



**GRG SCHOOL OF MANAGEMENT STUDIES**

Peelamedu, Coimbatore 641 004

**CURRICULUM AND SYLLABUS**

**PGDBA PROGRAMME 2010-2011**

January 2010

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## GRG SCHOOL OF MANAGEMENT STUDIES

### **POST GRADUATE DPLOMA IN BUSINESS ADMINISTRATION (PGDBA)**

#### CURRICULUM 2010-2011 AN OVERVIEW

##### **The Programme:**

1. The full-time, one-year PGDBA programme offered by GRGSMS comprises two semesters, each semester being of approximately 90 working days.
2. The programme is of 40 Credits equivalent of courses. One credit is approximately 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 Core Courses, Sectoral Study / Term Paper / Self-Study, Personality Development Programme, and Outbound Programme.

##### **Attendance:**

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
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 final examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

##### **Completion of the PGDBA Programme:**

Students are required to complete their PGDBA programme in all respects within a maximum of three 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 External Examination (EE).
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. Concerned faculty may decide appropriate mixture of components for their Courses, provided that there shall be no less than three components of assessment, excluding the mid semester examination, for each Course.
3. The EE will be conducted at the end of each semester. The duration, format etc. shall be decided upon as appropriate to each Course.
4. CIA shall carry a weightage of 50% and the EE 50%. The 'mid semester 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 EE, 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 EE put together.
6. The records of CIA and EE 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:**

All the Mid and End Semester Examinations shall be of 3-hour duration, irrespective of the credits assigned to the Course. The maximum mark in the External Examination shall be 50.

**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

**LIST OF COURSES FOR PGDBA PROGRAMME (2010-2011)**

Code	Title	Cr.
	<b>SEMESTER I</b>	
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
	Sectoral Study / Term Paper / Self Study	3
	<i>Sub-Total</i>	<i>20</i>
	<b>SEMESTER II</b>	
MB10OBH	Organizational Behaviour	3
MB10FMT	Financial Management	3
MB10MMT	Marketing Management	3
MB10HRM	Human Resources Management	3
MB10OPM	Operations Management	2
MB10BCS	Business Law and Corporate Governance	3
MB10SMT	Strategic Management	3
	<i>Sub-Total</i>	<i>20</i>

**TOTAL**

**40 Credits**

**Additional Co-Curricular Work:**

1. Training in MS Office and similar Computer Skills as a part of MB10IST in Semester I
2. "Day with Nature" programme once a month
3. A 5-day Personality Development Programme in Semester I
4. Outbound programme for about 3-5 days in Semester II
5. Industry Tour of about 3-4 days in Semester II

## **SYLLABUS AND COURSE OUTLINE**

### **SEMESTER 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  
Semester / 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
- Designing Organisational structure - 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 System**

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

### **Recommended 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
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Course Title: **MANAGERIAL ECONOMICS**  
Course Code: MB10MEC  
Semester / 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 System**

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

### **Recommended 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**  
Semester / 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 Coverage**

#### **Part 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 System**

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

Mid Semester Exam	...	20%
End Semester Exam	...	50%

**Recommended 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  
 Semester/ 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 System**

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

End Semester Examination ... 50%

**Recommended Text Book:**

Maheshwari S.N. and Maheshwari S.K. (2009). *Accounting for Management*, 2<sup>nd</sup> Reprint, Vikas Publications

**Additional Reading**

1. Horngren, Charles T., Gart 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  
Semester / 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 System**

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

### **Recommended Textbook**

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

Course Title:           **EXECUTIVE COMMUNICATION**  
 Course Code:           **MB10EXC**  
 Semester / 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 System**

Assignment and Presentations	...	10%
Case discussions	...	10%
Role Plays and Class participation	...	10%
Mid Semester Examination	...	20%
End-Semester Examination	...	50%

## **Recommended 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**

### **SEMESTER II - COURSES**

<b>Code</b>	<b>Title</b>	<b>Cr</b>
MB10OBH	Organizational Behaviour	3
MB10FMT	Financial Management	3
MB10MMT	Marketing Management	3
MB10HRM	Human Resources Management	3
MB10OPM	Operations Management	2
MB10BCS	Business Law and Corporate Governance	3
MB10SMT	Strategic Management	3

Course Title:           **ORGANIZATIONAL BEHAVIOUR**  
Course Code:            MB10OBH  
Semester / 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 System**

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

### **Recommended 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  
Semester / 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 System**

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

### **Recommended 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
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Course Title:           **MARKETING MANAGEMENT**  
Course Code:           MB10MMT  
Semester / Credits:    II / 3

### **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 System**

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

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

### **Recommended 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

Course Title:           **HUMAN RESOURCES MANAGEMENT**  
 Course Code:           MB10HRM  
 Semester / 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 System**

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

## **Recommended 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
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Course Title:           **OPERATIONS MANAGEMENT**

Course Code:           MB10OPM

Semester / 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 System**

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

### **Recommended 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
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Course Title: **BUSINESS LAW AND CORPORATE GOVERNANCE**  
Course Code: MB10BLC  
Semester / Credits: III / 3

### **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**

#### **Part I - Business Law**

- Law of contract: Agreement, offer, acceptance, consideration
- Performance, Discharge, Remedies to breach of contract
- Partnership; Sale of goods;
- Negotiable Instruments: Notes, Bills, Cheques – Crossing, Endorsement, Holder in due course
- Company: Formation, Memorandum, Articles, Prospectus
- Shares, Debentures, Directors, Appointment, Powers and duties

#### **Part II - Corporate Governance**

- 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 System**

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

### **Recommended Textbooks**

1. Goel, P.K. (2010). *Business Law for Managers*; New Delhi: Biztantra
2. Kesho Prasad (2006). *Corporate Governance*; New Delhi: Prentice Hall India

### **Additional Reading**

1. Swami Parthasarathy (2007). *Corporate Governance*; New Delhi: Biztantra
  2. Jain J.N. and Singh P.P. (2007). *Modern Business and Corporate Laws*; New Delhi: Regal Publishers
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Course Title:           **STRATEGIC MANAGEMENT**  
Course Code:           MB10SMT  
Semester / 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 System**

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

### **Recommended 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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