
 Trimester / Credits: II / 4

Course Objectives

Marketing, today, is a company wide undertaking driving the company's vision, mission and strategic planning. This course is intended to introduce to the students the fundamental principles of marketing, dynamism of the marketing environment and prepare them to make decisions in a customer and market driven environment.

Course Coverage

- Marketing Management-Significance, Functions, Marketing concepts, Marketing Mix – Components
- Marketing Environment - Marketing research process
- Consumer behaviour-Basic model, buying decision process
- Market Segmentation - Levels, Bases, Market Targeting - Effective Criteria - Market Positioning
- Product- levels, classification and product mix
- New product development – Process, Challenges, Product Life Cycle – Strategies at various stages in PLC
- Pricing- Meaning, factors influencing pricing, procedure, objectives, pricing methods,
- Promotion- Meaning- Promotion mix elements.
- Physical distribution – distribution mix, functions and role of intermediaries-Wholesaling, Retailing,

Pedagogy

Lectures, Case Analyses, Presentations and Discussions

Evaluation and Grading

Quiz and Class Participation	...	10%
Assignments and Marketing Plan	...	10%

Case Analyses and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar (2007). *Marketing Management: A South Asian Perspective*, 13/e; New Delhi: Pearson Education

Additional Reading

1. Ramasamy, V.S and Namakumari, S. (2003). *Marketing Management*, 3/e; New Delhi: Macmillan India
 2. Michael J Etzel, Bruce J. Walker, William J. Stanton and Ajay Pandit (2006). *Marketing Concepts and Cases*, 3/e; New Delhi: Tata McGraw-Hill
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Course Title: **HUMAN RESOURCES MANAGEMENT**
Course Code: MB10HRM
Trimester / Credits: II / 3

Course Objectives

The course should enable the students to understand the fundamentals of Human Resource Management, the primary functions of HRM, the components and goals of staffing, training and development, career management, performance evaluation and employee relations. The course aims to develop a concern for the well being and comfort of human resources in an organisation by emphasizing on people in work settings. After the completion of the course the students learn to adopt a strategic management approach to HRM and are equipped to face the HR challenges in a globalised business environment.

Course Coverage

- HRM-meaning-importance- nature, scope and functions. Integrating HR strategy with Business Strategy
- Human Resource Planning, Job Analysis – process, Job design, Approaches to job design
- Recruitment and selection process
- Induction, Orientation programme
- Training, Development and Career Management
- Appraising and Managing Employee performance, Job evaluation, Job evaluation process
- Employee remuneration, Incentives and performance based pay, Employee benefits and services
- Managing Employee Separations and Rightsizing
- Industrial Relations, Trade Unions and Collective bargaining

Pedagogy

Lectures, Case Analysis, Assignments and Presentation

Evaluation and Grading

Quiz and Class Participation	...	10%
Assignment and Presentation	...	10%
Case Analysis	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Aswathappa K. (2008). *Human Resource Management, 5/e*; New Delhi: Tata McGraw-Hill

Additional Reading

1. Ivancevich M. John (2009). *Human Resource Management, 10/e*; New Delhi: Tata McGraw-Hill
2. Rao, V.S.P. (2005). *Human Resource Management, 2/e*; New Delhi: Excel Books
3. Dessler, Gary (2005). *Human Resource Management, 10/e*; New Delhi: Prentice Hall

Course Title: **OPERATIONS MANAGEMENT**
 Course Code: MB10OPM
 Trimester / Credits: II / 2

Course Objectives

This course enables students to understand concepts and develop the skills needed to make operations a competitive weapon.

Course Coverage

- Chapter 1: A Process View – Adding Value: The Value Chain – Operations Management as a Set of Decisions – Trends in Operations Management.
- Chapter 2: Developing a Customer-Driven Operations Strategy – Competitive Priorities and Capabilities – New Service or Product Development – Operations Strategy as a Pattern of Decisions.
- Chapter 4: Process Strategy – Major Process Decisions – Process Structure in Services – Process Structure in Manufacturing – Customer Involvement – Resource Flexibility – Capital Intensity – Strategic Fit – Strategies for Change.
- Chapter 6: Cost of Poor Process Performance and Quality – TQM – SPC – SPC Methods – Process Capability – Six Sigma

- Chapter 9: Characteristics of Lean Systems for Services and Manufacturing – Continuous Improvement Using a Lean Systems Approach – The Kanban System – Value Stream Mapping – JIT II.
- Chapter 12: Inventory Basics – EOQ – Inventory Control Systems.

Note: *Mathematical Problems are not included in any of the above topics.*

Pedagogy

Lectures, Case Analysis, Assignments and Presentations

Evaluation and Grading

Quiz and Class Participation	...	10%
Assignment and Presentations	...	10%
Case Analysis	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Krajewski, Lee J., Ritzman, Larry P., and Malhotra, Manoj K. (2008). *Operations Management: Processes and Value Chains*, 8/e; Dorling Kindersley (India)

Additional Reading

1. Richard B. Chase, F. Robert Jacobs, Nicholas J. Aquilano, and Nitin K. Agarwal. *Operations Management for Competitive Advantage*, 11/e; New Delhi: Tata McGraw-Hill
2. Roberta S. Russel and Bernard W. Taylor, *Operations Management: Creating Value Along the Supply Chain*, 6/e; New Delhi: Wiley India

Course Title: **CREATIVITY AND INNOVATION**
Course Code: MB10CAI
Trimester / Credits: II / 2

Course Objectives

To enable students to identify various sources of ideas, discuss methods of generating new venture ideas and inculcate techniques for creative problem solving.

Course Coverage

Text Book 1

Part 1: The Creativity Phenomenon – The Realm of Creativity; Can Creativity be Enhanced?; Puzzles of Creativity; The Body and the Mind as Roots of Human Creativity; Spiritual and Social Roots of Creativity; Essence, Elaborative and

Expressive Creativities; Existential, Entrepreneurial and Empowerment Creativities; Quality of Creativity.

Part 2: The Quest For Lifelong Creativity – Lifelong Creativity; Mastering Creative Problem Solving; Enhancing Creative Intelligence; Acquiring A Creative Persona; Weakening Our Inner Sensors; Designing a Creativogenic Environment; Techniques of Creative Problem Solving.

Text Book 2

Part 3: Chapter 13 – Innovation and Entrepreneurship

Pedagogy

Lectures, Class Discussions and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Quiz and Mental Gym	...	10%
Team and Individual Exercises	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

1. Khandwalla, Pradip N. (2009). *Lifelong Creativity – An Unending Quest*; New Delhi: Tata McGraw-Hill
2. Pearce, John A., Richard B. Robinson, and Amita Mital (2008). *Strategic Management: Formulation, Implementation and Control*, 10/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Drucker, Peter F. (2007). *Innovation and Entrepreneurship*; UK: Elsevier
 2. Hisrich, Robert D., Michael P. Peters and Dean A. Shepherd (2009). *Entrepreneurship*, 6/e; New Delhi: Tata McGraw-Hill
 3. Bessant, John and Joe Tidd (2007). *Innovation and Entrepreneurship*; UK: John Wiley
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SYLLABUS AND COURSE OUTLINE

TRIMESTER III - COURSES

Code	Title	Cr
MB10ENM	Environmental Management	2
MB10RMB	Research Methods for Business	3
MB10CGV	Corporate Governance	2
MB10BET	Business Environment	2
MB10SMT	Strategic Management	3
MB10EES	Essentials of Entrepreneurship	3

Course Title: **ENVIRONMENTAL MANAGEMENT**
 Course Code: MB10ENM
 Trimester / Credits: III / 2

Course objectives

This course on environmental management will help students to learn about environment, environmental pollution and pollution control methods, acquire knowledge on environmental policies and to develop management methodologies to control environmental pollution and leading them to the designing and implementing programme that will be environment friendly.

Course Coverage

- Introduction to Environmental Management
- Realm of Ecology
- Global Warming
- Management of Pollution – Air, Water, Land and Soil
- Environmental Management System: Certification for EMS, EMS Standards, ISO 14000(Series)
- Environmental clearance for establishing and Operating Industries in India
- Business and Environment – Trade and Environment

Pedagogy

Lectures, Case Analyses, Mini-projects and Discussions

Evaluation and Grading

Attendance and Class participation	...	10%
Case Analyses and Discussions	...	10%
Mini projects	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Uberoi, N.K. (2003). *Environmental Management*, 2/e; New Delhi: Excel Books

Additional Reading

1. Singh, R.B. and D.K. Thakur (2005). *Environmental Management*; Jaipur: Indus Valley Publications
2. Krishnamurthy, Bala (2005). *Environmental Management*; New Delhi: Prentice Hall

Course Title: **RESEARCH METHODS FOR BUSINESS**
Course Code: **MB10RMB**
Trimester / Credits: **III / 3**

Course Objectives

The course would enable the students to understand the various research methods that can be applied in all aspects of business. Students would gain insight in to the research process, designing of survey instruments, sampling design, applying statistical tools to analyze data and presenting the research.

Course Coverage

- Introduction, Types of research, Scientific method, Identifying and formulating research problem
- The research process, Design strategies, Sampling design, Measurement and scaling techniques
- Types and sources of data, Tools for data collection, Constructing and refining questionnaires
- Data preparation and description, Exploratory data analysis, Cross tabulation, Chi Square test, Hypothesis testing, Correlation, Regression, One way and two way ANOVA, Factor Analysis, Cluster analysis, Discriminant analysis and Non Parametric tests (Application of SPSS and results interpretation)
- Components of Research Report, Report writing, Presentation of statistics and graphics, oral presentation

Pedagogy

Lectures, Assignments, Class room Exercises and Mini projects.

Evaluation and Grading

Quiz and class participation	...	10%
Assignments	...	10%
Mini Projects	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Cooper, Donald R. and Pamela S. Schindler (2006). *Business Research Methods*, 9/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Sekaran, Uma (2007). *Research Methods for Business – A Skill Building Approach*, 4/e; New Delhi: Wiley India
2. Nandagopal R., Arul Rajan K. and Vivek N. (2007). *Research Methods in Business*, 2/e; New Delhi: Excel Books

Course Title: **CORPORATE GOVERNANCE**
Course Code: MB10CGV
Trimester / Credits: III / 2

Course Objectives

This course enables the students to gain an understanding of the legal environment of the business and the contemporary issues of corporate governance in the wake of changing business ambience.

Course Coverage

- Corporate Governance – concept
- Shareholders and their role
- Directors and their role
- Corporate Dashboard
- Measurement of Board performance
- Performance Management
- Summary of codes of best performance
- Corporate Governance in India

Pedagogy

Lectures, Case Analyses and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Kesho Prasad (2006). *Corporate Governance*; New Delhi: Prentice Hall India

Additional Reading

Swami Parthasarathy (2007). *Corporate Governance*; New Delhi: Biztantra

Course Title: **BUSINESS ENVIRONMENT**
Course Code: MB10BEN
Trimester / Credits: III / 2

Course Objectives

The course would enable the students to understand the influence of the forces in the external environment of business. Students would gain an insight into the impact of the environment on business decisions and business strategy.

Course Coverage

- Ch 1: Political Environment and Economic Systems – history of economic thought and economic systems; market economy or capitalism; planned economy or command economy; mixed economy.
- Ch 2: Economic Growth and Development – economic growth and national income; measuring ‘development’; measurement of poverty: issues.
- Ch 3: Anatomy of the Indian Economy – overview of Indian economy; economic reforms in India; analysis of sectors; SWOT analysis of Indian economy.
- Ch 4: Globalisation and Business Environment – meaning and scope of globalisation; phases and indicators of globalisation; sectorwise analysis of global business environment.
- Ch 5: Industrial Policy – five year plans; industrial policy 1956; industrial policy 1991; small scale industries; competition policy and Competition Act 2002; FDI.
- Ch 6: Industry Analysis: Textiles, Electronics and Automobiles – economic reforms and competitive environment; textiles industry; electronics industry; automobile industry.
- Ch 11: Technological Environment of Business – role of information technology; remote banking; technology implementation for card-based business; technology and bank’s strategies; effect of technology on risks in banking; delivery channels and channel migration.
- Ch 14: WTO Agreements and Current Issues – GATT and WTO; Agreements and Implications.
- Ch 15: India’s Trade Policy – policy changes and issues; sectorwise trade policies; foreign trade policy of India
- Ch 18: Social Environment in India and China – social environment; poverty and poverty alleviation programmes; labour and employment; women in work place; child labour; education; health, population and family welfare.
- Ch 19: Corporate governance and Corporate Social Responsibility – corporate social responsibility; corporate governance.

Pedagogy

Lectures, Assignments and Case Discussions

Evaluation and Grading

Individual reading, preparation and class participation	...	10%
Assignments	...	10%
Case Discussions	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Paul, Justin (2009). *Business Environment: Text and Cases*, 2/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Palmer, Adrian and Bob Hartley (2008). *Business Environment*; New Delhi; Prentice Hall
 2. Morrison, Janet (2006). *International Business Environment: Global and Local Marketplace in a Changing World*; New Delhi; Macmillan
-

Course Title: **STRATEGIC MANAGEMENT**
 Course Code: **MB10SMT**
 Trimester / Credits: **III / 3**

Course Objectives

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. Students would be able to analyze the internal and external environment of business and be able to devise strategic approaches to managing a business successfully in a global context.

Course Coverage

Overview of Strategic Management

- Chapter 1: Strategic Management

Strategy Formulation

- Chapter 2: Company Mission
- Chapter 4: The External Environment
- Chapter 5: The Global Environment
- Chapter 6: Internal Analysis
- Chapter 7: Long-Term Objectives and Strategies
- Chapter 8: Business Strategy
- Chapter 9: Multi-business Strategy

Strategy Implementation and Control

- Chapter 10: Implementation
- Chapter 11: Organizational Structure
- Chapter 12: Leadership and Culture

- Chapter 13: Control.

Pedagogy

Classroom Lectures and Case Discussions

Evaluation and Grading

Individual reading, preparation and class participation	...	10%
Case Discussions	...	20%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

John A. Pearce, Richard B. Robinson, Amita Mital, *Strategic Management: Formulation, Implementation and Control*, 10/e (Special Indian Edition); New Delhi: Tata McGraw-Hill

Additional Reading

1. Thomas L. Wheelen and David L. Hunger, *Strategic Management and Business Policy*, 11/e; New Delhi: Pearson Education Asia
 2. Charles W.L. Hill and Gareth R. Jones (2009). *Strategic Management: An Integrated Approach*; New Delhi: Wiley India
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Course Title: **ESSENTIALS OF ENTREPRENEURSHIP**
Course Code: MB10EES
Trimester / Credits: II / 3

Course Objectives

To enable students to understand the concept of entrepreneurship, entrepreneurial competencies and the stages in business development process

Course Coverage

- Chapter 1: The Nature and Importance of Entrepreneurs
- Chapter 2: The Entrepreneurial and Intrapreneurial Mind
- Chapter 3: The Individual Entrepreneur
- Chapter 6: Legal Issues for the Entrepreneur
- Chapter 13: Entrepreneurial Strategy: Generating and Exploiting New Entries
- Chapter 14: Strategies for Growth and Managing the Implications of Growth

Pedagogy

Lectures, Class Discussions and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Research Tasks	...	10%
Field Projects	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Hisrich, Robert D., Michael P. Peters, and Dean A. Shepherd (2009).
Entrepreneurship, 6/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Thomas W. Zimmerer and Norman M. Scarborough with Doug Wilson (2009).
Essentials of Entrepreneurship and Small Business Management, 5/e; New Delhi:
Prentice Hall India
 2. Vasant Desai (2007). *Dynamics of Entrepreneurial Development and
Management*, Millennium Edition; Mumbai: Himalaya Publishing
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SYLLABUS AND COURSE OUTLINE**TRIMESTER IV COURSES**

MB10NVC	New Venture Creation	3
MB10SIP	Summer Internship Project Work	3
	Choice of Electives – 4	12
	ELECTIVES IN FINANCE	
MB10CST	Cost Management	3
MB10BNK	Banking	3
MB10FNM	Financial Markets	3
MB10IRM	Insurance & Risk Management	3
MB10MCF	Micro Finance	3
	ELECTIVES IN MARKETING	
MB10SDM	Sales and Distribution Management	3
MB10CBR	Consumer Behaviour	3
MB10ASP	Advertising and Sales Promotion	3
MB10CRM	Customer Relationship Management	3
MB10RMK	Rural Marketing	3
	ELECTIVES IN HRM	
MB10TRD	Training and Development	3
MB10CMT	Compensation Management	3
MB10PMS	Performance Management Systems	3
MB10ORP	Organizational Psychology	3
MB10ERW	Employee Relations and Welfare Measures	3
	ELECTIVES IN GENERAL MANAGEMENT	
MB10IBM	International Business and Management	3
MB10BLD	Business Leadership	3
MB10IEM	Indian Ethos for Modern Management	3
MB10TQM	Total Quality Management	3
MB10BSE	Business Ethics	3

Course Title: **NEW VENTURE CREATION**
 Course Code: MB10NVC
 Trimester / Credits: IV / 3

Course Objectives

To enable students to acquire knowledge and skills that help them analyze their competencies, identify and screen opportunities and evaluate business ideas for investment.

Course Coverage (from the text book)

- Chapter 1: Crafting a Personal Entrepreneurial Strategy
- Chapter 3: The Entrepreneurial Process
- Chapter 4: The Opportunity: Creating, Shaping, Recognizing, Seizing
- Chapter 5: Screening Venture Opportunities
- Chapter 7: The Entrepreneurial Manager
- Chapter 8: The New Venture Team
- Chapter 9: Personal Ethics and the Entrepreneur
- Chapter 12: Entrepreneurial Finance
- Chapter 13: Obtaining Venture and Growth Capital

Pedagogy

Lectures, Case Analysis, Class Exercises and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Class Exercises	...	10%
Case Analysis	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Timmons, Jeffrey A. and Stephen Spinelli (2009). *New Venture Creation - Entrepreneurship for the 21st Century*, 7/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Prasanna Chandra (2009). *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, 7/e; New Delhi: Tata McGraw-Hill
2. Zimmerer, Thomas W. and Norman M. Scarborough with Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India

Course Title: **SUMMER INTERNSHIP PROJECT WORK**
Course Code: MB10SIP
Trimester / Credits: IV / 3

Course Objective

The objective of this one-trimester long assignment is to enable the students gain insights into application of theory to practical issues in organisations. Students are expected to carry out a detailed analytical work on an issue or problem identified by them during their summer internship at an organisation and to present their findings, and possible solutions.

Pedagogy

Students will work along with their Summer Internship Faculty Guides on this assignment. They will meet in class occasionally to present their work and obtain feedback from fellow students and faculty for improvement.

Course Title: **COST MANAGEMENT**
 Course Code: MB10CST
 Trimester / Credits: IV / 3

Course Objectives

The course would enable the students to understand the basic concepts and tools of cost management system. The students will gain knowledge on how to apply these tools to manage various cost involved in business.

Course Coverage

- Introduction to Cost Management
- Basic Cost management concepts
- Cost Behaviour
- Activity Based Costing
- Product and Service costing- Job order system , Process Costing system
- Allocating cost of Support Departments
- Activity Resource Usage Model and Tactical Decision Making
- Pricing and Profitability Analysis

Pedagogy

Classroom Lectures, Assignment and Exercises

Evaluation and Grading

Pre reading and class participation	...	10%
Assignment and Presentation	...	10%
Exercises	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2009). *Cost Management*; New Delhi: Cengage Learning

Additional Reading

1. Leslie G. Eldenburg and Susan K. Wolcott (2009). *Cost Management: Measuring, Monitoring and Motivating Performance*, 1/e; Wiley
2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2008). *Cost Management: A Strategic Emphasis*, 3/e; New Delhi: Tata McGraw-Hill

Course Title: **BANKING**
Course Code: MB10BNK
Trimester / Credit: IV / 3

Course Objective

The course would give the students a comprehensive background of the banking sector with the implications of technology on banking sector including Global banking transactions.

Course Coverage

- Public sector Banks in India & Private Banks in India
- Cooperative bank, Regional Rural bank (RRB)
- Role of important financial institutions: NABARD, EXIM Bank, NHB, HUDCO, IDBI, IFCI, ICICI and SIDBI
- Functions of Reserve Bank of India
- Banking sector Reforms (1991- 2009)
- Banking Ombudsman Scheme, 2006
- Policy on KYC standards, Anti- money laundering (AML)
- Technology in banks: E-banking, Internet banking, Mobile banking
- Electronic Fund Transfer (EFT),
- Electronic Clearing Service (ECS)
- Core Banking Solutions or Centralised Banking Solutions (CBS)
- Retail Banking- Asset focused segment and Liability focused segment
- Society for World- wide Interbank Financial Telecommunications (SWIFT)
- Impact and consequences of Non Performing Assets (NPAs)

Pedagogy

Classroom lectures, Assignments and Case Discussions

Evaluation and Grading:

Individual reading & class participation	...	10%
Case Discussion	...	10%
Assignment & Presentation	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Iyengar, Vijayaragavan (2007). *Introduction to Banking*, 1/e; New Delhi: Excel Books

Additional Reading

1. Joshi and Joshi (2009). *Managing Indian Banks*, 3/e; New Delhi: Tata McGraw-Hill
2. Gordon. E. and Natarajan K. (2008). *Banking*, 21/e; New Delhi: Himalaya Publishing

Course Title: **FINANCIAL MARKETS**
 Course Code: MB10FNM
 Trimester / Credits: IV / 3

Course Objectives

The course would enable the students to get better insight on financial innovations in terms of products and instruments in money market and capital market. It also helps the students to apply modern technologies to deal with the instruments of financial market.

Course Coverage

- Financial Markets- Definitions and Functions
- Money Market- Functions and Essentials of developed money market
- Call Money Market, Commercial paper Market, Commercial Bill Market
- Certificate of Deposit Market, Treasury Bill Market, Gilt- edged securities Market
- Capital Market- Functions and Indian Capital market Evolution and Growth
- Capital Market Instruments
- Capital Market Reforms
- Global Financial Markets and its growth

Pedagogy

Classroom lectures, Assignment and Quiz

Evaluation and Grading

Individual reading, Preparation & Class participation	...	10%
Assignment & Presentation	...	10%
Quiz	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Gurusamy, S. (2008). *Financial Markets and Institutions*, 2/e: New Delhi: Tata McGraw-Hill

Additional Reading

1. Fabozzi . J. Frank and Franco Modigliani (2007). *Capital Markets*, 3/e: New Delhi: Prentice Hall
 2. Bhole L.M. (2008). *Financial Institutions and Markets*, 4/e: New Delhi: Tata McGraw-Hill
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Course Title: **INSURANCE AND RISK MANAGEMENT**
Course Code: **MB10IRM**
Trimester / Credits: **IV / 3**

Course Objectives

The course enables the students to learn the basic risk management and insurance principles. It will enhance student's ability to recognize the risk faced by individuals and corporate by identifying the suitable insurance coverage.

Course Coverage

- Introduction to Risk Management.
- Basic concepts in Risk management and Insurance
- Risks in our society, Insurance and Risk.
- Changing the scope of Risk management
- Fundamental legal principles of Insurance
- Analysis of Insurance contracts
- IRDA- Guidelines and Functions
- Homeowners Insurance, Automobile Insurance
- Other Property and Liability Insurance coverage
- Commercial Property Insurance, Commercial Liability Insurance
- Fundamentals of Life Insurance, Types of Life Insurance
- Life Insurance Contractual Provisions

Pedagogy

Classroom lectures, Case Discussion and Mini Project

Evaluation and Grading

Class participation and Pre reading	...	5%
Case Discussion	...	10%
Mini Project	...	15%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Rejda, George E. (2009). *Principles of Risk Management and Insurance*, 9/e; Pearson Education

Additional Reading:

1. Arthur Williams C., Michael L. Smith and Peter C Young (1998). *Risk Management and Insurance*, 8/e; New Delhi: Tata McGraw-Hill
2. Scott E Harrington and Gregory R.N. Niehaus (2007). *Risk Management & Insurance*, 2/e; New Delhi: Tata McGraw-Hill

3. Gupta, P.K. (2004). *Insurance and Risk Management*; Mumbai: Himalaya Publishing
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Course Title: **MICRO FINANCE**
 Course Code: MB10MCF
 Trimester / Credits: IV / 3

Course Objective

The course would enable the students to understand that Micro – finance is not only for social and rural development but also for business and profit making, based on the organizational missions.

Course Coverage

- Micro Finance Products and Micro Finance Services
- Supply, Intermediation and Regulations of Micro finance
- Micro Finance Credit Lending Models
- Risks in Micro Finance Institutions
- Social Rating, Credit Rating and Impact Assessment in Micro finance
- Strategies for Sustainability
- Micro finance and Development

Pedagogy

Classroom lectures, Case Discussions and Mini Project

Evaluation and Grading

Individual reading, Preparation & Class participation	...	10%
Mini Project	...	10%
Case Discussion	...	10%
Mid Trimester Examination	...	20%
End- Trimester Examination	...	50%

Text Book

Panda, Debadutta K. (2009). *Understanding Microfinance*, 1/e; New Delhi: Wiley India

Additional Reading

1. Bhaskaran R. (2009). *Microfinance - Perspectives and Operations*, 1/e; Macmillan India
2. Karmakar K.G. (2009). *Microfinance in India*, 1/e; New Delhi: Sage Publications
3. Ghate, Prabhu (2009). *Indian Microfinance: The Challenges of Rapid Growth*, 1/e; New Delhi: Sage Publications

Course Title: **SALES AND DISTRIBUTION MANAGEMENT**
Course Code: **MB10SDM**
Trimester / Credits: **IV / 3**

Course Objectives

The course intends to familiarize the concepts, approaches and the practical aspects of the key decision making aspects in sales force and distribution channel management in order to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Course Coverage

- Sales management-Importance, dimensions, role and skills of modern sales managers.
- Nature of personal selling-steps in selling process-Institutional selling.
- Development and management of sales territories-Sales Quota.
- Organizing sales force- Types of organization structure.
- Sales force staffing- recruitment, motivation and evaluation.
- Distribution Management and Marketing Mix.
- Marketing Channels-Designing Channel Systems.
- Channel Institutions-Retailing, Wholesaling, Conventional channel-Vertical Marketing System (VMS), E- Marketing.
- Channel management- Channel information systems.
- Physical distribution- components, impact of IT on Logistics.

Pedagogy

Classroom lectures, Case analysis, Role-play and Field study.

Evaluation and Grading

Class participation	...	10%
Case Analyses	...	10%
Role-play	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Krishna Havaldar and Vasant Cavale (2007). *Sales and Distribution Management - Text and Cases*; New Delhi: Tata McGraw-Hill

Additional Reading

1. Tapan K. Panda and Sunil Sahadev (2007). *Sales and Distribution Management*, 7/e; New Delhi: Oxford University Press
 2. Still R. Richard, Edward W. Cundiff and Norman A.P. Govoni (2003). *Sales Management*, 5/e; New Delhi: Prentice Hall India
 3. Coughlan T. Anne, Erin Anderson, Louis W. Stern, Adel I. El-Ansary (2003). *Marketing Channels*, 6/e; New Delhi: Prentice Hall India
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Course Title: **CONSUMER BEHAVIOUR**
 Course Code: MB10CBR
 Trimester / Credits: IV / 3

Course Objectives

The course introduces a wide range of behavioral concepts, and explores the strategic implications of customer behavior for marketers. The course challenges students to explore the realities and implications of buyer behavior in traditional and e-commerce markets. Key to the course is demonstrating how an understanding of buyer behaviour can help to improve strategic decision-making.

Course Coverage

- Consumer behaviour - Impact of digital revolution on consumer behaviour
- Consumer decision making process
- Comprehensive models of consumer decision-making.
- Consumer Needs and Motivation,
- Influence of personality and perception
- Consumer attitudes and learning
- Consumers in the social settings - Family influences, Social class influences
- Influence of culture, sub cultures and cross culture on consumer behaviour,
- Personal influence and opinion leadership

Pedagogy

Lectures, Case Analyses and Observation Study

Evaluation and Grading

Class Participation	...	10%
Observation Study	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Schiffman, G.L. and Kanuk, L.L. (2007). *Consumer Behaviour*, 9/e; New Delhi: Prentice Hall India

Additional Reading

1. Hawkins I. Del, Roger J. Best and Kenneth A. Coney (2002). *Consumer Behaviour*, 8/e; New Delhi: Tata McGraw-Hill
 2. Blackwell D. Roger, Paul W. Miniard and James F. Engel (2003). *Consumer Behaviour*, 9/e; New Delhi: Vikas Publishing
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Course Title: **ADVERTISING AND SALES PROMOTION**
Course Code: MB10ASP
Trimester / Credits: IV / 3

Course Objectives

The course enables the students to understand the role of advertising and promotion in today's business world by emphasizing how a firm can use its promotional tools to communicate effectively with its consumers. It integrates theory with exercises that helps students to design and manage successful promotional programs.

Course Coverage

- Integrated marketing communications-Introduction, communication process.
- IMC planning and budgeting
- Advertisement- Objectives, role in marketing, organization of advertisement department - DAGMAR Approach.
- Creativity-Theories, copy writing.
- Media planning- selection, scheduling, evaluation of advertising.
- Direct marketing-Use of IT and Internet.
- Personal selling-Role, scope, combining with other promotional tools.
- Sales promotion- Objectives, techniques and evaluation of sales promotion.
- Public relations and publicity, Integrating PR with other promotion tools.
- Ethics and regulations in Advertisement and promotion, evaluation of advertising.

Pedagogy

Lectures, Case Analyses, Role Play, and Media study

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Role plays and Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Belch, George E. and Michael A. Belch (2003). *Advertising and Sales Promotion*, 6/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Kruti Shah and Alan D'Souza (2009). *Advertisement & Promotion - An IMC Perspective*; New Delhi: Tata McGraw-Hill
 2. Mathur, U.C. (2001). *Advertising Management*, 2/e; New Delhi: New Age
-

Course Title: **CUSTOMER RELATIONSHIP MANAGEMENT**
 Course Code: MB10CRM
 Trimester / Credits: IV / 3

Course Objectives

This course examines customer relationship management (CRM) as a key strategic process for organizations. Students will be able to appreciate and plan a CRM process and use CRM tools.

Course Coverage

- CRM – Introduction, Evolution, Definition, Schools of thought and CRM Benefits
- Building relationship, Economies of CRM, Lifetime value of customers
- Rewards / loyalty programs in consumer markets, Key Account Management (KAM) in business markets. Customer Value Management (CVM)
- Operational CRM – Sales force automation, Customer Service and Support, Campaign Management
- Analytical CRM – Technological Solutions for CRM, Data warehouse & Data Mining
- Collaborative CRM – Customer Interactions Centers, Customer Contact Center and Portals in building relationships
- Key Performance Indicators (KPI), Customer defections, Customer Retention Planning and Evaluation
- CRM Project Management – Planning and Implementation

Pedagogy

Lectures, Case Analyses and Discussions

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%

Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Shainesh G. and Jagdish N Sheth (2006). *Customer Relationship Management – A Strategic Perspective*; New Delhi: Macmillan

Additional Reading

1. Paul Greenberg (2005). *Customer Relationship Management at Speed of Light*, 2/e; New Delhi: Tata McGraw-Hill
2. Ed Peelen (2005). *Customer Relationship Management*; New Delhi: Pearson Education

Course Title: **RURAL MARKETING**
Course Code: MB10RMK
Trimester / Credits: IV / 3

Course Objectives

This course creates an understanding about the opportunities of the rural market under social and economic perspective and helps students to develop strategies especially suitable for rural markets.

Course Coverage

- Comparing rural and urban marketing, Indian rural market.
- Rural marketing- Bottom of the pyramid (BOP) perspective.
- Challenges and opportunities of rural marketing
- STP in rural market and its strategies
- Rural consumer behavior.
- Developing products and services for the BOP.
- Pricing in rural marketing
- Rural distribution and promotion challenges and methods
- e-Rural marketing

Pedagogy

Lecturers, Case Analyses and Discussions

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%

End Trimester Exam ... 50%

Text Book

Pradeep Kashyap and Siddhartha Raut (2009). *The Rural Marketing Book*; New Delhi: Biztantra.

Additional Reading

1. Krishnamacharyulu, C.S.G. and Lalitha, R. (2009). *Rural Marketing - Text and Cases*; New Delhi: Pearson Education
2. Balram Dogra and Karminder Ghuman (2008). *Rural Marketing - Concepts and Practices*; New Delhi: Tata McGraw-Hill
3. Prahalad, C.K. (2010). *The Fortune at the Bottom of the Pyramid*; New Delhi: Pearson Education

Course Title: **TRAINING AND DEVELOPMENT**
 Course Code: **MB10TRD**
 Trimester / Credits: **IV / 3**

Course Objectives

The course would enable the students to understand the modus operandi of training needs assessment, design, implementation and evaluation of training programs. Students would gain insight in to the training methods and make choice of the appropriate training method to suit the training needs.

Course Coverage

- Concept, Objectives, Role and Benefits of training, Strategic Training
- Training Needs Assessment, Framework, Methods, Approaches to Training Needs Assessment
- Learning and Theories of Learning, Learning Process
- Modus operandi of design and development of training programs, Training methods
- Transfer of Training, Factors influencing Transfer of Training
- Need for Training Evaluation, Outcomes used in Evaluation of Training Programs, Training Evaluation Practices, Training Evaluation Design, Determining Return on Investment of Training programs
- Approaches to Employee Development, The Employee Development Planning Process, Company Strategies for Providing Development, Training issues resulting from the external environment, Training issues related to internal needs of the company.

Pedagogy

Lectures, Assignments, Presentation, Class Exercises, Discussions and Mini Project

Evaluation and Grading

Attendance and Quiz	...	10%
Assignments and Presentation	...	10%
Mini Project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Noe, Raymond A. (2008). *Employee Training and Development*, 4/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Blanchard, Nick P. and James W. Thacker (2007). *Effective Training Systems, Strategies and Practices*, 3/e; New Delhi: Pearson Education
2. Janakiram B. 2007. *Training and Development*, 1/e; New Delhi: Biztantra

Course Title: **COMPENSATION MANAGEMENT**
Course Code: MB10CMT
Trimester / Credits: IV / 3

Course Objectives

The course would enable the students to understand the concept of compensation management, designing pay levels and determining individual employee contributions and pay. Students would gain insight in to the design and management of employee compensation.

Course Coverage

- Concept, Forms of pay, Pay Model, Strategic Choices, Developing A Total Compensation Strategy
- Internal Alignment of Compensation Strategy, Internal Structures and Shapes
- Job Analysis, Job Evaluation, Skill Plans, Skill Analysis, Competency, Competency Analysis
- External Competitiveness, Designing Pay Levels, Pay Mix and Pay Structures
- Pay for Performance Plans
- Compensation of Special Groups, International Pay Systems
- Government and Legal Issues in Compensation

Pedagogy

Lectures, Assignments, Presentations, Discussions and Mini Project

Evaluation and Grading

Attendance and Quiz	...	10%
Assignments and Presentation	...	10%
Mini Project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

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

Additional Reading

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

Course Title: **PERFORMANCE MANAGEMENT SYSTEM**
 Course Code: MB10PMS
 Trimester / Credits: IV /3

Course Objectives

The course would enable the students to understand the performance management concepts, tools and steps for planning performance goals, monitoring performance and appraising performance results. They would gain an insight in to the management and development of human performance.

Course Coverage

- Performance Management-concept; process, People Management, impact of Performance Management, PfM System, PfM Theatre. Pillars of PfM Theatre
- Planning Managee performance and development-components-Setting mutual expectation
- Monitoring Managee Performance and Mentoring Managee Development-ongoing performance monitoring and review, ongoing mentoring and managee development
- Annual Stocktaking-Stocktaking performance and potential, Appraising for Recognition and Rewards
- Operationalizing change through performance management

Pedagogy

Lectures, Assignments, Presentations and Mini Project

Evaluation and Grading

Attendance and Quiz	...	10%
Assignment and Presentation	...	10%
Mini Project	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Chandha, Prem (2005). *Performance Management*; New Delhi: Macmillan

Additional Reading

1. Armstrong, Michael and Angela Baron (2004). *Performance Management, 2/e*; Mumbai: Jaico Publishing
2. Rao, T.V. (2008). *Performance Management and Appraisal System*; New Delhi: Sage Publications

Course Title: **ORGANIZATIONAL PSYCHOLOGY**
Course Code: MB10ORP
Trimester / Credits: IV / 3

Course objectives

To enable the students to understand individual and group behaviour in formal organizational settings

Course Coverage

- Organizational Psychology – historical evolution of organizational psychology, organizational socialization process, impact of diversity on socialization
- Productive Behaviour in Organizations – job performance, organizational citizenship behaviour, innovation
- Counterproductive Behaviour in Organizations - ineffective job performance, absenteeism and turnover, accidents, theft
- Motivation – definition, theories, Hierarchy of Needs theory, Motivation-Hygiene theory, Job Characteristics theory, Equity theory, Expectancy theory, behavioural approach to motivation
- Group Behaviour – characteristics of groups, group structure, stages of group development (Tuckman), impact of groups on individuals
- Organizational Culture – manifestations of organizational culture, measuring organizational culture, changing organizational culture

Pedagogy

Lectures, Assignments, Discussions and Case Analyses

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Jex, Steve M. (2009). *Organisational Psychology – A Scientist Practitioner Approach*; New Delhi: Wiley India

Additional Reading

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

Course Title: **EMPLOYEE RELATIONS AND WELFARE MEASURES**
 Course Code: MB10ERW
 Trimester / Credits: IV / 3

Course Objectives

The course will enable students to understand various concepts and dynamics of Industrial Relations and their implications for managing men.

Course Coverage

- Industrial Relations – Objectives and approaches- Significance - Conditions for good IR – Causes of poor IR – Effects of poor IR – Suggestions to improve IR
- Industrial Disputes in India – forms of disputes – Methods for the prevention and resolution of industrial disputes: voluntary and statutory levels – Authorities for resolution of disputes
- Trade Unions – Objectives – Structure - Trade Union movement in India – Employers’ Organizations – International Labour Organization; Collective bargaining– Benefits – Conditions for successful collective bargaining - process.
- Grievance – meaning – causes and effects – Grievance procedure
- Labour welfare – concept – Principles – Types – Safety services: essentials of a safety service - Occupational Health services – occupational hazards – Labour Welfare in India; Social Security – Workmen’s Compensation Act, 1923 –

Employees' State Insurance Act,1948 – Employees' Provident Funds and Miscellaneous Provisions Act,1952- Maternity Benefit Act,1961- Payment of Gratuity Act,1972 - Industrial Disputes Act,1947

Pedagogy

Lectures, Presentations, Case Analyses and Discussions

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Tripathi, P.C. (2006). *Personnel Management and Industrial Relations*, 19/e; New Delhi: Sultan Chand

Additional Reading

1. Srivastava, S.C. (2003). *Industrial Relations and Labour Welfare*, 4/e; New Delhi: Vikas Publications
 2. Mamoria, C.B. and Gankar, S.V. (2008). *Dynamics of Industrial Relations*, 22/e; New Delhi: Himalaya Publishing
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Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
Course Code: MB10IBM
Trimester / Credits: IV / 3

Course Objectives

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

Course Coverage

- Introduction, Overview, and Definition of Terms
- Differences in Culture

- International Trade Theories – Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, Product Life Cycle Theory, Porter's Diamond
- Political Economy of International Business - Trade Policy and Barriers to International Trade
- Free Trade and Regional Trade Blocs
- World Trade and the World Trading Organization
- Foreign Direct Investment
- Strategy of International Business – strategic choices, organisation of international business, entry strategy and strategic alliances
- Global Human Resources Management

Pedagogy

Classroom lectures and Case Discussions

Evaluation and Grading

Individual reading, preparation and class participation	...	10%
Case Discussions	...	20%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Hill, Charles W.L. and Arun Kumar Jain (2006). *International Business – Competing in the Global Market Place, 5/e*; New Delhi: Tata McGraw-Hill

Additional Reading

1. Cherunilam, Francis (2007). *International Business – Text and Cases, 4/e*; New Delhi: Prentice Hall India
2. Czinkota, M.R. et al. (1998): *Global Business, 2/e*; Orlando, Florida: Harcourt Brace

Course Title: **BUSINESS LEADERSHIP**
 Course Code: **MB10BLD**
 Trimester / Credits: **IV / 3**

Course Objective

The underlying principle behind our approach is that “leadership is all about being aware of oneself and acting upon one’s strengths through constant process of reflection and change. It is also about a constant surge in management of uncertainty. It is beyond the obvious – it is doing things normally thought not possible or feasible. It is about a vision, courage of conviction, persistence and communication”. The leadership course as proposed will enable students understand and appreciate that

leadership is not merely “a soft subject” but drawn heavily from the rigour and toughness of practical application in reality. Hence, some learning will be on understanding leadership from the perspectives of successful organizations.

Course Coverage

- Management and Leadership
- Leadership is a Process – interaction between the leader, followers, and the situation; education and experience; measuring its effects
- Focusing on the Leader – power and influence; values; traits; behaviour
- Focusing on the Followers – motivation, satisfaction, and performance; groups, teams, and leadership
- Focusing on the Situation – characteristics; contingency theory; leadership and change
- Leadership for the 21st Century

Pedagogy

Lectures, Case Analyses, Presentations, Exercises, and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Case Analyses	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Hughes, Richard L., Robert C. Ginnett, and Gordon J. Murphy (2008). *Leadership – Enhancing the Lessons of Experience*, 6/e; New Delhi: Tata McGraw-Hill

Additional Reading

1. Yukl, Gary (2005). *Leadership in Organisations*, 5/e; Prentice Hall
2. Northouse, Peter G. (2007). *Leadership - Theory and Practice*, 4/e.; New Delhi: Sage Publications
3. Daft, R.L. (2006). *Leadership Theory and Practice*; New Delhi: Prentice Hall

Course Title: **INDIAN ETHOS FOR MODERN MANAGEMENT**
Course Code: MB10IEM
Trimester/ Credits: IV / 3

Course Objectives

Enables students to understand the traditional Indian teachings provide basis for all principals of Modern Management.

Course Coverage

- Philosophy of Indian Ethos in management
- The future vision of Holistic Management; Indian spiritual values and modern management
- Indian ethos; Societal values; Attitude towards other beings.
- Spirituality: Behavioural implications; Humility; Meditation: Benefits, method
- Trusteeship: Concept; Principles
- Social responsibility
- Corporate Governance; Indian context - issues
- Leadership: Responsibilities; Complexities; Demotivators; Character; Leader as head of family
- Personal effectiveness; Intangibility of Objectives
- Managing the mind; Interdependence - creativity

Pedagogy

Case Analyses, Lectures, Presentations and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignment and Presentations	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Krishna, G.R. (2004). *Indian Ethos for Modern Management*; New Delhi: UBSPD

Additional Reading

1. Sharma, G.D. (2001). *Management and Indian Ethos*, 1/e; New Delhi: Rupa
2. Balachandran, S., Raja, K.C.R., and Nair, B.K. (2003). *Ethics, Indian Ethos and Management*; New Delhi: Shroff Publishers

Course Title: **TOTAL QUALITY MANAGEMENT**
 Course Code: MB10TQM
 Trimester / Credits: IV / 3

Course Objective

At the conclusion of this course, students will be able to define the term 'Total Quality Management (TQM)' and related terms; develop and improve problem-solving skills and apply them to quality issues and problems; apply the basic tools of TQM to everyday business problems and practices.

Course Coverage

- Introduction to TQM – Relationship between TQM and Corporate Strategy, Concepts, Need, TQM Guru's Ideas
- TQM Model
- Quality Control Circle and Problem Solving-Seven Quality Control Tools, Problem Solving, S-S Problem Solving Methods-S Methods and the seven QC Tools.
- ISO 9000 and Quality Audit-Introduction-Needs-Contents of ISO 9001-Quality Audit-Implementation of ISO 9000 and its benefits.
- Total Productive Maintenance-Introduction-Contents of TPM-Implementation.

Pedagogy

Lectures, Assignments, Presentations and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Samuel .K. Ho (2002). *Total Quality Management*; New Delhi: Crest Publishing

Additional Reading

1. Ross, Joel E. (1996). *Total Quality Management - Text, Cases and Readings, 2/e*; New Delhi: St. Lucie Press
2. Basotia, G.R. (2001). *Total Quality Management - Modern Methods of Quality Control and Standardization*; Jaipur: Mangal Deep Publications

Course Title: **BUSINESS ETHICS**
Course Code: **MB10BSE**
Trimester / Credits: **IV / 3**

Course Objective

By the end of this course students should be able to: demonstrate an awareness of the ethical dimension of current business affairs, examine the different conceptions of distributive justice, apply ethical framework to practical business problems, relate

their moral values to those commonly held in business and critically appraise the corporate objective in the context of the stakeholder/Shareholder debate.

Course Coverage

- Ethics and Business
- Ethical Principles in Business
- Ethics and the Environment
- The Ethics of Consumer Production and Marketing
- The Ethics of Job Discrimination
- The Individual in the Organization

Pedagogy

Lectures, Case Analysis, Assignment and Presentations and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignment and Presentations	...	10%
Case Analysis	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Velasquez G. Manuel (2006). *Business Ethics*; New Delhi: Prentice Hall India

Additional Reading:

1. Sekhar, R.C. (2008). *Ethical Choices in Business*, 2/e; New Delhi: Sage Publications
 2. Ferrell, Fraedrich and Linda Ferrell (2009). *Business Ethics - Ethical Decision Making and Cases*; New Delhi: Biztantra
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SYLLABUS AND COURSE OUTLINE**TRIMESTER V COURSES**

MB10BPD	Business Plan Development	3
MB10SST	Sectoral Study / Term Paper	3
	Choice of Electives – 4	12
	ELECTIVES IN FINANCE	
MB10SAP	Security Analysis & Portfolio Management	3
MB10IFM	International Financial Management	3
MB10FNS	Financial Services	3
MB10FOP	Futures & Options	3
MB10MAQ	Mergers & Acquisitions	3
	ELECTIVES IN MARKETING	
MB10MKR	Marketing Research	3
MB10RTM	Retail Management	3
MB10SVM	Services Marketing	3
MB10EMT	e-Marketing	3
MB10BRM	Brand Management	3
	ELECTIVES IN HRM	
MB10IHR	International Human Resource Management	3
MB10SHR	Strategic Human Resources Management	3
MB10ORD	Organizational Development	3
MB10KMT	Knowledge Management	3
MB10HRA	HRD Audit	3
	ELECTIVES IN GENERAL MANAGEMENT	
MB10TMT	Technology Management	3
MB10PRM	Project Management	3
MB10SCM	Supply Chain Management	3
MB10BSL	Business Law	3
MB10ERP	Enterprise Resource Planning	3

Course Title: **BUSINESS PLAN DEVELOPMENT**
 Course Code: MB10BPD
 Trimester / Credits: V / 3

Course Objectives

To enable students to understand the importance and various components of a business plan and lead them through a step-by-step process of developing, preparing and presenting a comprehensive and effective business plan.

Course Coverage

- **Starting the Process - Chapter 1 to 3** – The Successful Business; Getting Your Plan Started; Making Your Plan Compelling.
- **Business Plan Components - Chapter 4 to 17** – The Executive Summary; Company Description; Industry Analysis & Trends; Target Market; Competition; Strategic Position & Risk Assessment; Marketing Plan & Sales Strategy; Operations; Technology Plan; Management & Organization; Community Involvement & Social Responsibility; Development, Milestones, & Exit Plan; The Financials; The Plan's Appendix.
- **Putting the Plan to Work – Chapter 18 to 22** – Preparing, P, & Sending Out Your Plan; Looking for Money; Using Your Plan for Class & Competitions; Internal Planning for Existing Business & Corporations; Time Saving Tips.
- **Special Considerations – Chapter 23 to 27** – Considerations for Internet, 'e-business'; Considerations for Retailers; Considerations for Manufacturers; Considerations for Service Businesses; Business Planning in a Weak (or Strong) Economy.

Pedagogy

Discussion on Sample Plans, Class Exercises and Presentations

Evaluation and Grading

Attendance and Class Participation	...	5%
Class Exercises	...	10%
Spreadsheet Financial Model	...	15%
Business Plan	...	20%
End Trimester Exam	...	50%

Text Book

Abrams, Rhonda (2009). *The Successful Business Plan – Secrets & Strategies*, 4/e; New Delhi: Prentice Hall India

Additional Reading

1. Prasanna Chandra (2009). *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, 7/e; New Delhi: Tata McGraw-Hill

2. Hisrich, Robert D. Michael P. Peters and Dean A. Shepherd (2009). *Entrepreneurship*, 6/e; New Delhi: Tata McGraw-Hill
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Course Title: **SECTORAL STUDY / TERM PAPER**
Course Code: MB10SST
Trimester/Credits: V / 3

Course Objective

The objective of this course is to enable the students gain a deep insight into one of the industry sectors or verticals (domains) by collection, storage, analysis, and dissemination of information during one trimester.

Pedagogy

Students will, under the supervision of one of the faculty, work on collection of information, on a continuous basis, about one of the industry sectors, verticals or domains. They will then prepare a paper on their findings and analysis and present it before a team of faculty.

Course Title: **SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**
Course Code: MB10SAP
Trimester/Credits: V / 3

Course Objectives

The course would enable the students to evaluate the performance of security portfolio and to measure the risk and return associated in a portfolio. Students can also carry out security market analysis to plan any investments

Course Coverage

- Introduction to securities – Investment Process – Investment categories
- Risk and Return – Security Returns – Systematic risk & Unsystematic risk
- Economic Analysis and Forecasting Techniques
- Industry Analysis - Industry Classification and Industry Life Cycle
- Company Analysis – Internal & External Information
- Technical Analysis – Dow Theory and Market Indicators
- Efficient Market Theory – Efficient Market Hypothesis and Random Walk Theory
- Portfolio Selection – Selecting the “Best Portfolio”
- Capital Asset Pricing Model

Pedagogy

Classroom Lectures, Exercises and Case Discussions

Evaluation and Grading

Class participation	...	10%
Case Discussions	...	10%
Exercises	...	10%
Mid Trimester Examination	...	20%
End- Trimester Examination	...	50%

Text Book

Fischer. E. Donald and Ronald. J. Jordan (2008). *Security Analysis and Portfolio Management*, 6/e; Pearson Education

Additional Reading

1. Chandra, Prasanna (2009). *Investment Analysis and Portfolio Management*, 3/e: New Delhi: Tata McGraw-Hill
2. Cottle, Sidmey and Roger. F. Murray (2002). *Security Analysis*, 5/e: New Delhi: Tata McGraw-Hill

Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
 Course Code: **MB10IFM**
 Trimester/Credits: **V / 3**

Course Objectives

This Course is expected to enable the students to learn the basic concepts, principles and functions in International Financial Management and to provide them a basic framework for making corporate financial decisions in an international context.

Course Coverage

- International Financial Management – Overview - Multinational Corporations
- International Monetary system
- International flow of funds: BoP, Factors affecting International Trade flows,
- Agencies that facilitating International flows.
- Foreign exchange market: Functions and structure- Exchange rate theory, determination and governance, Government influence on ER – Foreign exchange quotations, speculation in the forward market - International arbitrage and interest rate parity
- Foreign Risk - Types of Exposure – Measurement of exposure - Management of
- Translation, Transaction and Economic Exposure – Currency Market Hedges.
- International Investment decisions -International Capital Budgeting and Cost of

- Capital - Foreign Investment - International Working Capital Management.
- International Financial Markets-Major International Markets- Euro markets -
- International Financial Market Instruments –International Equities and Bonds.
- Currency Futures, Options and Swap Markets

Pedagogy

Classroom Lectures, Assignments and Case Study

Evaluation and Grading

Individual reading, preparation and class participation	...	10%
Assignments	...	10%
Case study	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Apte, P.G. (2009). *International Financial Management*, 5/e; New Delhi : Tata McGraw-Hill

Additional Reading

1. Shapiro, Alan C. (2002). *Multinational Financial Management*, 4/e; New Delhi: Prentice Hall India
2. Cheol S. Eun and Buce G. Resnick (2008). *International Financial Management*, 4/e; New Delhi: Tata McGraw-Hill
3. Jain, P.K., Josette Peyrard, and Surendra S. Yadav (2008). *International Financial Management*, 1/e; New Delhi: Macmillan India

Course Title: **FINANCIAL SERVICES**
Course Code: MB10FNS
Trimester/ Credits: V/ 3

Course Objectives

The course would enable the students to get a detailed understanding about the package of financial services and its impact on Indian Financial System. Students can select a suitable financial service for their career choice or would enhance their ability to manage financial need in their business

Course Coverage

- Financial services –Concept & Functions
- Financial services market- Concept & Constituents
- Growth of financial services in India

- Leasing- Theoretical & Regulatory framework
- Hire Purchase Finance and Consumer credit
- Factoring and Bill discounting
- Venture capital finance
- Mutual funds- Operational structure- Role of AMC
- Issue management- Intermediaries
- Forms of Corporate restructuring
- Depository System
- Credit Rating

Pedagogy

Classroom lectures and Case Discussions

Evaluation and Grading

Individual reading, Preparation & Class participation	...	10%
Assignment & Presentation	...	10%
Case Discussion	...	10%
Mid Trimester Examination	...	20%
End- Trimester Examination	...	50%

Text Book

Khan, M.Y. (2009). *Financial Services*, 4/e; New Delhi: McGraw-Hill

Additional reading

1. Bhalla, V.K. (2008). *Management of Financial Services*, 4/e; Anmol Publications
2. Sasidharan K. and Alex K. (2008). *Financial Services and System*, 1/e; New Delhi: Tata McGraw-Hill
3. Shanmugam, R. (2010). *Financial Services*, 1/e; New Delhi: Wiley India

Course Title: **FINANCIAL DERIVATIVES**
 Course Code: MB10FND
 Trimester/ Credits: V/3

Course Objectives

This course would introduce the concept of derivatives and develop a basic understanding of valuing derivative instruments. It also helps to acquire a working knowledge by using basic pricing models for real time applications.

Course Coverage

- Introduction to Derivatives
- Forward and Futures Market

- Costs and Benefits of hedging
- Option and their payoff
- Option market
- Binomial Option Pricing model
- Black –Scholes Option pricing model
- Uses of Options
- Exotic Options
- Warrants and Convertibles

Pedagogy

Lectures, Exercises and Assignment

Evaluation and Grading

Class participation	...	10%
Assignment	...	10%
Exercises	...	10%
Mid Trimester Examinations	...	20%
End Trimester Examination	...	50%

Text Book

Varma, Jayanth Rama (2008). *Derivatives and Risk Management*, 1/e: New Delhi: Tata McGraw-Hill

Additional Reading

1. Gupta, S.L. (2009). *Financial Derivatives - Theory, Concepts and Problems*, 1/e; New Delhi: Prentice Hall India
2. Hull, John C. and Sankarshan Basu (2010). *Options, Futures and other Derivatives*, 7/e: Pearson Education
3. Parameswaran, Sunil K. (2010). *Futures and Options - Concepts and Applications*; New Delhi: Tata McGraw-Hill

Course Title: **MERGERS AND ACQUISITIONS**
Course Code: MB10MAQ
Trimester/ Credits: V/3

Course Objectives

The course would enable the students to understand the conceptual, regulatory and legal aspects involved in business combinations and expose the students to get a practical framework for managerial decision – making in the context of Mergers and Acquisitions.

Course Coverage

- Mergers and Acquisitions – Introduction- as a growth strategy- motives and synergies
- Takeover and Defense Tactics- Intents of Target Companies
- Legal Aspects – Companies Act 1956- SEBI Regulations & Guidelines
- Accounting and Taxation Aspects
- Funding of acquisitions – Valuation of Companies

Pedagogy

Lectures, Assignment and Case Discussions

Evaluation and Grading

Pre- reading and class participation	...	10%
Case Discussion	...	10%
Assignment and Presentation	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

Text Book

Godbole, Prasad G. (2009). *Mergers, Acquisitions and Corporate Restructuring*, 1/e; New Delhi: Vikas Publishing

Additional Reading

1. Kevin K. Boeh and Paul W. Bearnish (2008). *Mergers and Acquisitions - Text and Cases*: Sage Publications
2. Machiraju, H.R. (2008). *Mergers and Acquisitions and Takeovers*; New Age International

Course Title: **MARKETING RESEARCH**
 Course Code: MB10MKR
 Trimester / Credits: V / 3

Course Objectives

The course intends to cover the current marketing research methodologies, points out their limitations as well as their potential for enhancing research results. The aim of this course is to enable the students to understand and undertake quantitative and qualitative marketing research useful for pro-active and reactive marketing intelligence system.

Course Coverage

- Marketing research- significance in managerial decision making

- Marketing research process– Research Design
- Introduction to basic tools for analysis
- Introduction to specific tools for analysis.
- Product research – Need, areas of product research – New product development – Product testing and procedures
- Research for identifying Market Segments, Brand Positioning
- Research for pricing decisions
- Distribution Research –Warehouse and retail location research, number and location of sales representatives–Distribution cost analysis
- Promotion Research – Copy Testing – Evaluating Advertisement Effectiveness – Media research
- Emerging applications of marketing research-database marketing, e-commerce, relationship marketing

Pedagogy

Lectures, Case Analyses and Mini-Project

Evaluation and Grading

Class Participation	...	10%
Assignments and Research Reviews	...	10%
Mini-Project work	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Aaker A. David, Kumar, V., and George S. Day (2007). *Marketing Research*, 7/e; New Delhi: Wiley India

Additional Reading

1. Malhotra, Naresh K. (2005). *Marketing Research*, 4/e; New Delhi: Pearson Education
 2. Beri, G.C. (2003). *Marketing Research*, 3/e; New Delhi: Tata McGraw-Hill
 3. Luck J. David and Ronald S. Rubin (2005). *Marketing Research*, 7/e; New Delhi: Prentice Hall India
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Course Title: **RETAIL MANAGEMENT**
 Course Code: MB10RTM
 Trimester / Credits: V / 3

Course Objectives

The course aims to help the students understand the retail market, learn retail-marketing principles and apply them successfully in today's organized and competitive environment.

Course Coverage

- Retailing – Framework and Importance. Retailing in India
- Types of retailers-Format and ownership, multichannel retailing
- Information gathering and understanding consumer behaviour
- Operational management-Operational dimension of retailing
- Merchandise management- Planning and implementing
- Logistics and inventory management in retailing
- Pricing and promotion strategies in retailing
- Retail Location – Trading-area analysis, site selection
- Store layout, and visual merchandising

Pedagogy

Lectures, Case Analyses and Field Study

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Berman, Barry and Joel R. Evans (2007). *Retail Management - A Strategic Approach*, 10/e; New Delhi: Pearson Education

Additional Reading

1. Gilbert, David (2003). *Retail Marketing Management*, 3/e; New Delhi: Pearson Education
2. Patrick, Dunne M., Robert F. Lusch and David A. Griffith (2002). *Retailing*, 4/e; Singapore: Thomson Learning
3. Pradhan, Swapna (2007). *Retailing Management*, 2/e; New Delhi: Tata McGraw-Hill

Course Title: **SERVICES MARKETING**
Course Code: MB10SVM
Trimester / Credits: V / 3

Course Objectives

This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Coverage

- Introduction to services marketing, characteristics and classification of services,
- Scope and growth of services marketing, marketing mix in services marketing.
- Customer expectations and perception, service Quality, service encounter, customer satisfaction and service recovery
- Measuring service quality (SERVQUAL)- Gap model
- Service design and blue printing, new service development
- Procedure and methods of pricing services
- Managing demand and supply in services
- Integrated marketing communications for services
- Service delivery through intermediaries

Pedagogy

Lecturers, Case Analyses and Discussions

Evaluation and Grading

Class Participation	...	10%
Assignments and Exercises	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Valerie Zeithaml, Mary Jo Bitner, Dwayne Gremler, and Ajay Pandit (2007). *Services Marketing, 4/e*; New Delhi: Tata McGraw-Hill

Additional Reading

1. Lovelock et al (2009). *Service Marketing*; New Delhi: Pearson Education
 2. Kenneth E. Clow and David L. Kurtz (2009). *Services Marketing - Operation, Management & Strategy*; Wiley Publications
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Course Title: **e-MARKETING**
 Course Code: MB10EMT
 Trimester / Credits: V / 3

Course Objectives

Electronic tools are becoming the way of the businesses and have transformed many marketing strategies. This course will provide insights into the use of Internet and electronic technologies in marketing. The course enables the students to design and evaluate marketing strategies suitable for the new media.

Course Coverage

- Convergence – What is e-Marketing, Strategy
- Steps in e-Marketing Plan.
- e-Marketing environment – Global Market, Ethical and legal Issues
- e-marketing Strategies – Knowledge management, Consumer behaviour
- Segmentation and Targeting of online customers
- Differentiation and positioning strategies
- e-marketing Management – Product, Price
- Internet Distribution, e-marketing Communication
- CRM in e-Marketing

Pedagogy

Lectures, Case Analyses, and Exploring online stores

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Judy Strauss, Adel I. El-Ansary, and Raymond Frost (2006). *E-Marketing*, 4/e; New Delhi: Prentice Hall India

Additional Reading

1. Rafi A. Mohammed, Robert J. Fisher, Bernard J. Jaworski, and Aileen M. Cahill. *Internet Marketing*; New Delhi: Tata McGraw-Hill
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Course Title: **BRAND MANAGEMENT**
Course Code: MB10BRM
Trimester / Credits: V / 3

Course Objectives

This course provides the learning opportunity to meet the brand building challenges. The students will be able to appreciate the nuance that is essential in building brands.

Course Coverage

- Brand definition-concept-stages of brand evolution.
- Customer based brand equity- CBBE Model.
- Brand Image and Imagery.
- Strategic brand management process.
- Brand identity-Brand personality-Personification of brand.
- Brand positioning and repositioning-Brand revitalization.
- Brand equity – Valuation and leveraging.
- Brand extensions-brand value chain-brand benefits.
- Brand building-consumer products and industrial products-corporate brand building.
- Retail branding, private labels.

Pedagogy

Lectures, Case Analysis, Exercises and Quiz

Evaluation and Grading

Class participation	...	10%
Assignments and Exercises	...	10%
Case Analyses	...	10%
Mid Trimester	...	20%
End Trimester	...	50%

Text Book

Kevin Lane Keller (2008). *Strategic Brand Management*, 3/e; New Delhi: Pearson Education

Additional Reading

1. Panda, Tapan K. (2007). *Building Brands in the Indian Market*; New Delhi: Excel Books
 2. Kapferer J (2009). *Strategic Brand Management*; New Delhi: Kogan Page
 3. Verma, Harsh V (2006). *Brand Management*; New Delhi: Excel Books
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Course Title: **INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**
 Course Code: MB10IHR
 Trimester / credits: V / 3

Course Objectives

To enable students to understand and appreciate the complexities of managing human resources in a multinational context

Course Coverage

- International HRM – definition, differences between domestic and international HRM
- International HRM - sustaining international business operations, approaches to staffing, transferring staff for international business activities
- Recruiting and Selecting Staff for International Assignments – issues in staff selection, factors moderating performance, selection criteria
- Training and Development – role of expatriate training, pre-departure training programmes, developing staff through international assignments
- Performance Management – components, multinational performance management, performance management of international employees, performance appraisal of international employees
- Key Issues in International Industrial Relations – trade unions and international industrial relations, response of trade unions to multinationals

Pedagogy

Lectures, Case Analyses, Class Exercises, Assignment and Presentations

Evaluation and Grading

Attendance and Class Exercises	...	10%
Case Analyses	...	10%
Assignment and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Dowling, Peter J. and Denice E. Welch (2005). *International Human Resource Management*, 4/e; New Delhi: Thomson Learning

Additional Reading

1. Briscoe, Dennis R. and Randall S. Schuler (2004). *International Human Resource Management*, 2/e; New Delhi: Routledge
2. Marquardt, Michael J. and Dean W. Engel (1992). *Global Human Resource Development*; New Delhi: Prentice Hall India

Course Title: **STRATEGIC HUMAN RESOURCE MANAGEMENT**
Course Code: MB10SHR
Trimester / Credits: V / 3

Course objectives

To enable students to become familiar with the formulation of HR strategies and integration of HR strategies with business strategies

Course Coverage

- The concept of Strategic Human Resource Management
- HR Strategies – Developing and implementing HR Strategies
- The Strategic role of HR – The impact of Strategic HRM
- Human Capital Management Strategy – High-performance strategy – Employee engagement strategy – Knowledge Management strategy
- Talent Management strategy – Learning and development strategy – Reward strategy – Employee Relations strategy
- Strategic HRM in India

Pedagogy

Lectures, Case Analyses, Assignments and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignment and Presentations	...	10%
Case Analyses	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Armstrong, Michael (2009). *Strategic Human Resource Management*, 4/e; New Delhi: Kogan Page

Additional Reading

1. Chanda, Ashok and Shilpa Kabra (2000). *Human Resource Strategy – Architecture for Change*; New Delhi: Response Books
 2. Sharma, Anuradha and Aradhana Khandekar (2006). *Strategic Human Resource Management - An Indian Perspective*; New Delhi: Sage Publications
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Course Title: **ORGANIZATIONAL DEVELOPMENT**
 Course Code: MB10ORD
 Trimester / Credits: V / 3

Course Objectives

This course would enable the students to understand the Organisational Development Interventions and also the conditions required for the success of OD efforts.

Course Coverage

- Introduction, Definition and Historical Overview of Organization Development; Values, Assumptions and Beliefs in OD; Future of OD
- OD Process, Action Research; OD Interventions – Classification; Team Interventions; Intergroup and Third-Party Peacemaking Interventions; Comprehensive OD interventions; Structural Interventions; Sensitivity Training
- Conditions for the failure and success of OD efforts
- Issues in Consultant- Client relationship; Ethical standards in OD

Pedagogy

Lectures, Assignments and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignment	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

French, Wendell L., Cecil H. Bell Jr., and Veena Vohra (2008). *Organisation Development: 6/e*: New Delhi: Pearson Education

Additional Reading

1. Cummings, Thomas G. and Christopher G. Worley (2008). *Organization Development and Change; 7/e*; South-West College Publishing
 2. Srivastava, Bhupen (2007). *Organisational Design and Development - Concepts and Applications*; New Delhi: Biztantra
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Course Title: **KNOWLEDGE MANAGEMENT**
Course Code: MB10KMT
Trimester / Credits: V / 3

Course Objective

This course enables students to understand the process of capturing, organizing and disseminating knowledge in organizations.

Course Coverage

- The Knowledge context
- Introduction to Strategic Knowledge Management
- The knowledge leader
- Developing and sustaining a knowledge culture
- Supporting knowledge management through Human Resource Management practices
- Developing a core knowledge framework
- Developing and managing knowledge repositories
- Developing an effective knowledge service
- Evaluating the effectiveness of the knowledge strategy

Pedagogy

Lectures, Case Analyses and Discussions, Assignment and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Case Analyses	...	10%
Assignment and Presentation	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Debowski, Shelda (2007). *Knowledge Management*; New Delhi: Wiley India

Additional Reading

1. Awad, Elias M. and Hassan M. Ghaziri (2008). *Knowledge Management*; New Delhi: Pearson Education
 2. Ganesh Natarajan and Sandhya Shekar (2005). *Knowledge Management – Enabling Business Growth*; New Delhi: Tata McGraw-Hill
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Course Title: **HRD AUDIT**
 Course Code: MB10HRA
 Trimester / Credits: V / 3

Course objectives

To enable students to become familiar with the methods of evaluating Human Resource Function for business improvement.

Course Coverage

- Introduction to Human Resource Development
- Good HR Practices – HRD and Organizational Effectiveness
- Elements of Good HRD – approaches to evaluate the HR function
- HRD Audit: Basic concepts and components
- HRD Strategies – Auditing HRD Strategies
- HRD Styles and Culture – Auditing the culture and style - HRD Structures - Auditing the structure
- HRD Competencies – Auditing HRD Competencies
- HRD Score Card
- Writing the HRD Audit report
- Designing and using HRD Audit for business improvement.

Pedagogy

Lectures, Assignment, Presentations and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignment	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Rao, T.V. (2000). *HRD Audit*, 1/e; New Delhi: Response Books

Additional Reading

1. Rao, T.V. (2008). *HRD Scorecard 2500*, 1/e; New Delhi: Response Books
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Course Title: **TECHNOLOGY MANAGEMENT**
Course Code: MB10TMT
Trimester / Credits: V / 3

Course Objectives

The aim of this course is to help students develop a strong conceptual foundation for managing technological innovation. It introduces concepts and frameworks for analyzing how firms can create, commercialize and capture value from technology-based products and services.

Course Coverage

- Technology Environment
- Processes Of Technology Change: Innovation and Diffusion
- Technology and Competition
- Process Innovation, Value Chains and Organization
- Technology Intelligence
- Technology Strategy: Collaborative Mode
- Appropriation of Technology
- Deployment in New Products
- Deployment of Technology in the Value Chain
- Organizing for Innovation
- Intellectual Property Strategy
- Project Valuation and Financing

Pedagogy

Lectures, Assignment, Presentation and Discussions

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Narayanan, V.K. (2001). *Managing Technology and Innovation for Competitive Edge*; New Delhi: Prentice Hall

Additional Reading

1. Gaynor, Gerard H. (1991). *Handbook of Technology Management*; New York: McGraw-Hill
2. Betz, Fredric (1995). *Strategic Technology Management*; New York: McGraw-Hill

Course Title: **PROJECT MANAGEMENT**
 Course Code: MB10PRM
 Trimester / Credits: V / 3

Course Objectives

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

Course Coverage

- Project- definition- Purpose of Project Management- Project Life Cycle
- Project Selection and Criteria of Choice
- The Nature and Types of Project Selection Models
- Project Portfolio Process
- Selecting the Project Manager
- Project Plan Elements- Systems Integration- Sorting out the Project
- The Nature of Negotiation- Partnering, Chartering and Change
- Estimating Project Budgets
- Network Techniques: PERT, CPM and GERT
- Fundamental Purposes of Control and Types of Control Processes
- The Project Audit
- The Varieties of Project Termination

Pedagogy

Lectures, Assignments and Presentations

Evaluation and Grading

Attendance and Class Participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Meredith, Jack R. and Samuel J. Mantel (2010). *Project Management*, 7/e; New Delhi: Wiley India

Additional Reading

1. Gray F. Clifford and Erik W. Larson (2008). *Project Management*, 3/e; New Delhi: Tata McGraw-Hill

2. Prasanna Chandra (2008). *Projects - Planning, Selection, Financing, Implementation and Review*, 6/e; New Delhi: Tata McGraw-Hill
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Course Title: **SUPPLY CHAIN MANAGEMENT**
Course Code: MB10SCM
Trimester / Credits: IV / 3

Course Objective

This Course helps the student to know the major building blocks, high-level supply chain strategy and concepts and solid understanding of the analytical tools necessary to solve supply chain problems.

Course Coverage

- Building a Strategic framework to analyze Supply Chains-Understanding the Supply Chain-Supply Chain Drivers and Obstacles-Drivers of supply chain performance- A Framework for Structuring Drivers-Facilities-Inventory-Information.
- Network Design-Supply Chain-its Role-Factors influencing Network Design Decisions and its Framework-Models for Facility Location and Capacity Allocation.
- Network Design-Uncertain Environment-Impact-Discounted Cash Flow Analysis-Representations of Uncertainty-Evaluating Network Design- Decisions Using Decision Trees.
- Planning Demand and supply in a Supply Chain-Demand Forecasting-Role of Forecasting-components-Basic Approach to Demand Forecasting-Aggregate Planning-Role, Problems, Strategies.
- Sourcing in a Supply Chain-Role-Supplier Scoring and Assessment-Supplier Selection and Contracts-Design Collaboration-Procurement Process-Transportation –Role-Factors-Modes of Transportation and their performance Characteristics-Design Option for a Transportation Network; Technology in the Supply Chain-Information Technology-E-Business-Framework-Practice.

Pedagogy

Lectures, Case Analyses, Assignment and Presentations

Evaluation and Grading

Class Participation	...	10%
Assignment	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Chopra, Sunil and Peter Meindl (2007). *Supply Chain Management - Strategy, Planning and Operation*, 3/e; New Delhi: Prentice Hall India

Additional Reading

1. Sahay, B.S. (2004). *Supply Chain Management for Global Competitiveness*, 2/e; New Delhi: Macmillan
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COURSE TITLE: **BUSINESS LAW**
 COURSE CODE: MB10BSL
 TRIMESTER / CREDITS: V / 3

Course Objective:

This course enables the students to gain an understanding of the fundamental principles of the basic laws governing the modern business world.

Course Coverage:

1. Law of contract: Agreement, offer, acceptance, consideration
2. Capacity to contract, contingent contract, Quasi contract
3. Performance, Discharge, Remedies to breach of contract
4. Partnership; Sale of goods;
5. Negotiable Instruments: Notes, Bills, Cheques – Crossing, Endorsement, Holder in due course;
6. Company: Formation, Memorandum, Articles, Prospectus
7. Shares, Debentures, Directors, Appointment, Powers and duties
8. Meetings
9. Winding up.

Pedagogy:

Lectures, Case Analyses, and Discussions

Evaluation and Grading System:

Attendance / Class Participation	10%
Assignments	10%
Case Analyses	10%
Mid Trimester Exam	20%
End Trimester Exam	50%

Recommended Textbook:

Gulshan, S.S, (2006). *Business Law*, 3/e; New Delhi: Excel Books

Additional Reading:

1. Kapoor, N.D. (2006). *Elements of Mercantile Law*, 25/e.; New Delhi: S. Chand
 2. Avathar Singh, (1996). *Company Law*, 11/e; Lucknow: Eastern Book Company
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Course Title: **ENTERPRISES RESOURCE PLANNING**
Course Code: **MB10ERP**
Trimester / Credits: **V / 3**

Course Objective

This course has a generic approach to enterprise resource planning systems and their interrelationships, covering all functional areas of this new type of management challenge. The skill and knowledge from this course will help students to better utilize and manage enterprise systems.

Course Coverage

- A Foundation for Understanding Enterprise Resource Planning Systems
- Re-engineering and Enterprise Resource Planning Systems
- Planning, Design, and Implementation of Enterprise Resource Planning Systems
- ERP modules
- Managing an ERP Project
- Supply Chain Management and the eMarketplace

Note: Workshop on a popular ERP package will be part of this course

Pedagogy:

Lectures, Case study

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case study	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

Text Book

Sumner, Mary (2005). *Enterprise Resource Planning*; New Delhi: Pearson Education

Additional Reading:

1. Alexis Leon (2000). *ERP Demystified*; New Delhi: Tata McGraw-Hill

2. Joseph A. Brady, Ellen F. Monk, Bret Wagner (2001). *Concepts in Enterprise Resource Planning*; USA: Thompson Course Technology
 3. Vinod Kumar Garg and Venkitakrishnan N.K. (2003). *Enterprise Resource Planning – Concepts and Practice*; New Delhi: Prentice Hall India
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