

MATS University

MASTER OF BUSINESS ADMINISTRATION

Regulations and Policies



**MATS School
of**

Management Studies and Research

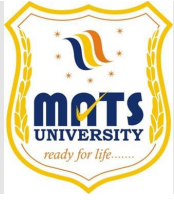
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Note: This Regulations, Curriculum Matrix and Syllabus is applicable from the MBA Batch: 2015-2016



Regulation & Policies

1.A. INTRODUCTION TO THE COURSE

The business world today is more complex, dynamic and ever demanding than before. Computers, information-technology, liberalization and globalization all together are shipping our businesses and lives at an inconceivably fast pace. The technologies are heavy, the challenges are many. The MATS School Of Management Studies & Research and Research (MSMSR) has designed management programs to suit dynamic and responsive business and management. These programs strive to inculcate an integration of management through its Dual Specialization MBA programs in Marketing, Finance or Human Resource Management.

The MATS School Of Management Studies & Research and Research strives to embody and usher in a new concept in the field of business studies in India. Its post graduate business study programs, encapsulating the spirit and needs of the time. The relevance and usefulness of these programs is underlined by their pragmatic and innovative yoking together of the theories and practices of management with those of information technology. Such an interdisciplinary integration aims at achieving and inculcating in the students a strategic perspective and edge necessary for effective and incisive decision making within an ever-fluid Indian business and industry scenario. The School offers an interactive learning process through spontaneity in teacher-student relationship. The skills imparted here are in conformity with those demanded by the ever-changing corporate expectations. The industrial exposure vitally supports the honing of the budding managers and provides them with the cutting edge know-how, a primary prerequisite of the new age manager.

One of the key foci of the MATS University MBA is on fostering closer interactions with trade and industry. The school strongly believes in imparting knowledge and training to the students which can be applied in practice and has relevance to the business firms. With this objective in mind, the school invites professionals and practitioners for delivering special lectures to the students. Workshops, symposia, conventions and outbound activities are organized at regular intervals to expose the students to the rigorous of real day business life and changing market environment.

MBA Programme Objectives

1.A.1. To impart knowledge of the fundamentals of Management theory and its application in problem solving.

1.A.2. Select and apply appropriate tools for decision making required for solving complex managerial problems.

1.A.3. To develop capabilities in students to independently conduct theoretical as well as applied research.

1.A.4. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students

1.A.5. To produce industry ready graduates having highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning

1.A.6. To be able to demonstrate professionalism, self-awareness, leadership, and effective communication skills.

1.A.7. To be able to understand ethical issues and dilemmas that businesses often face.

MBA Programme Outcomes

On successful completion of the program the student will be able to:

1.A.8. Demonstrate the knowledge of management science to solve complex corporate problems using limited resources

1.A.9. Research literature and identify and analyze management research problems.

1.A.10. Identify business opportunities, design and implement innovations in work space.

1.A.11. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to management practice.

1.A.12. Apply ethical principles and make ethical choices.

1.A.13. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

1.A.13. Communicate effectively with all stakeholders of his role as a manager.

1.A.14. Engage in independent and life-long learning.

1.B. Scope and Content:

1.B.1. The Regulation and policies documented here are applicable for all full-time Post Graduate Programme offered by MATS University.

1.B.2. The user of this document is notified to go through the contents scrupulously. There are certain Regulations and Policies, which would be applicable only for certain, programmes.

As such the applicability of their Regulations and Policies must be understood in the content of the given Course Matrix and Syllabus of each programme.

1.B.3. The Regulations and Policies given here are in addition to the rules and regulation notified at the time of admission.

1.B.4. The authorities of University may modify, add, delete, expand or substantiate any part of the Regulations and Policies without the prior approval of the student.

1.B.5. This document was last updated on 4th May 2015

1.C. Eligibility for Admission

1.C.1. The minimum qualification required to be eligible for admission is Graduation in any field, from a recognized university or its equivalent.

1.C.2 The method of selection for the course is as follows –

1.C.2.1. MATS MSMSR Written Test or CAT/MAT/XAT/ATMA or equivalent

1.C.2.2. Group Discussion

1.C.2.3. Personal Interview

1.D. Course Matrix

1.D.1. Each semester of the programme will consists of the following subjects:

1.D.1.1. Core Courses

1.D.1.2. Foundation Course (FC)

1.D.2. Core Courses

Core courses including electives comprise subjects that form an integral part of a high quality MBA (HR / Finance & Marketing) programme. These courses provide a strong grounding in basic Management discipline. The course matrix for these courses has been developed by Board of Studies, represented by Professionals from Industry as well as Academia.

1.D.3. FC Courses

Subjects and issues not covered by the core subjects are delivered here, as the student require personalized attention as they are from different streams. In this Students get deep insight into various subordinate disciplines.

1.E. Assessment and Examination

1.E.1. Credits

Credit Points will be awarded for all core and FC subjects. One credit is equivalent to 1 hour.

Each core and fc subjects will carry 4 credits.

1.E.2. Pattern of Assessment

Assessment of student's performance will be based on two components i.e. Internal Assessment and External Examination conducted at the end of each Semester.

A four-credit subject will comprise an Internal Assessment component of 30 marks and an External Examination component of 70 marks.

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A Board of Examiners constituted as per the provisions in the statues of MATS University will conduct end-Term exams.

A mid-term exam will be conducted during the course of each semester. Every student must secure a minimum of 45% marks in Mid-term exam, to be eligible for the End-Term exam.

1.E.3. Assessment for foundation Course subjects

A mid-term exam will be conducted during the course of each semester. Every student must secure a minimum of 45% marks in Mid-term exam, to be eligible for the End-Term exam.

1.E.4. Global Opportunity Programme

This entire study will comprise of 150 marks which will be evaluated in three phases i.e. Report making on the industries visited and their working, Presentation on this study, in groups or individually in front of panel experts and the faculty who have accompanied the students for this visit and a viva voce on this study trip abroad by an external expert. The Global Opportunity Programme can happen during any semester but will be evaluated in the fourth semester in core bracket courses, as this will help them for making corporate presentations also.

1.E.5. Internship

The duration for the internship programme will be six weeks in an industry of repute or in self managed family business. The internship will carry a total of 100 marks. Of this, 70 marks are for the report, 30 marks for the presentation and the viva-voce examination which will be conducted by external experts in the relevant disciplines.

1.E.6. Eligibility to appear for the Term-end Exam.

Students, who have put in a minimum of 75% attendance in each subject, shall be eligible to appear for the Term-end examination. Minimum of 50% marks in mid-term examination individually in all papers.

1.F. Eligibility for Pass

1.F.1. A student will be declared pass in a particular subject, if he/she has secured minimum 45% marks out of 100 or minimum 4 Grade point in each paper.

1.G. Classification of successful candidates

1.G.1. Grade Point & Letter Credit

Grade Point is an integer indicating the numerical equivalent of the letter grade.

- a) Two methods – relative grading or absolute grading – have been in vogue for awarding grades in a course. The relative grading is based on the distribution (usually normal distribution) of marks obtained by all the students of the course and the grades are awarded based on a cut – off marks or percentile. Under the absolute grading, the marks are converted to grades based on pre- determined class intervals.
- b) MATS University will follow the absolute grading system.

Following Grading system will be applicable for MBA

Marks Secured (in %)	Grade Point	Letter Grade
80 and above	10	Outstanding (O)
70 and above but below 80	9	Excellent (A+)

65 and above but below 70	8	Very Good (A)
60 and above but below 65	7	Good (B+)
55 and above but below 60	6	Above Average (B)
50 and above but below 55	5	Average (C)
45 and above but below 50	4	Pass (P)
Below 45	0	Fail (F)
	0	Absent (AB)

1.G.3. Ranks

Only candidates who have passed each of the semester examination at the first appearance shall be eligible for award of Ranks. The first ten ranks shall be notified.

1.H. Award of Degree

Students will be awarded Post Graduate Degree upon fulfillment of the following criteria -

1.H.1. A student will be awarded Degree after successful completion of 04 semesters securing 4 Grade in each paper or minimum 45 marks out of 100 as per examination ordinance.

Note:

- When a candidate appears for the failed papers, the internal assessment marks originally secured by him/her will be carried forward.
- The student must complete the degree within four years from the date of joining.

1.I. Academic Integrity and Ethics

A student who has committed an act of academic dishonesty will be deemed to have failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but also is relevant to the evaluation of student's level of performance and progress.

Where there has been violation of the basic ethos and principles of academic integrity and ethics, the Director/Board of Examiners/Course coordinator may use their discretion in terms of disciplinary action to be taken.

Academic dishonesty includes, but is not necessarily limited, to the following -

- 1.I.1. Cheating or knowingly assisting another student in committing an act of cheating
- 1.I.2. Unauthorized possession of examination materials, destruction or hiding of relevant materials
- 1.I.3. Act of plagiarism.
- 1.I.4. Unauthorized changing of marks or marking on examination records.

1.J. Attendance

Students are required to attend and participate in all scheduled class sessions, guest lectures, workshops, outbound learning programs and club / forum activities of both academic and non-academic nature.

A student is eligible for the end-term exam, amongst other regulations, only if he/she has a minimum of 75% attendance in each subject individually.

Students may be dropped from the programs due to excessive and non-intimated absences.

Students must notify the program coordinator in writing, the reasons for absence, if any, from class sessions, activities and assessment components.

On notification of absences (including anticipated absences) The Director/Programme coordinator would determine whether the absences could be rectified or whether it is possible to satisfactorily complete the subject with the number of identified absences.

1.K. General Guidelines

- 1.K.1. The students are expected to spend a considerable amount of time in research, reading and practice.
- 1.K.2. All students are expected to develop and maintain a positive professional attitude and approach through out the Programme and in conduct of all other activities.
- 1.K.3. Attendance alone is not sufficient. Students are expected to Participate, to help the class learn and understand the topics under consideration.
- 1.K.4. Food and drinks are not permitted in the classroom / conference hall.
- 1.K.5. All students are expected to dress as per stipulated dress code.

Curriculum Matrix

MBA :2017-19 CBCS PATTERN												
MBA-I	S.NO	SUBJECT CODE	SUBJECT	CATEGORY	L	T	P	CREDIT PER WEEK	NO OF HRS	Exam Mars	Internal Mars	Total Marks
	1	MSMSR/MBA/101	MANAGEMENT ACCOUNTING AND FINANCIAL CONTROL	CORE	4	0	0	4	60	70	30	100
	2	MSMSR/MBA/102	ECONOMIC ENVIRONMENT :POLICY AND ANAYSIS	CORE	4	0	0	4	60	70	30	100
	3	MSMSR/MBA/103	ORGANIZATIONAL BEHAVIOUR	CORE	4	0	0	4	60	70	30	100
	4	MSMSR/MBA/104	BUSINESS LAW	CORE	4	0	0	4	60	70	30	100
	5	MSMSR/MBA/105	MARKETING MANAGEMENT	CORE	4	0	0	4	60	70	30	100
	6	MSMSR/MBA/106	QUANTITATIVE METHODS	CORE	4	0	0	4	60	70	30	100
	7	MSMSR/MBA/107	BUSINESS ORIENTED COMPUTER APPLICATIONS	CORE	4	0	0	4	60	70	30	100
	8	MSMSR/MBA/108	PRINCIPLES OF ACCOUNTING	FC	4	0	0	4	60	70	30	100
			TOTAL CREDIT /NO OF HRS PER SEMSTER				32	480				

MBA -II	S.N O	SUBJECT CODE	SUBJECT	CATEGORY	L	T	P	CREDIT PER WEEK	NO OF HRS	Exam Mars	Internal Mars	Total Marks
	1	MSMSR/MBA/ 201	INNOVATION AND NEW PRODUCT DEVELOPMENT	CORE	4	0	0	4	60	70	30	100
	2	MSMSR/MBA/ 202	CONSUMER BEHAVIOUR	CORE	4	0	0	4	60	70	30	100
	3	MSMSR/MBA/ 203	HUMAN RESOURCE MANAGEMENT	CORE	4	0	0	4	60	70	30	100
	4	MSMSR/MBA/ 204	OPERATION RESEARCH	CORE	4	0	0	4	60	70	30	100
	5	MSMSR/MBA/ 205	RESEARCH METHODOLOGY	CORE	4	0	0	4	60	70	30	100
	6	MSMSR/MBA/ 206	QUALITY AND PRODUCTIVITY MANAGEMENT	CORE	4	0	0	4	60	70	30	100
	7	MSMSR/MBA/ 207	CORPORATE STRATEGY	CORE	4	0	0	4	60	70	30	100
	8	MSMSR/MBA/ 208	ENTREPRENEURSHIP	FC	4	0	0	4	60	70	30	100
TOTAL CREDIT /NO OF HRS PER SEMSTER							32	480				

MBA -III	S.N O	SUBJECT CODE	SUBJECT	CATEGORY	L	T	P	CREDIT PER WEEK	NO OF HRS	Exam Mars	Internal Mars	Total Marks	
	1	MSMSR/MBA/ 301	DIRECT AND INDIRECT TAXATION	CORE	4	0	0	4	60	70	30	100	
	2	MSMSR/MBA/ 302	SERVICES MARKETING AND CRM	CORE	4	0	0	4	60	70	30	100	
	3	MSMSR/MBA/ 303	INTERNSHIP(REPORT & VIVA)	PROJECT	-	-	-	6 Weeks		Project (70)	Viva (30)	100	
	4	MSMSR/MBA/ 304	MARKETING COMMUNICATION	CORE	4	0	0	4	60	70	30	100	
	5	MSMSR/MBA/ 305	PRODUCT AND BRAND MANAGEMENT	CORE	4	0	0	4	60	70	30	100	
	SPECIALIZATION												
	1	MSMSR/MBA/ 306(F)	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	ELECTIVE	4	0	0	4	60	70	30	100	
	2	MSMSR/MBA/ 307 (F)	MANAGEMENT OF FINANCIAL SERVICES	ELECTIVE	4	0	0	4	60	70	30	100	
	3	MSMSR/MBA/ 308 (F)	BANKING AND INSURANCE	ELECTIVE	4	0	0	4	60	70	30	100	
									70	30	100		
1	MSMSR/MBA/ 306 (H)	MANAGEMENT OF INDUSTRIAL RELATIONS	ELECTIVE	4	0	0	4	60	70	30	100		
2	MSMSR/MBA/ 307(H)	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	ELECTIVE	4	0	0	4	60	70	30	100		
3	MSMSR/MBA/ 308(H)	PERFORMANCE APPRAISAL & MANGE MENT	ELECTIVE	4	0	0	4	60	70	30	100		
		TOTAL CREDIT /NO OF HRS PER SEMESTER					40	600					

MBA -IV	S.N O	SUBJECT CODE	SUBJECT	CATEGORY	L	T	P	CREDIT PER WEEK	NO OF HRS	Exam Mars	Internal Mars	Total Marks	
	1	MSMSR/MBA/ 401	INTERNATIONAL BUSINESS	CORE	4	0	0	4	60	70	30	100	
	2	MSMSR/MBA/ 402	CORPORATE GOVERNANCE	CORE	4	0	0	4	60	70	30	100	
	3	MSMSR/MBA/ 403	DIGITAL MARKETING	CORE	4	0	0	4	60				
	4	MSMSR/MBA/ 404	SALES AND DISTRIBUTION MANAGEMENT	CORE	4	0	0	4	60	70	30	100	
	SPECIALIZATION												
	1	MSMSR/MBA/ 405 (F)	FINANCIAL ENGINEERING AND INVESTMENT MANAGEMENT	ELECTIVE	4	0	0	4	60	70	30	100	
	2	MSMSR/MBA/ 406 (F)	DERIVATIVE AND RISK MANAGEMENT	ELECTIVE	4	0	0	4	60	70	30	100	
	3	MSMSR/MBA/ 407 (F)	INTERNATIONAL FINANCIAL MANAGEMENT	ELECTIVE	4	0	0	4	60	70	30	100	
	1	MSMSR/MBA/ 405 (H)	LABOUR LAW	ELECTIVE	4	0	0	4	60	70	30	100	
2	MSMSR/MBA/ 406(H)	ORGANIZATIONAL CULTURE AND CHANGE DEVELOPMENT	ELECTIVE	4	0	0	4	60	70	30	100		
3	MSMSR/MBA/ 407(H)	HRD PRACTICES AND INTERVENTION	ELECTIVE	4	0	0	4	60	70	30	100		
4	MSMSR/MBA/ 408	GLOBAL(GOP) OPPORTUNITY PROGRAM	REPORT/ VIVA VOICE				4		50	50	100		
		TOTAL CREDIT /NO OF HRS PER SEMESTER					44	600					



Syllabus

Details Syllabus of Semester I

MANAGEMENT ACCOUNTING AND FINANCIAL CONTROL **MSMSR/MBA/101**

Learning objectives:

At the end of the course the student will be able to apply management accounting principles and techniques

- Analyze and critically evaluate costing information for planning control and decision making
- Apply capital budgeting techniques
- Analyze financial statements

Syllabus Content

Module 1: Management Accounting & Budgeting

- Introduction to Management Accounting
- Absorption VS Marginal Costing
- Activity Based Costing
- Responsibility Accounting
- Basics of Budgeting and types of Budgets.

Module 2: Capital Budgeting

- Introduction to Financial Management
- Capital budgeting – Theory
- Time Value of Money
- Evaluation Techniques used in Capital Budgeting.

Module 3: Cost Volume Profit Analysis and Decision Making

- Allocating scarce resources
- Break even analysis
- Pricing methodologies
- Ratio Analysis

Module 4: Current Assets Management

- Working Capital Management – Theory
- Cash and Marketable Securities management
- Receivables Management and Inventory Management

Module 5: Financing Decisions & Sources of Finance

- Concept and Measurement of Cost of capital
- Concepts of Leverages
- Cost of different Sources of finance
- Trading On Equity
- Optimum Capital Structure

- Dividend Policy
- Various Sources of Finances

Text Books:

1. Khan and Jain - Management Accounting - Tata McGraw Hill
2. Khan and Jain - Basic Financial Management - Tata McGraw Hill
3. S.D. Sharma, Financial Management

Reference Books:

1. Harles T Horngren, George Foster and Srikant Datar - Cost Accounting–A Managerial Emphasis – Prentice Hall
2. Prasanna Chandra – Financial Management – Tata McGraw Hill
3. H C Shukla, T S Grewal, S C Gupta – Advanced Accounts – S Chand & Co.

ECONOMIC ENVIRONMENT: POLICY & ANALYSIS

(MSMSR/MBA/102)

Learning objectives:

- To Make the student understand the basic concepts of Economics
- To help them in understanding Economic Principles as they apply to the business environment.
- To help in learning the logic of choice for optimization and the way of thinking towards a decision making process in Business.

Syllabus Content

Module – 1: Introduction to Economics

- Definition and Scope of Economics
- Basic concepts: Marginality, Externality, Trade-Off, etc.
- A brief Review of Micro and Macro Economics
- Economic Systems and the Basic problems of a economy

Module – 2: Consumption, Behavior and Cost Analysis

- Theories of consumption: Neo classical Utility theory, Indifference Curve Theory
- Concept of consumer Behavior: Revealed Preference Theory
- Demand and Supply analysis : Elasticity of Demand and Supply
- Cost concepts and its application in various time periods.

Module – 3: Market and Production Analysis

- Basic introduction to various markets
- Equilibrium of the firm and industry under various Markets
- Profit maximization and price fixation in different Markets
- Theory of Production and Marginal Product: The production function
- The law of diminishing returns, Returns to scale, law of variable proportion

Module – 4: Issues Related to Macroeconomics

- National income: Concepts and measurement
- Consumption and investment function
- Multiplier: meaning, Leakage and Importance
- IS-LM framework Inflation: Meaning and Importance in a free enterprise System

Module – 5: Government and Market Fluctuation

- Business cycle: Trade Theories and business cycle forecasting
- Government policies: Fiscal, Monetary etc.
- Government intervention in the market: Taxes, Subsidy, Regulatory Bodies, Information dissemination etc.

Text books:

1. Samuelson and Nordhus – Economics – Tata McGraw Hill
2. H.L. Jhingan – Advance Economic Theory – Vrinda Publications

Reference Books:

1. M L Seth – Principles of Economics – Laxmi Narain Agrawal Educational Publisher
2. D N Dwivedi - Microeconomics Theory & Application – Pearson Education
3. Robert S Pindyck & Danies L Rubinfel – Microeconomics – Prentice Hall

ORGANIZATIONAL BEHAVIOR

(MSMSR/MBA/103)

Learning Objectives:

- To understand Organizational Behavior theories and Practices
- To understand motivation and theories related it.

Syllabus Content

MODULE – 1: Understanding Organizational Behavior

- Concept of Organizational Behavior
- Importance of OB
- Historical Development of Organizational Behavior
- Organization as a Social System
- Socio -Technical System
- Open System
- Factors Influencing Organizational Behavior
- Environmental Factors
- Challenges and opportunities in OB.

MODULE – 2: Understanding Individuals & Groups

- Personality
- Stages of Personality Development
- Determinates of Personality
- Learning
- Perception
- Factors Influencing Perception
- Perceptual Distortion Meaning of Group and Group Dynamics
- Reasons for the Formation of Groups
- Characteristics of Groups
- Theories of Group Dynamics
- Types of Groups in Organization
- Group Cohesiveness
- Factors Influencing Group Cohesiveness
- Group Decision Making Process
- Small Group Behavior.

MODULE – 3: Leadership & Motivation

- Leadership Concept
- Characteristics
- Leadership Theories
- Leadership Styles
- Managerial Grid

- Leadership Continuum
- Leadership Effectiveness
- Motivation
- Concept & Importance
- Motivators
- Financial & Non-Financial
- Theories of Motivation

MODULE – 4: Management of Change

- Meaning, Importance & Resistance to Change
- Cases
- Dealing with Resistance to Change
- Concepts of Social Change & Organizational Change
- Factors Contributing to Organizational Change
- Introducing Change in large Organization
- Change Agents
- Organizational Development
- Meaning & Process.

MODULE – 5: Organizational Culture, Conflict & Effectiveness

- Organizational Culture & Concept
- Distinction Between Organizational Culture and organization Climate
- Factors Influencing Organizational Culture
- Organizational Conflict , Causes & Types
- Managing Conflict
- Organizational Effectiveness
- Indicators of Organizational Effectiveness
- Achieving Organizational Effectiveness.

Text Books

1. Davis, Keith and Newstrom, W. Joh, "Human Behavior at Work", McGraw Hill Book Co., International Edition.
2. Prasad, L.M. "Organizational Theory and Behavior", Sultan Chand and Sons, New Delhi.

Reference Books

1. Rao, VSP and Narayana, PS, "Organization Theory and Behavior", Konark Publishers Pvt. Ltd., Delhi.
2. Sekaran, Uma, "Organizational Behavior – Text and Cases", Tata McGraw Hill Publishers Ltd., New Delhi.
3. Hersey, Paul and Blanchard, Ken, "Management of Organizational Behavior – Utilizing Human Resources" Prentice Hall of India Ltd.
4. Robbins, P. Stephen, "Organizational Behavior – Concepts, Controversies and Applications", Prentice Hall of India Ltd., New Delhi.

Luthans Fred, "Organizational Behavior", McGraw Hill Publishers Co. Ltd., New Delhi
1988. Aswathappa K, "Organizational Behavior", HPH, BOMBAY

BUSINESS LAW **(MSMR/MBA/104)**

Learning Objectives:

- To understand the various acts existing in the country, which affect and control the day-to-day business transactions.
- To practically apply these laws in real life situations with the help of cases and rulings.

Syllabus Content

Module 1: Contract Act

- Contracts
- Essentials of Contracts, Agreements
- Void, Voidable and Illegal contracts. Express and Implied Contracts
- Executable and Executory Contracts
- Absolute and Contingent Contracts
- Offer – Legal rule as to Offer and Lapse of Offer
- Acceptance and rule as to Acceptance.
- Capacity of parties to create contract. Consideration
- Free Consent
- Unlawful and Illegal Agreements
- Effects of Illegality
- Wagering Agreements in restraint of trade – Exceptions
- Void agreements, Restitution
- Quasi contracts
- Discharge of Contracts
- Breach of Contracts,
- Remedies for Breach of Contract

Module 2: Sale of Goods Act

- Formation of contract of sale
- Agreement to sell and sale
- Hire Purchase Agreements
- Sale and Bailment
- Capacity to buy and sell
- Subject matter of Contract of Sale
- Effects of destruction of goods
- Conditions and Warranties
- Rules of Caveat Emptor – Exceptions
- Transfer of property to the buyer
- Goods sent on approval – FOC, CIF, FOR and ex-ship contract of sale
- Sale by non – owners
- Right of lien
- Termination of lien
- Right of resale

- Right of stoppage in transit
- Unpaid vendor's right.

Module 3: Company's Act – 2013

- Definition, Kinds & Features of Companies
- Incorporation of Companies – Memorandum and Articles of Association
- Certificate of Incorporation. Prospectus, Commencement of Business
- Allotment of Shares and Debentures
- Minimum Subscription
- Issue of shares at discount and premium
- Kinds of shares
- Transfer and Transmission of shares
- Membership of Companies
- Meetings and proceedings
- Winding up of companies
- Compulsory winding up and voluntary winding up

Module 4: Partnership Act

- Meaning and Nature of Partnership
- Types of Partnerships
- Registrations of Firms
- Partnership Deed
- Relation of Partners to one Another
- Breach of Partnership
- Dissolution of Firm

Module 5: Consumer Protection Act & Information Technology Act

- Object and Scope of the Consumer Protection Act, Definition,
- Rights of the Consumer,
- Nature and Scope of the Remedies available to the consumer,
- Drafting a complaint
- Introduction and Scope of the IT Act, Definitions,
- Digital Signature,
- Electronic Governance,
- Duties of the Subscriber,
- Cyber Regulations Appellate Tribunal, Offences,
- Shortcomings of the IT Act

1. Kapoor N.D.- Mercantile Law – Sultan Chand Publication

Reference Books:

1. S S Gulshan – Mercantile Law – Excel Publications
2. Avtar Singh – Company Law – Eastern Book Publications
3. Bare Acts

MARKETING MANAGEMENT

(MSMSR/MBA/105)

Learning Outcomes:

- To make the participants understand the basic concepts of marketing and to develop the acumen to apply those concepts to business situations as well as life in general.

Syllabus Content

Module 1: Introduction to Marketing

- Definition of marketing
- Scope and importance
- Various concepts of marketing
- Marketing and selling
- Types of markets
- Marketing functions;
- Approaches to the study of marketing
- Understanding of marketing management

Module 2: Strategic Planning and Demand Measurement

- Defining Strategic Planning
- Long and Short term planning
- Corporate Vision, Mission, objectives
- BCG Matrix
- GE Model
- SWOT Analysis
- Marketing Plan
- Forecasting and Demand Measurement
- Estimating Current and Future Demand
- Identifying and Analyzing the Macro-environment

Module 3: Consumer Behavior and Market Segmentation

- Need for studying consumer behavior
- Factors influencing consumer behavior
- Theories of buyer behavior
- Buying Decision Process
- Stages of Buying Decision Process
- Need for market segmentation
- Criteria for market segmentation

Module 4: Product Planning, Development and Pricing

- New product planning
- Product development
- Market testing and Commercialization
- Branding, packaging and labeling
- Product mix; product positioning

- Product life cycle; product diversification
- Classification of goods/products in marketing
- Pricing objectives and policies
- Factors influencing pricing; kinds of pricing
- Methods of price determination

Module 5: Distribution, Sales and Promotion

- Importance of channels of distribution
- Functions of middlemen
- Basis for channel selection
- Wholesalers; retailers
- Importance of selling
- Steps involved in selling
- Sales promotion techniques
- Sales force control
- Benefits of advertising
- Organization of the advertising function
- Advertisement copy
- Advertising agencies

Text Book:

1. Philip Kotler: Marketing Management – Analysis, Planning, Implementation and control, XI edition – Prentice Hall

References:

1. Kotler Philip & Armstrong – Marketing Management - Prentice Hall
2. Koontz, O'donell – Fundamentals of Management – Tata McGraw Hill
3. Boyd & Westfall – Marketing Research - Irwin Inc.
4. Michael Proter – Competitive Advantage – Free Press
5. Marketing – Harvard Business Review – Harvard Publications

QUANTITATIVE METHODS

(MSMSR/MBA/106)

Learning Objectives:

Aim is to strengthen candidate's ability to

- Use mathematical methods and formulae to obtain analytical information (accurate figures and quantitative data) which is used for decision making.
- Understand exactly when the quantitative approach may be applied.
- Work with numbers efficiently.
- Develop estimates and forecasts.

Syllabus Content

Module 1: Basic Mathematical Concepts

- Some Basic Formulae,
- Number system, Permutation and combination,
- Binomial Theorem,
- Basis of set theory,
- Linear and quadratic equations,
- Logarithms, Ratio and Proportion,
- Simple and Compound interest,
- Annual percentage rate.

Module 2: Calculus

- Functions
- Limits and Continuity
- Derivatives
- Differentiation of logarithmic and exponential functions
- First and higher order derivatives and their uses
- Maxima and minima
- Effect of taxation and subsidy on monopoly
- Integration, Application of integration in economics
- Customer's and Producer's Surplus

Module 3: Introduction to Statistics

- Presentation of data
- Seriation
- Tabulation
- Guidelines for constructing tables
- Diagrammatic presentation of Data
- Types of diagrams
- Pie chart
- Time series graph
- Collection of data
- Measure of central Tendency

- Arithmetic Mean (average)
- Median, Mode, Geometric mean, Harmonic mean

Module 4: Correlation, Regression, Index number and time series analysis

- Correlation
- Regression
- Coefficient of regression
- Index number
- Characteristics of index numbers
- Uses of index numbers

Module 5: Probability Theory

- Classical definition,
- Addition and multiplication Rule of probability,
- General theorem of probability,
- Discrete probability distribution:
 - Poisson's Distribution,
 - Normal distribution.

Text Books:

1. D. R. Agrawal – Quantitative Methods – Vrinda Publications
2. C. B. Gupta & Vijay Gupta – Statistical Method – Vikas Publications

Reference Books:

1. S. P. Gupta – Statistical Methods- Sultan Chand Publications
2. Gorakh Pursad – Differential Calculus – Pothisala Publications
3. Suranjan Saha – Statistic & Mathematics – Central Education
4. Richard I. Levin & David S. Rubin – Statistics for Management – Prentice Hall
5. S Saha & Mukherji – Quantitative Methods – New Central Book Agency.

BUSINESS ORIENTED COMPUTER APPLICATIONS

(MSMSR/MBA/107)

Learning Outcomes:

At the end of the course students should be able to:

- Explain concepts in computer science and applications
- Use Database Management Systems – specifically MS Access with a degree of comfort
- Handle spreadsheet applications like Excel
- Use Excel as a statistical tool and interpret results

Syllabus Contents

Module 1: Introduction to computers

- Evolution; Types of computers
- Computer Hardware – CPU, Input Output, Memory, Storage
- Computer Software – Operating System

Module 2: Introduction to Utilities

- Word Processors, Spreadsheets, Charts and Presentations, Accounting and Project Management Software, ERP

Module 3: Database Management System

- Information Systems
- Need for DBMS
- DBMS Concepts – Data Organization
- Database Software

Module 4: Microsoft Access

- Introduction
- Queries
- Forms Development
- Reports and Labels

Module 5: Spreadsheet Applications – Microsoft Excel

- Introduction – Simple data entry – Data organization in Excel – work book and work sheets
- Formula – Definition and Usage
- Macros
- Statistical applications with Excel
- Charts and Graphs

Text Books:

1. P. K. Sihna – Computer Fundamental – B P B Publications
2. Gini Courter & Annette Margins - B P B Publications

Reference Books:

1. Timothy J. O’Leary & Linda I. O’Leary – Microsoft Office 2000 – Tata McGraw Hill
2. Gerald V. Post – Database Management Systems - Tata McGraw Hill
3. C. J. Date – An Introduction to Database System-Pearson Education

PRINCIPLES OF ACCOUNTING

(MSMSR/MBA/108)

Course Objectives:-

- To lay a theoretical and practical foundation of accounting system for a clear exposition of the concepts, procedures and techniques which is a must for students planning a career in accounting or related field.
- The course is aimed at equipping the students with the updated knowledge to meet the growing and dynamic needs of business and industry.

Syllabus Contents

Module: I Meaning and Scope of Accounting:

- Need for accounting, meaning, definition and functions,
- Book-Keeping and Accounting, Accounting Vs. Book-keeping –
- Branches of Accounting,
- Users of accounts
- Limitations of accounting,
- Parties interested in accounting information.

Accounting principles and Accounting Equation:

- Accounting principles, Postulates, Doctrines, Axioms,
- Accounting Standards- introduction,
- Assumptions, Conventions and Concepts
- Double Entry System:
- Advantages and disadvantages,
- Debit and Credit, classification of Accounts
- Accounting Equation with practical problems
- Basic Accounting procedures - Journal, Ledger, Ledger posting, totaling and balancing of accounts,
- Opening entries

Module-II Subsidiary Books: -

- Cash Book:
- Single column, double column, three columns,
- Petty cash book analytical petty cash book.
- Purchase Book, Purchase Returns Book, Sales Book, Sales Returns, Book, Bills Receivable Book,
- Bills Payable Books & Journal Proper.
- Trial balance: Object, Preparation,
- Different methods of preparing Trial balance
- Closing Entries.
- Practical Problems from all the topics
- Bills of exchange:- Bills of Exchange and Promissory Note- meaning and Definition, Advantages of Bills of exchange,
- Parties to a bill Endorsement,

- Retiring of a bill under rebate,
- Honour and dis Honour of bills,
- Bills sent for collection,
- Discounting of Bills,
- Accommodation Bills.
- Bank Reconciliation Statement: Meaning and Objectives,
- Causes of differences
- Preparation of Bank Reconciliation Statement

Module-III Rectification of Errors:

- Classification of Errors,
- Location of errors,
- Suspense Account
- Rectification Entries.
- Final Accounts: Accounting concept of income,
- Revenue and Capital,
- Deferred Revenue Expenditure
- Cash Vs. Accrual basis of accounting
- Preparation of Trading and P&L A/c., Balance Sheet,
- Manufacturing Account.

Module-IV Depreciation:

- Nature, cause, basic factors of depreciation
- Objectives of Providing Depreciation,
- Methods of depreciation,
- Fixed instalment Method, DBM, Annuity, Depreciation Fund method, Insurance Policy method, Revaluation method, MHR.

Module- V Single Entry System:

- Advantages and disadvantages of SES,
- Single Entry vs. Double Entry.
- Calculation of profits,
- Statement of affairs method,
- Conversion method.

Text books:

1. S.N. Maheswary and S.K. Maheswary - Financial Accounting – Vikas Publication
2. R. L Gupta - Financial Accountig – Sultan Chand
3. P.C Tulsian - Finacial Accounting – Pearson Education

Reference materials:

1. C. Mohan Juneja, R. Chawla - Double Entry Book Keeping – Kalyani Publication
2. Mukharjee and Hanif - Modern Accountancy - Tata McGraw Hill Publication
3. S. M. Shukla - Financial Accounting – Sahitya Bhavan
4. S.P. Jain and K.L Narang - Financial Accounting – Sultan Chand

SEMESTER-II

INNOVATION AND NEW PRODUCT DEVELOPMENT **(MSMSR/MBA/201)**

Learning Objectives :

This Course aims to look at these issues and deals with innovative product development process to achieve success. Various design methods are also covered.

Module: I

- Creativity and Innovation
- Integrated Product Development
- Concept generation methods
- Concept Selection methods

Module: II

- Product Design
- Industrial design
- Quality Function Deployment

Module: III

- Value Engineering
- Design to Cost

Module: IV

- Design for assembly and Manufacture
- Design for service

Module: V

- Failure modes and effects analysis
- TRIZ (systematic Innovation)

TEXT BOOK:

1. Creating Breakthrough Products: Innovation from Product Planning to Program Approval; Jonathan M. Cagan, Craig M. Vogel, FT Press, 2010

Reference Books

2. Product Design and Development, Karl Ulrich and Steven Eppinger, McGraw-Hill/Irwin; 5 Edition May 2011
3. 8 Steps To Innovation: Going From Jugaad To Excellence; Vinay Dabholkar, Rishiksha T Krishnan; Harper Collins (2013)

CONSUMER BEHAVIOR

(MSMSR/MBA/202)

Learning Objectives:

At the end of the course students will be able to:

- Understand Consumer Behavior from an international perspective and apply them in the current business scenario.

Syllabus Contents

Module 1: Introduction;

- The Impact of the Digital Revolution on Consumer Behavior
- The Definition and Scope of Consumer Behavior
- Development of the Marketing Concept and the Discipline Of Consumer Behavior;
- Consumer Value, Satisfaction, and Retention
- Marketing Ethics and Social Responsibility
- Consumer Research; Consumer Research Paradigms (Quantitative Research, and Qualitative Research)

Module 2: Market segmentation

- What Is Market Segmentation
- How Market Segmentation Operates
- Bases for Segmentation (Geographic Segmentation, Demographic Segmentation, Psychological Segmentation, Psychographic Segmentation, Socio cultural Segmentation)
- Criteria for Effective Targeting of Market Segments
- Implementing Segmentation Strategies
- Consumer Motivation;
- Motivation as a Psychological Force;
- The Dynamics of Motivation;
- Types and System Needs;
- The Measurement of Motives;
- Personality and Consumer Behavior,
- What is Personality;
- Theories of Personality;
- Personality and Understanding Consumer Diversity;
- Brand Personality;
- Self and Self Image;

Module 3: Consumer Perception

- Elements of Perception;
- Dynamics of Perception;
- Consumer Imagery;
- Consumer Learning; T
- The Elements of Consumer Learning; Behavioral Learning Theories; Cognitive Learning Theory;

- Measures of Consumer Learning;
- Consumer Attitude Formation and Change;
- What are Attitudes?
- Structural Models of Attitudes; Attitude Formation;
- Strategies of Attitude Change;
- Behavior Can Precede or Follow Attitude formation;
- Communication and Consumer Behavior;
- Components of Communication;
- The Communications Process;

Module 4: The Consumer's Decision-Making Process

- Consumer Influence and the Diffusion of Innovations
- What is Opinion Leadership
- Dynamics of the Opinion Leadership Process
- Measurement of Opinion Leadership
- A Profile of the Opinion Leader; Frequency and Overlap of Opinion Leadership
- The Situational Environment of Opinion Leadership
- The Interpersonal Flow of Communication
- Opinion Leadership and the Firm's Marketing Strategy
- Diffusion of Innovations
- The Diffusion Process
- The Adoption Process
- A Profile of the Consumer Innovator

Module 5: Income and Social Class

- Consumer Spending and Economic Behavior;
- Consumer Confidence;
- Social Stratification;
- Components of Social Class;
- How Social Class Affects Purchase Decisions;
- Status Symbols;
- Ethnic, Racial, and Religious Subcultures;
- Subcultures and consumer Identity;
- Ethnic and Racial Subcultures;
- African Americans;
- Hispanic Americans;
- Asian Americans;
- Religious subcultures;
- Age Subcultures;
- Age and Consumer Identity;
- The Teen Market;
- Baby Boomers;
- The Gray Market;

- Cultural Influences on Consumer Behavior;
- Understanding Culture;
- Myths and Rituals;
- Sacred and Profane Consumption;
- The Creation and Diffusion of Consumer Culture;
- The Creation of Culture; The Diffusion of Innovations;
- The Fashion System;
- Transferring Product Meanings to Other Cultures;
- The Diffusion of Consumer Culture

Text Books:

1. Schiffman Kanuk - Consumer Behavior – Prentice Hall
2. Michael R. Solomon – Consumer Behavior – Pearson Education

Reference Books:

1. Loudon & Della Bitta – Consumer Behavior-Concepts and Applications – Tata McGraw Hill
2. J Paul Peter & Lerry C. Olson - Consumer Behavior & Marketing Strategy – McGraw Hill
3. Matin Khan – Consumer Behavior – New Age International
4. C.L. Tyagi & Arun Kumar - Consumer Behavior – Atlantic Publisher and Distributors
5. Suja R. Nair - Consumer Behavior in Indian perspective – Himalaya publishing House 2004

HUMAN RESOURCE MANAGEMENT

(MSMSR/MBA/203)

Learning Objectives:

- To make the participant aware about the human requirements in a company, their requirement, their training and development with various promotional opportunities.

Syllabus Content

Module: 1 Introductions

- Meaning; Definition, Nature, Need for HRM
- Approach, HRM Vs. Human resource Development,
- HRM and Personnel Management,
- Scope of HRM, Limitations,
- System Approach to HRM,
- Definition, Nature, Objectives of Personal Management,
- Evolution of the Concept of HRM,
- Challenges to HRM in changing environment
- Qualities and Qualifications of a Personnel Manager

Module: 2 Recruitment Process

- Manpower Planning
- Job Analysis: Job Description and job Specification
- Meaning and Definitions, Process, Elements of Recruitment Policy,
- Sources of Recruitment – Internal and External, Methods of Recruitment:
- Meaning & Definition, Procedure, Organisation for Selection,
- Selection Process:
Introduction, Purpose, Characteristics,
- Classification or Types of Tests
- Definition, Objectives, Types, Steps of Interviews

Module: 3 Training and Development

- Meaning and Definition of Training
- Objectives and types of training
- Executive Development – Meaning and Definition, Objectives, Importance, Process
- Methods and Essential Principles of Executive Development and Training: Career Planning –
- Meaning and Objectives,
- Career Planning
- Benefits of Career Planning

Module: 4 Wage and Salary Structure with Incentive Plan

- Job Evaluation – Introduction, Definition, Objectives, Principles, Process, Advantages, Limitations and Methods, Essentials for the Success of Job Evaluation Programme:

- Compensation Management Meaning, Objectives, Principles, Factors influencing Wage and Salary Administration, Wage and Salary Determination Process,
- Meaning, Benefits and Limitations of Incentive Plans, Essentials of a Good Incentive Plan,
- Types of Wage Incentives Plans, Fringe Benefits.

Module: 5 HRD and Performance Appraisal

- Human Resource Development –
- Introduction, Concept and Definition, Features, Objectives and Essentials:
- HRD at Micro and Macro levels, Significance of HRD, Distinction between Personnel Function and HRD, Implementation of HRD:
- Meaning and Definition, Features, Objectives, Benefits and Uses, limitations
- Process and Methods of Performance Appraisal.

Text Book

1. Aswathapa – Human Resource Management – Tata McGraw Hill

Reference Books:

1. Shashi K Gupta, Rosy Joshi – Human Resource Management – Kalyani Publishers
2. J. M. Ivancevich – Human Resources Management – Tata McGraw Hill
3. Ellen Ernest Kossetc – Human Resources Management : Infinity Books
4. Dessler Gary; Human Resource Management, Pearson Education, 13th Edition, 2008.

OPERATION RESEARCH **(MSMSR/MBA/204)**

Learning Objectives:

Aim is to strengthen candidates ability to

- A scientific approach to problem solving for executive management.
- Construct mathematical, economic and statistical description or models of decision and control problems to treat situations of complexity and uncertainty.
- Analyzing the relationships that determine the probable future consequences of decision choices and devising appropriate measures of effectiveness in order to evaluate relative merit of alternative actions.

Syllabus Content:

Module 1: Introduction to operation research, Linear programming

- The linear programming model, Examples of formulation as a linear Programming Problem
- Principles of Simplex method: feasible solution, Optimal solution, Boundary equation
- The simplex method in tabular form, Tie breaking in the simplex method, Duality theorem

Module 2: Special Types of Linear Programming Problems

- The transportation problem; the application of linear programming, Problem formulation
- Sensitivity analysis; Introduction of a new variable, Introduction of a new constraint; Case study
- Game Theory: Introduction, Solving simple games, Games with mixed strategies, Solving by Linear programming

Module 3: Network Analysis

- The terminology of networks
- Graph, Nodes, Branches etc
- The shortest route problem
- The minimal spanning tree problem and the maximal flow problem
- Project planning and control with PERT-CPM
- The PERT three-estimate approach
- The CPM Method of time-cost Tradeoffs
- Choosing between PERT and CPM

Module 4: Decision Analysis

- Introduction, Decision making without experimentation
- Minimax criteria, Bayes' Criteria; Decision making with experimentation
- Bayes' Procedures; Decision Trees

Module 5: Queuing Theory

- Short Review of Probability theory
- Basic structure of queuing models, Input source, Queue, Service Discipline, Service Mechanism
- Terminology and notation

- Examples of the real queuing systems
- The basic model
- The application of queuing theory

Text Books:

1. Richard Bronson (Shaum Series) - Operation Research – Tata McGraw Hill
2. Frederick s. Hillier – Operation Research – Tata McGraw Hill

Reference Books:

1. Harvey M. Wagner – Principles of Operation Research – Prentice Hall
2. N. D. Vorah – Quantitative Technique in Management – Tata McGraw Hill
3. Tulsian & Pandey – Quantitative Technique – Pearson Education

RESEARCH METHODOLOGY

(MSMSR/MBA/205)

Learning Objectives:

At the end of the course students will be able to:

- Use appropriate tools / techniques for solving research problems
- Produce good quality research reports

Syllabus Contents

Module 1: Introduction to Research Methodology

- Meaning, Objectives, Types & Approaches
- Methods Versus Methodology
- Research Process

Module 2: Planning the Research

- Research Problem
- Research design – need – features
- Sampling Design
- Scaling techniques

Module 3: Data Collection & Analysis

- Primary data
- Collection of data through questionnaires / schedules
- Secondary data
- Case study method
- Analysis of data
- Sampling fundamentals

Module 4: Testing of Hypothesis

- Meaning of Hypothesis
- Basic concepts in testing hypothesis
- Flow diagram
- Parametric and Non parametric tests

Module 5: Interpretation and report writing

- Interpretation – techniques
- Steps and layouts
- Conclusions

Text Book:

1. C R Kothari - Research Methodology-Methods & Techniques - Wishwa Prakashan, New Delhi

Reference Books:

1. Ronald Mcburney – Research Methodology – Thomson Publication

QUALITY AND PRODUCTIVITY MANAGEMENT

(MSMS/MBA/206)

Learning Objectives:

- To enable students to understand the linkages between Quality and Productivity Management and overall business management, competitiveness and profitability
- To understand the concept, important tools and applications of improvement of Quality and Productivity Management and their importance in World Class Management

Syllabus Contents

Module 1: Modern Quality Management

- Cost, Quality and Delivery – The big Q concept and customer-driven approach
- History of TQM
- Concepts of TQM and issues in implementation
- Quality Systems

Module 2: Tools of Quality measurement and improvement

- The seven tools of SPC
- Control charts and process capabilities
- Introduction to Quality Function Deployment and Benchmarking

Module 3: Concepts of Productivity Management

- Definition and Basic Concepts of Productivity and measurement of Productivity
- Factors Affecting Productivity Improvement
- Productivity Evaluation
- Techniques of Productivity Improvement
- TPM

Module 4: Japanese concepts in management of Productivity and Quality

- Waste Elimination
- Japanese Approaches for High Productivity Management Systems
- JIT

Module 5- Strategic Productivity and Quality Management

- Productivity Improvement in Manufacturing and Service Organisations;
- Productivity and Competitive Advantage Interfacing Productivity with TQM,
- Flexibility and Innovation.
- World Class performance model and Balanced Score Card Technique

Text books:

1. Steve Brown, Manufacturing the Future
2. Joseph C Montgomery and Lawrence O Levine, The transition to Agile Manufacturing - Staying Flexible for Competitive Advantage
3. Besterfield, Total Quality Management

Reference Books

1. Logothetis, Managing for Total Quality

2. Juran, Quality Control handbook
3. Robert Schaffer, Managing Productivity
4. Masaaki Imai, Kaizen – The key to Japan’s Competitive Success

CORPORATE STRATEGY **(MSMSR/MBA/207)**

Learning Objectives:

- To make participants capable enough to understand the strategic importance and various measures through which it can be achieved.

Syllabus Content

Module: 1 Introduction to Corporate Strategy

- The nature of strategy & strategic decision
- Nature, Scope and Concerns of Corporate Strategy
- What Does Corporate Strategy Ensure for the Firm
- The Linkage Between Corporate Objective and Corporate Strategy
- The Constituents of Corporate Strategy
- Product-Market Posture
- Growth Vector
- Competitive Advantage and Synergy
- The Actual Task of Formulating the Strategy
- Holding Company's Inadequate Stake in Group Companies
- Extreme Diversity of Business Portfolio
- Environmental Survey
- The Opportunity-Threat Profile
- Internal Appraisal

Module: 2 Competitive Advantages and Core Competency

- The Concept, Nature and significance of Competitive Advantage
- The Back-Up for Strategy
- Competitive Advantage is Distinct From Strength
- Drawing up the Competitive Advantage Profile (CAP) 200
- Internal Appraisal and Industry-Competition Analysis Help Identify Competitive Advantage
- Benchmarking, an Effective Tool
- Value Chain' Approach
- Strategic Business Units
- Competitive advantage through alliances
- The Concept of Core Competence
- How do firms acquire core competency
- Nature and Significance of Corporate Objectives
- Corporate objectives flow from mission and growth ambition

Module: 3 Mission, Vision and Business Definition of a Firm

- Mission and Business Definition
- Examples of Mission Statements: Business Definition

- What does business definition look like?
- How to Define One's Business
- Attributes of good business definition
- As Business Boundaries Keep Changing,
- Defining the Corporate Mission and Business Definition are not Static Ideas

Module: 4 Industry analysis and environment

- Analysing Industry and Competition
- Importance of Industry Analysis
- Industry Environment; Industry Structure
- Barriers in the Industry; Industry Attractiveness
- Industry Performance; Industry Practices
- Emerging Trends
- Competition Analysis

Module: 5 Various strategies for a business

- Routes for Executing Strategy
- Start-up, Mergers
- Acquisitions, Takeovers, Joint Ventures
- Strategic Alliances

Text Books

1. A Kazmi - Strategic Management & Business Policy – Tata McGraw Hill

Recommended Books:

1. Gerry Johnson & Kevan Scholes - Exploring corporate strategic Prentice Hall
2. V.S. Ramaswamy & S. Namakumari - Strategic Planning Formulation of Corporate Strategy – McMillan Publication
3. Corporate Strategy – Harvard Business Review

ENTREPRENEURSHIP **(MSMSR/MBA/208)**

Learning Objectives:

At the end of the course students would be able to

- Explain the process of entrepreneurship and the characteristics of entrepreneurial behavior
- Explain the process of corporate entrepreneurship

Syllabus Content

Module 1: Nature and Importance of Entrepreneurship

- Introduction
- Nature of Entrepreneurship
- Entrepreneurship Concept and Industrial Backdrop
- Developments in Early Period
- Developments in Middle Age
- Developments in Industrial Period
- Modern Period
- Introduction – How an Entrepreneur Organizes?
- Characteristics and Classification of Individual Entrepreneurship
- Individual Feelings, Behavioral Patterns and Need for Achievement
- Risk Taking; Role Models; Family Environment and Education
- Personal Values and Age
- Motivation; Entrepreneurs and Managers

Module 2: Women as Entrepreneurs & International Entrepreneurship

- Concept of Women Entrepreneurship;
- Growth in Women Entrepreneurs;
- Problem of Women Entrepreneurs;
- Rural Entrepreneurs;
- Growth in Rural Industrialisation;
- Problems of Rural Industries;
- Developing Rural Entrepreneurship;
- Scope and Role of NGOs;
- Entrepreneurship in Family Owned Business;
- Government as Entrepreneur;
- Nature of International Entrepreneurship;
- Importance of International Entrepreneurship:
- Economic Development;
- Legal Environment;
- Technological Environment;

Module 3: International Business Scene

- Types of Participation; Licensing;
- Joint Ventures;
- Equity Participation;
- Acquisitions and Mergers;
- Technical Assistance;
- Strategic Partnerships;
- Management Contracts;
- Background of GATT; WTO;
- Indian Issues in WTO;
- Issues in IT and BPO;
- How WTO helps in Entrepreneurship?

Module 4: Creation of Business Ideas

- Creating Business Ideas;
- Existing Products; Substitutions;
- R & D;
- Idea Generation Methods;
- Focus Groups;
- Brainstorming;
- Check List;
- Problem Inventory Analysis;
- Synectics;
- Creative Problem Solving
- Value Analysis;
- Free Association;
- Forced Relationship;
- Collective Notebook;
- Scientific Method;
- Attribute Listing;
- Big Dream Approach;
- E-Commerce;

Module 5: The Business Plan

- Concept of a Planning Paradigm; s
- cope and Value of Business Plan;
- Potential Lenders and Investors;
- Business Acquisition and Franchising;
- Use of PERT/CPM Networks for Implementation;
- Information needs;
- Use of Electronic Media and Internet;
- Broad Marketing Plan;

- The Marketing Concept;
- Market Research for New Venture;
- Marketing to Organisations;
- Marketing Intelligence;
- Competitive Analysis;
- Marketing Strategies;
- The Marketing Plan;
- Marketing Mix;
- Steps in the Marketing Plan;
- Contingency Plans;
- Why Some Marketing Plans Fail?
- The Financial Plan;
- Meaning of Financial Analysis;
- Capital cost Estimates of the Project;
- Project Operational Cost Estimates;
- Methods of Cost Estimation;
- Operating Income Statements;
- Pro-forma Cash Flow;
- Pro-forma Balance Sheet;
- Cost and Time Over-runs of the Project;
- Break Even Analysis;
- Use of Software Packages;
- The Organisational Plan;
- Development of Management Team;
- Legal Forms of Business;
- Single Ownership Firms;
- Partnership Firms;
- Joint Stock Company;
- Incorporation of the Company;
- Co-operative Enterprises;
- Deciding Factors on type of Organisation;
- Human Resource Planning;
- Institutional Finance
- Industrial Development Bank of India (IDBI);
- Industrial Finance Corporation of India (IFCI);
- The Industrial Credit and Investment Corporation of India (ICICI);
- Industrial Reconstruction Bank of India (IRBI);
- Life Insurance Corporation of India (LIC)
- Unit Trust of India (UTI);
- State Financial Corporations (SFC)

Text Book:

1. Robert D Hirich & Peters Irwin – Entrepreneurship - McGraw Hill

Reference Books:

1. S Anil Kumar & Others – Entrepreneurship Development – New Age Publication
2. Nicholas Siropolis – Entrepreneurship & Small Business Management – All India Publication
3. Harvard Business Review on Entrepreneurship – Tata McGraw Hill



Syllabus

Details Syllabus of Semester III

DIRECT AND INDIRECT TAXATION

(MSMSR/MBA/301)

Learning Outcomes:

- Explain concepts related to direct and indirect taxation in the area of business
- Apply knowledge of tax laws in financial planning and decision making.

Syllabus Content

Module 1: Introduction

- Basic Definitions under the Income Tax Act, 1961.
- Chargeability of Income Tax
- Basics of Residential Status, Incidence of Tax
- Distinction between Tax Planning, Tax Avoidance & Tax Evasion
- Introduction to Different Heads of Income:

Module 2: Income From Salary and House Property

- Basic understanding of computation of Income from Salary.
- Computation of Income from House property.
- Important terms related to House Property

Module 3: Profits & Gains of Business or Profession

- Computation of Income from Business and Profession
- Allowed and Disallowed Expenditure
- Computation of Incomes u/s 44 AD
- Compulsory Audit of Accounts
- Definitions of Transfer and Capital Asset
- Computation of Capital Gains including exemptions.

Module 4: Computation of Total Income of Individuals

- Clubbing of Income, set off and carry forward of losses
- Deductions from Gross Total Income
- Exemptions from Total Income – Sec 10A, 10B & 10C

Module 5: Indirect Taxes

Goods And Service Tax

- Background
- Salient features of GST
- Types of GST
- Benefits and limitations of GST
- Basic concepts and provisions related to its applicability and chargeability
- Comparison of GST with earlier applicable Indirect Taxes.

Text Books:

1. Bare acts of each law
2. Direct Tax Law & Practice – V.K. Singhania
3. Direct Tax Laws – T.N. Manoharan
4. The Law & Practice of Income Tax – Kanga & Palkhivala
5. Law of Income Tax – A.C. Sampath Iyengar

6. Bharat GST Ready Reckoner with Referencer – CS Keshav R Garg, Bharat Publication
7. GST – A Brief Introduction – LVR Prasad & G.J. Kiran Kumar
8. GST Made Easy – Answer to all your queries on GST – CA Arpit Haldia, TAXMANN Publication

SERVICES MARKETING AND CRM **(MSMSR/MBA/302)**

Learning outcomes:

- Enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Content

MODULE-1

Introduction to Services Marketing:

- Growing Importance of Services Sector
- Meaning and Nature of Services
- Classification of Services and Marketing Implications
- Services Marketing Process

MODULE-II

Understanding Customers buying Considerations and Behaviour

- Customer Expectations and Perceptions
- Defining and Measuring Service Quality (Servequal and Servepref);
- GAPs Model; Defining and Measuring Customer Satisfaction, Service Recovery.

MODULE-III

Services Marketing Mix

- Services Design and Development
- Service Blueprinting; Service Process
- Physical Evidence and Servicescape
- Pricing of services; Services Distribution Management
- Managing the Integrated Services Communication Mix
- Managing Service Personnel
- Employee and Customer Role in Service Delivery

MODULE-IV

Marketing Applications in Select Service Industries

- Hospitality Services, Tourism Services,
- Banking Services; Health and Insurance Services.

MODULE-V

- Services in Global Perspective: International Marketing of Services Recent Trends,
- Principal Driving Force in Global Marketing of Services
- Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Text Books:

1. Services Marketing – Zeithmal, Bitner, Gremler, Pandit – TMH
2. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3rd Edition, Tata McGraw Hill, Delhi
3. Services Marketing – Lovelock, Wirtz, Chatterjee – Pearson
4. Services Marketing – Shajahan – HPH
5. Services Marketing – Rao, Pearson
6. Text book of Marketing of Services – Chowdhary and Chowdhary, Mcmillan
7. Services Marketing & Management – B. Balaji, S. Chand

References:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)

MARKETING COMMUNICATION

(MSMSR/MBA/304)

Learning Objectives:

At the end of the course students will be able to:

- Develop a deeper understanding the role of marketing communications in building corporate image and brand management.

Syllabus Content

Module-I: Introduction to Marketing Communications

- Understanding integrated Marketing Communication
- IMC as an integral part of Marketing Communication
- IMC Communication process
- Measuring and Evaluating Integrated Marketing

Module-I: Developing Marketing Communications

- Segmentation and Positioning
- Setting goals and Objectives
- Advertising /Non Advertising Means of Communication-IMC

Module-II: Advertising

- Message Strategy
- Message Tactics
- Media Strategy and Tactics
- Pre and Post Advertising Effectiveness

Module-III: Promotion MIX

- Sales Promotion
- Sponsorship
- Merchandizing
- Packaging
- Direct Marketing
- Electronic Communications

Module-IV: Communication Tools

- Public Relations – Overview, How does it get done? The Publics,
- The Methods of Communicating, Applications of PR and PR Planning,
- Sponsorship programs
- Database and Direct-Marketing programs
- New Media

Text Books:

1. Advertising Management-Rajeev Batra , John G. Myers and David A . Aaker - Fifth edition
2. Clow, Kenneth E.; Baack, Donald; - Integrated Advertising, Promotion, and Marketing Communication-

3. Advertising And Integrated Marketing Communications- Kruti Shah McGraw-Hill Education

Reference Books:

1. Cathy Ace-Successful Marketing Communications-2001 edition (CIM)
2. Jim Blythe-Marketing Communications-2000 edition
3. Allen, Judy-Event Planning

PRODUCT AND BRAND MANAGEMENT

(MSMSR/MBA/305)

Learning Outcomes:

- How to understand, build, measure, analyse and manage brands and product categories for a company

Syllabus Content

Module: 1

Introduction to Product & Brand Management,

- Emergence as a separate area of study.
- Product, Product Levels, Product Hierarchy, Classification of Product.

Module II: Product decisions

- Product Mix decisions
- Product Line decision - strategic decision involving adding or pruning product lines.
- Product life cycle (PLC)

Module III: New Product Development & Product Positioning

- New product development process.
- Product Positioning, Types of positioning strategies, positioning errors.

Module IV: Brand and Brand Equity

- Concept of Brand, Branding & related concepts
- Concept of Brand Equity, Building Brand Equity, guideline for building Brand Equity.

Module V: Brand Strategy Decisions & Co-Branding

- Brand Strategy Decisions: Brand positioning, Brand name selection, Brand sponsorship, Brand development.
- Co-branding, Various methods of co-branding

Text Books:

- Product Management: Ramanujam

- Product Management: Lehmann DR; Russel S Winner
- Brand Management: Y L R Moorthi
- Brand Positioning: Subratu Sen Gup
- Strategic Brand Management: Kevin Lane keller
- Marketing management: Dr. K Karunakaran

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

(MSMSR/MBA/306(F))

Learning Outcomes:

- To disseminate information on investment decision process. To acquaint the participant with the tools, that is being used in the industry, essential for sound money management.

Syllabus Content

Module 1: An Introduction to Investments

- Investment overview
- Asset allocation decision
- Securities markets
- Functioning of securities markets
- Security-market indicator series

Module 2: Asset Pricing Models

- Extensions & Testing of Asset pricing theories
- Arbitrage Pricing Theory

Module 3: Analysis and Valuation of Bonds

- Bond Duration
- Convexity
- Bond price volatility
- Term structure of interest rates
- Bond portfolio management

Module 4: Stock Market Analysis and Valuation

- Valuation of common stocks
- Applying DDM valuation models
- Earning multiplier approach
- Industry analysis
- Company analysis and stock selection
- Technical analysis
- Equity portfolio management
- Macro and Micro Economic Factors

Module 5: Special Topics

1. Forwards and futures and option contracts
 - Overview of futures and forwards trading
 - Hedging with futures and forwards
 - Basic valuation concepts
 - Option valuation – Black-Scholes Model
 - Option trading strategies (Advanced)
2. Evaluating portfolio performance

- Requisites for a portfolio manager
 - Treynor portfolio performance measure
 - Sharpe portfolio performance measure
 - Jensen portfolio performance measure
3. Strategies of Great Masters
- Warren Buffet
 - John Templeton
 - Peter Lynch
 - George Soros

Text Books:

1. Security Analysis & Portfolio Management by Fisher D. E. & Jordan R. J.
2. Investments Analysis and Portfolio Management by Frank K. Reilly and Keith C. Brown, 6th edition, The Dryden Press.
3. Investment Analysis & Portfolio Management by Dr. Prasanna Chandra
4. Investment Management by Singh, Preeti

Reference Books:

1. Portfolio Management: Baura, Raghunath & Verma
2. Investment Analysis & Management by Clark, James Francis
3. Investment Management by Fabozzi, Frank J. Secmity

MANAGEMENT OF FINANCIAL SERVICES

(MSMSR/MBA/307(F))

Learning Outcomes:

- To equip students to understand the national / international scenarios emerging in Financial Services and Markets
- To expose students to the financial services both regulatory and promotional contributing to the economic development
- To enable students understanding an integral scenario of all financial markets and related operations.

Syllabus Content

Module 1: Conceptual & Institutional framework

- Financial Market in India- An Overview
- RBI, its role and functional services, policies and recent developments
- SEBI as the institutional framework and its linking governance from Company's Act 1956, Securities contracts (Regulations) Act 1956, Capital issues (Control) Act 1947

Module 2: Banking institutions, NBFCs and Statutory financial organizations

- Commercial Banks and services offered
- Structure and growth of co-operative banks and special services desired
- Small savings and provident funds, types & nature and their growth
- Insurance companies, Nature, role and services structure
- Mutual funds – Nomenclature, nature, types of schemes, structure and growth.
- Public deposits with non banking companies

Module 3: Markets and Securities

- Call money markets – Introduction, location, participation, size and call rates
- Treasury bills markets – An understanding of 14/91/182/364 day bills maturity
- Commercial bills market – concepts on BOE, bill market schemes & rates, factors behind under development and redressal measures
- Commercial papers and certificate of deposits – size, modalities and rates
- Government (Gilt edged) securities market, nature and organisation, recent developments
- Securities market – Listing, trading and settlement, new issue market, drawbacks in Indian stock markets and critical appraisal of the measures.
- Markets for future, options and other financial derivatives. Derivatives in India and abroad.

Module 4: International Dimensions of financial markets

- Nature, organisation and participants, trends in exchange rates in Foreign exchange market.
- Foreign capital flows – Uses and determinants, various forms, international financial instruments, trends in capital flows, existing drawbacks and future prospects

Module 5: Interest Rates

- Theories of the level and structure of interest rates introduction for structuring the interest rates and level of rates
- Interest rates in India – system of administered interest rates, deregulation of rates, features and trends.

Text Books:

1. L M Bhole, Financial Institutions and Markets - Structure, Growth and innovation, Tata McGraw Hill Publishing Co Ltd, New Delhi.
2. Baye & Jansen, Money, Banking & Financial Markets – An economic approach, AITBS Publishers & Distributors (Regd), Delhi.
3. H R Machiraj, International Financial Markets and India, second edition. New Age International (P) Ltd publishers, New Delhi.
4. John J Murphy, Technical Analysis of the Financial Markets – A comprehensive guide to trading methods and Applications, New York Institute of Finance, Paramus, NJ 07652.
5. Jeff Madura, Financial Markets & Institutions (5th edition), South Western college publishing, Thomas Learning, USA.
6. David K Eiteman, Arthur I Stone hill, Michale H Moffett, Multinational Business Finance (9th edition), Addison Wesley Longman (Singapore) Pvt Ltd, Indian Branch, Delhi
7. Suk H Kim & Seung H Kim, Global Corporate Finance (3rd Edition), Text & Cases, Black well publishers Ltd, Oxford Oxy & 1JF, UK
8. Tripathy P N, Financial Services, PHI learning Pvt. Ltd., New Delhi.

BANKING AND INSURANCE

(MSMSR/MBA/308(F))

Learning Outcomes:

- To equip students to understand the national / international scenarios emerging in Banking and Insurance Sector.
- To expose students to the Banking and Insurance services both regulatory and promotional contributing to the economic development

Module-1

Introduction to Banking:

Fundamental role and evolution

- Banking structure in India
- Licensing of banks in India
- Branch licensing
- Foreign Banks
- Private Banks – Capital and voting rights
 - Dividend
 - Corporate Governance

Banking and Economy

- Cash Reserve Ratio (CRR)
- Statutory Liquidity Ratio (SLR)
- Repo and Reverse Repo
- Open Market Operations
- Security Valuation
- Capital Account Convertibility

Module-II

Bank Deposits, Nomination and Deposit Insurance

- Kinds of deposits
- Joint accounts
- Nomination
- Closure of deposit accounts
- Deposit insurance

Other Banking services

- Fund-based services
- Non-Fund based services
- Money Remittance Services
- Banking Channels

Bank – Customer Relationship

- Roles of Banks
- Bankers' obligation of secrecy

Module-III Security Creation

- Pledge
- Hypothecation
- Mortgage
- Assignment

o NPA and Securitisation

- Non-Performing Assets
- NPA categories
- NPA Provisioning Norms
- SARFAESI Act

Module IV: Basic Principles of Insurance

- Indemnity, Insurable interest, Materiality of facts, Uberimmae Fidae and implications
- Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Critical Illness or Dread Disease Insurance, Reinsurance
- Principles governing marketing of insurance products
- Need for insurance functions of insurance
- Benefits and costs of insurance
- The development of insurance
- Global importance of Indian Insurance Industry
- Insurance rate and insurance premium
- Pricing and rating
- Personal line of insurance

Module V: Insurance Regulatory & Development Authority (IRDA)

- Insurance legislation
- Registration of Insurance companies
- Licensing of Insurance Agents and Surveyors
- Professional Standards
- Rules and Ethics Governing Insurance Practice
- Code of conduct in advertisement

MANAGEMENT OF INDUSTRIAL RELATIONS

(MSMSR/MBA/306(H))

Learning Outcomes:

- It helps to prepare the participants to understand, the psyche of industrial labour in the changed scenario

Syllabus Content

Module 1: Industrial relation

- Definition & background of industrial relations
- Future of Industrial relations in India
- Emerging perspective of Human Resources management & Industrial Relations in India

Module 2: Role of state & employees

- The changing role of government
- Evolution of labour policy
- New economic policy
- Role of employee in an organization
- The role of council of India Employers and its constituents in Industrial Relations

Module 3: Industrial conflicts

- Introduction: meaning, definition
- Causes of Industrial conflicts :Industrial factor ,Management attitude toward labour ,Government Machinery ,Other Factors
- Types of Industrial conflicts: Strikes, lockout
- Settlement of Conflict: Investigation ,mediation, conciliation ,voluntary arbitration, compulsory arbitration/Adjudication, labour courts ,Industrial Tribunals, National Tribunals

Module 4: Ethical approach to labour relations

- Code of discipline
- Positive discipline
- Nature of grievance
- Managing Grievances
- Determinants of grievances

Module 5: Collective Bargaining of worker's participation in management.

- Nature & scope of collective bargaining
- Collective bargaining process
- Meaning & objectives of worker's participation in management
- Forms of worker's participation
- Quality circle as a participation forum in India.

Text Books:

1. Managing Human Resources & Industrial Relations RS Diwedi

2. Industrial Relation – Arun Monappa
3. Industrial Relation & Developing Economy – Ghosh, Biswanath
4. Industrial Relations – Conceptual & Legal Framework - A. M. Sharma

Reference Books:

1. Human Resource Management & Industrial Relation – Subramani & Rajendra

INTERNATIONAL HUMAN RESOURCE MANAGEMENT **(MSMSR/MBA307(H))**

Learning Outcomes:

- To educate the students on the theoretical and practical development in International HRM
- To study the main trends in the globalization of industry and the rise of the international organization

Syllabus Content

Module 1: Introduction

- Approaches to International HRM
- Variables that moderate differences between Domestic and international HRM
- Expanding the role of HRM in International firms
- International Human Resource Management approaches
- The path to Global status, mode of operation
- Linking HR to International Expansion strategies

Module 2: International Recruitment and Selection

- Executive Nationality staffing policies
- Issues in staff selection

Module 3: Performance Management

- Multinational performance Management
- Factors associated with Individual performance and appraisal
- Criteria used for performance appraisal of International employees
- Appraisal of HCN employees

Module 4: Training and Development

- Expatriate training
- Developing international staff and multinational teams

Module 5: Repatriation

- The repatriation process
- Managing people in an international context
- Human resource issues in multinational corporate social responsibility

Text Books:

1. International Human Resource Management- Peter J Dowling, Denise E Welch, Randall S Schuler, 3rd edition
2. HRM-IAN Beard well, Len Holden
3. HRM Gary dessler

Reference Books:

1. Study on HRM Practice in Europe By Pricewatch-cranfield
2. HRM BY Michael Armstrong
3. International Business, environment and Management By Korth: Prentice Hall
4. Multinational Organisation and development- Addison-Wesley, 1979 Heenan & Perimutter
5. Gerte Hotstede `Cultures consequences: International differences in work related valuer - 1980, sage publication

PERFORMANCE APPRAISAL AND MANAGEMENT **(MSMSR/MBA/308(H))**

Learning Outcomes:

To apprise the students about the importance of performance appraisal and informed them of how organizations manage performance.

Syllabus Content

MODULE :1

- Introduction to Performance Management and Performance Appraisal
- Foundations of Performance Appraisal
- Performance Management Process-Conceptual Model and its Application,
- Philosophy Behind Performance Management.

MODULE :II

- Various Aspects of Performance Appraisal
- Identifying and Measuring Employee Performance
- Uses of Performance Appraisal, Who Conducts Appraisals, e-HR Managing 360 Degree; Methods for Appraising Performance.

MODULE-III

- Performance Audit: Developing Performance Standards – DRA’s Process.
- Conducting Performance Reviews; Performance Management Documentation, Potential Appraisal.

MODULE - IV:

- Performance Management Application & Improvement
- Performance Management for Teams, Performance Management in practice,
- Analyzing Performance problems.

MODULE-V

- Performance counseling- Concept, Principles and Skills competency based Performance Management.
- Performance Management linked Reward Systems-
- Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems.

Text Books:

1. Michael, Armstrong (1999). Performance Management. Kogan Page.
2. Chadha, P. (2003). Performance Management: It’s About Performing – Not Just Appraising. McMillan India Ltd.
3. Performance Management, Kohli, Deb – Oxford
4. Performance Management, D Sharma, HPH g. Performance Management and Appraisal, TV Rao, Sage

Reference Books:

1. Dwivedi, R.S. (2000). Managing Human Resources and Personnel Management in India Enterprises. Galgotia Publishing Company.
2. Mathis, R. L & Jackson, J. H. (2004). Human Resource Management. Thomson Asia Pte. Ltd., Singapore.
3. Dessler, G. (2004). Human Resource Management. Pearson Education Pte. Ltd., Singapore



Syllabus

Details Syllabus of Semester IV

INTERNATIONAL BUSINESS **(MSMSR/MBA/401)**

Learning Objectives:

- The purpose of the course is to make the student conversant with various dimensions of international business.
- To understand the traditional arguments of how and why international trade improves the welfare of all countries.
- To review the types of economic integration among the countries.

Syllabus Content

Module 1: International Business – An Introduction

- Need for international business
- Recent growth in international business
- Different modes of international business
- External influences on international business.

Module 2: The International Business Environment

- Comparative environmental framework
- The cultural, political, legal and economic environment of business.

Module 3: Trade and investment: Theories and Institutions

- Comparative advantage theory, factor-proportions theory
- Governmental influence on trade-forms of trade control-from GATT to WTO-countervailing forces.
- Economic integration and co-operative agreement

Module 4: Managing in the International Environment

- Business negotiations
- Country evaluation and selection
- Collaboration and control strategies

Module 5: Managing International Business Operations

- Marketing
- Sourcing
- Accounting
- Taxation
- Finance

- HRM

Text Books:

1. S. Sahajahan – International Business – McMillan Publication
2. K. Aswathapa – International Business – Tata McGraw Hill

Reference Books:

1. P Subba Rao – International Business Text & Cases – Himalaya Publication
2. Charles W L Hill – International Business – Tata McGraw Hill
3. Robert J Carbaugh – International Economics – Thomson Asia Pte Ltd.

CORPORATE GOVERNANCE

(MSMSR/MBA/402)

Learning Objective:

- To develop understanding and encourage students to think analytically and critically on issues concerning Corporate Governance, Business Ethics and Social Responsibility.

Syllabus Content

Module 1 Corporate Governance & Global issues of governance

- Needs & Issues
- Corporate governance code
- Transparency and disclosure
- Role of auditors
- Board of directors and shareholders
- Accounting and regulatory framework
- Corporate scams
- Committees in India and abroad.
- The theory of the Firm revisited: toward a Behavioral Corporate Governance Theory
- The study of different Managerial Behaviors, their impact on strategy, innovation
- Performance and Corporate Governance
- Corporate Governance Model
- Corporate Governance strategy

Module 2 Issues and Problems

- Issues and Problems of Corporate Governance in Emerging Economies
- Theoretical problems and practical aspects of Corporate Governance

Module 3 Corporate Social Responsibility

- Social responsibility of a business firm
- Response of Indian firms towards corporate social responsibility
- Basic systems of Corporate Governance
- Shareholder theory versus Stakeholder theory
- Agency theory and Social responsibility of the company
- Cognitive conflicts
- Share holder's engagement by Social Responsible Investors and investor relations
- Corporate Responsibility, shareholder value, stakeholder and sustainable value

Module 4 Organizational architecture of corporate boards

- Organizational architecture of corporate boards
- One tier and two tier model
- Role for committees and managers compensation
- Quantitative and qualitative methods of monitoring performance of Corporate Governance
- Interest conflicts and the role played by internal mechanism (Board and Stock Options)
interest conflicts and the role played by minority, majority, employee and institutional shareholders

Module 5 E-Governance

- E-Governance Model
- E-Governance Mechanism Strategy and implementation factor map into Corporate Governance
- Break-down model in E-Governance
- E-Governance Congestion

Text Books:

1. Robert A.G. Monks and Nell Minow, Corporate Governance, 3rd Edition.
2. John. L. Colley Jr. (etal), Corporate Governance, 1st Edition.
3. Fernando A.C. (2006) Corporate Governance, 1/e: Principles, Policies and Practices

Reference Books:

1. Velasquez (2002)-Business Ethics-Concepts and Cases, Prentice Hall, 5th edition.
2. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
3. Kenneth A Kim, John R. Nofsinger(2007) Corporate Governance : International Edition, Prentice Hall

DIGITAL MARKETING

(MSMSR/MBA/403)

Learning Objectives: This course is designed to develop an understanding of Internet Marketing and to provide an overview of social media marketing in the digital age.

Syllabus Content

MODULE:1 Introduction to Internet age and marketing

- marketing in an information-intensive environment,
- Overview of digital marketing
- Implications of the Internet age for marketing
- Mobile Marketing, E-mail marketing & how it builds your internet marketing and your online presence.
- Data mining in marketing

MODULE: II Improving marketing productivity in the Internet Age

- product innovation in the Internet age
- Reintermediation and disintermediation in the internet age
- Pricing in the internet age
- Advertising in the internet age,
- sales and customer and customer service in the internet age, building meaningful relationships through dialogue .

MODULE: III Introduction to Social Media Marketing

- Defining social media marketing
- Use of social media for word of mouth communication
- Copywriting for the web ,social media and mobiles.

MODUL: IV Social media marketing strategy:

- Building social media strategy;
- Tools for social media strategy (Corporate blogs, twitter, facebook, linkedin etc.)
- Using multimedia for grabbing attention in a crowded marketplace (Using multimedia)
- Basics of : 1. Digital unlocking by Google and 2. Facebook Blueprint.

MODULE: V Social Media Metrics

- Understanding the effectiveness of social media marketing,
- Introduction to social media dashboards.
- Linking social media marketing with R&D and HR
- Social media in Product Development and innovation
- social media in talent acquisition and development.

Text Books:

1. Jagdish N. Sheth, Abdolreza Eshghi, Balaji C. Krishnan: Internet Marketing, Harcourt College Publishers, 2001
2. Dave Chaffey, Richard Mayer, Kevin Johnston: Internet marketing: strategy, implementation and practice, Financial Times Prentice Hall, 2000

Reference Books:

1. Barry Silverstein: Business to business Internet marketing: seven proven strategies for, Jim Hoskins Publishers
2. Tom Vassos: Strategic Internet marketing , - Que Publishers, 1996

SALES & DISTRIBUTION MANAGEMENT

(MSMSR/MBA/404)

Learning Objectives:

- Understand the Sales Management functions- planning, Staffing, Training, Directing and controlling in detail, which will help the individuals to apply the same in real life situations.

Syllabus Content

Module-1: Introduction to Sales Management

- Sales Management: Its Nature, Rewards, and Responsibilities
- Social, Ethical and Legal Responsibilities of sales Personnel

Module-2: Planning the Sales Team's Efforts

- The Market- Driven Sales Organizations
- Forecasting Market Demand and Sales Budgets
- Design and Size of Sales Territories
- Sales Objectives and Quotas

Module-3 Staffing and Training

- Recruitment, Selection and Placement
- Management of Sales Training and Development
- Contents of the Sales Training program: Sales and the Selling Process

Module-4 Directing and Controlling

- Motivating Sales People
- Leading the Team
- Analysis of Sales and Marketing
- Evaluation of Salespeople's Performance

Module-5: Marketing Channels

- Channel Design and Implementation
- Channel Flows and Efficiency Analysis
- Channel Structure and Membership Issues
- Gap Analysis
- Vertical Integration
- Channel Management and performance Measurement

Text Books:

1. Sales Management, Teamwork, Leadership and Technology: (6th Edition) Futrell Charles M.

Reference Books:

1. Sales Management Still, Cundiff, Govoni
2. Sales Management: Decisions, Strategies. And Cases (5th Edition): Still, Cundiff

Financial Engineering and Investment Management (MSMSR/MBA/405(F))

Course Objective:

Financial engineering is application of engineering methods to financial economics. It helps a firm design and analyzes financial contracts to solve problems and exploit opportunities.

Syllabus Content

Module 1 Introduction

- Introduction to Financial Engineering-Meaning
- Scope And Need-Tools of Financial Engineering
- Financial Engineering and Financial Analysis
- Factors Contributing to the Growth of Financial Engineering
- Financial Engineering Process

Module 2 Financial Products and Equities

- Financial Product Development, Need, Direction, Design, Testing and Introduction.
- Recent Debt Market Innovations, Zero Coupon Securities, Repo and reverse Market, Junk Bonds, Fixed Vs Floating Rate, Equity and Equity Related Instruments, Equity Options, Warrants, Equity Distribution
- The Role of Equity in Corporate Capital Structure, hybrid Securities, Meaning, Need and Types of Securities

Module 3 Financial Engineering Process and Strategies

- Financial Engineering Process and Strategies
- Overview
- Changing Face of Liquidity Management
- Asset Liability Management (ALM) in Banking Sector Hedging
- Process of Hedging
- Risk Management Issues and Instruments
- Liquidity Risk Management
- Interest Rate Risk Management
- Currency Risk Management
- Role of GAP, Simulation, Duration Method and Value at Risk (VAR)

Module 4 Corporate Restructure

- Corporate Restructuring
- Mergers and De-mergers, Motives, Acquisitions, Takeover, LBO, Sources of Value in a Leveraged Buy Out
- Disinvestment Process, Motives and The role of Financial Engineer.

Module 5 Globalization

- Globalization
- International Capital Markets and Instruments
- Development of New Markets and Linkages

- Recent Trends in Settlement and Clearing-Financing engineering and Monetary Policy
- Legal Protection Against Unfair Competition

Text Books:

1. Financial Engineering – a complete guide to financial innovation, John F. Marshall & Vipul K Bansal, Practice Hall of India Pvt. Ltd. New Delhi
2. Investment – ZVI Bodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, The McGraw-Hill Companies

Reference Books:

1. Capital Allocation Theory: The Study of Investment Decisions – Gerald a. Fleisher, Appleton-Century-Crofts, Meredith corporation, New York
2. Financial Management – Prasanna Chandra, Tata McGraw Hill.
 - 1.

Derivatives & Risk Management

(MSMSR/MBA/406(F))

Learning Outcomes:

- Ability to apply stock market basics to Indian Derivative market. Financial Derivatives are discussed in terms of their valuation, analysis & application for hedging, speculation & arbitrage. Students are appraised with the recent innovations in derivatives in India unlike other country.

Syllabus Contents

Module -1: Introduction to Cash & Derivative Market- An Overview

- Basic Market Concepts & Mechanics of Cash Market,
- Various Indexes of the world & its computation,
- Meaning & types of Derivative Instruments, Forward,
- future, Option & swaps, Spot v/s Future Market,
- Growth of Derivative Markets in India-History &
- Background, ETM & OTC Markets, Types of Traders-
- Hedger, Arbitrageur & Speculation,
- Standardization of Derivative Contracts & other basic concepts.

Module-II: Forward & Future Markets

- Introduction, Mechanics of Forward & Future Market,
- Stock Futures & Stock Index Futures in India,
- Pricing of Forward & Future Markets-how to read quotes,
- Margins, Open interest positions etc. Cost of Carry
- Models & Basis-Cash Price v/s Future price, Trading
- Strategies-Index Arbitrage, hedging using futures,
- options and combination of both, Speculation,
- spreads etc & other advanced trading strategies.

Module-III: Option Markets

- Types of option markets, ITM, ATM & OTM, Intrinsic
- Value & Time Value, Factors affecting option pricing,
- European & American, Arbitrage restriction on option
- prices, Put-call parity relationship, Put call ratio &
- Open Interest in relation to the price and volume,
- liquidating options, Option Trading Strategies-
- Arbitrage, hedging & Speculation, Option Pricing
- Models-Black schools & Binomial Model, Option
- Calculator, VAR & Greek Letters.

MODULE-IV: Innovations in Indian Derivative Market

- Introduction to Currency Derivatives v/s OTC
- Derivatives-Foreign currency market & currency contracts in India,
- Purchasing power parity & covered interest Arbitrage,
- Currency Futures-Arbitrage,
- Hedging & Speculation, Introduction to Interest rate
- Derivatives in India, Bond Futures, T-bill market in
- India, Exchange traded interest rate future,
- Yield curve, term structure of interest rates, etc.,
- Currency & Interest rate Swaps.

MODULE-V: Contemporary Issues

- Lessons from derivative trading, Accounting &
- Taxation of Futures & Options, Exotic Options,
- Futures Options & Interest Rate Options, Weather
- Derivatives, Energy & Crude Derivatives,
- Estate Derivatives, Derivative Mishaps & Learning, Volatile Market strategies.

Text Books

1. Vohra & Bagri, Futures and Options, Tata McGraw Hill, Latest Edition
2. Patwari & Bhargava, Options and Futures: An Indian Perspective, Jaico Publishing House, Latest Edition

Reference Books

1. Varma, Derivatives & Risk Management, Tata McGraw hill, Latest Edition
2. George E. Rejda, Principles of Risk Management & Insurance, Pearson Education

INTERNATIONAL FINANCIAL MANAGEMENT

(MSMSR/MBA/407(F))

Learning Objectives:

- To disseminate information on fundamental financial problems associated with MNC's & the concepts & tools relevant for solving the problems. Most of the concepts covered are currently in use by the firms globally.

Syllabus Content

Module 1: Introduction to Multinational Financial Management

- The Rise of Multinational Corporation
- The Process of Overseas Expansion
- Multinational Financial Management

Module 2: The Foreign Exchange Market

- Organization of the Foreign Exchange Market
- The Spot Market
- The Forward Market
- Determination of Exchange rates
- Currency Futures
- Currency Options
- Meaning of Exchange Rate Risk
- Types of Exchange Rate Risk
- Measurement of Exchange Rate Risk

Module 3: Parity Conditions in International Finance & Currency forecasting

- Arbitrage & the Law of one price
- Purchasing Power Parity
- The International Fisher Effect
- Interest Rate Parity Theory
- The Relationship between the Forward Rate and the Future Spot Rate

Module 4: Managing Risks

Exchange rate risk management

- Measurement & Management of Transaction Exposure
- Measurement & Management of Translation Exposure
- Measurement & Management of Economic Exposure

Module 5: Multinational working capital management & corporate strategy

(a) Multinational working capital management

- Financing techniques in international trade
- Current asset management
- Short term financing
- Multinational financial system

(b) Corporate Strategy & FDI

- Theory & Strategy of MNC's
- Designing a global expansion strategy

Text Books:

1. International Financial Management By Avadhani A. V.
2. International Financial Management By Machiraju H. R.

Reference Books:

1. Multinational Financial Management by Alan C. Shapiro.
2. International Trade and Export Management By Cherunilans Francis

LABOUR LAW

(MSMSR/MBA/405(H))

Learning Objective:

- The course aims to provide in-depth study of labor relations and labor legislations

Syllabus Content

Module-1: Regulations of Trade Unions, Collective bargaining & unfair labour practices

- Trade unions Act – 1926
- Judicial Definition of statutory definition of Trade Union.
- Registration of Trade Union
- Collective bargaining, Unfair labour practice & victimization

Module – 2 : Regulation of Industrial Disputes

- Industrial Dispute Act – 1947
- Instruments of Economic coercion
- Managements preogaticce during pendency of proceedings.

Module – 3: Acts

- Workmen Compensation Act – 1923
- ESI Act – 1948, Payment of wages Act – 1936
- Minimum wage Act – 1948

Module – 4: Acts

- Factories Act - 1948
- Payment of Gratuity Act – 1972, Employees Provident fund Act – 1952

Module 5 – Acts

- The industrial employment standing order
- Employees discipline, Code of discipline,
- Types and methods of grievance handling
- Labour policy – an analysis, Impact of Technology

Text Books:

1. Industrial Relations & Labour laws by SC Shrivastava
2. Industrial Relation & Labour laws by DP Jain

Reference Books:

1. Labour Welfare, Trade Unionism & Industrial Relations By Punekar, Deodhar & Shankaran
2. Aspects of Labour Welfare & Social Security – A. M. Sharma

ORGANIZATIONAL CULTURE & CHANGE DEVELOPMENT

(OCCD)

(MSMSR/MBA/406(H)

Learning Outcomes:

- The course aims at preparing the students to understand the importance of Culture in Organisation, Prepare the students to understand organizational change and development

Syllabus Content

Module 1: Culture

- The nature of organizational culture
- Cultures' role in organization- cultures with in organizations: one or many
- Creating and maintaining culture
- How is organizational culture created
- Transmitting the culture
- Changing organizational culture

Module 2: Organisational change: Part I

- Determining factors of organizational change, objectives and goals
- Different variety of changes
- Internal and external changes-planned and unplanned and forces for change.
- Response to changes-positive, negative and neutral. Their implications
- The progress of change-some basic issue

Module 3: Organisational change: Part II

- Target of organizational change, what is changed
- Readiness for change, when will organizational change occur
- Resistance to change- will organizational change be accepted
- Individual and organizational barriers to change

Module 4: Organisational change: Part III

- Overcoming resistance to change
- Managing organizational change
- Approaches to change- individual counseling and therapy, influence of peer group, sensitivity training, group therapy, feedback, systematic change, technological, value-centered and structural approaches
- Lewis three step model, action research model, growth model by garner

Module 5: Organisational development

- What is OD, objectives, goals and characteristics
- OD vs. management development
- OD process and approaches
- Blake and Moutons' approach and Abad's model for OD programme
- OD interventions-major techniques- sensitivity training, team building, survey feedback, grid training, management by objectives, quality of work life programme, humanizing the work place

Reference Books:

1. Organisational Behavior by Fred Luthansa
2. Behavior in Organizations-Jerald Greenberg and Robert Baron
3. Organisation Behavior by Stephen P Robbins
4. OB by V S P Rao and Narayanan
5. Change for Growth by Biswajeet Pattanayak, R S Dwivedi

HRD PRACTICES & INTERVENTION

(MSMSR/MBA/407H)

Learning Objectives:

- The course aims at preparing the students to understand the concept and practices of HRD & the importance and application pattern of HRD intervention in Corporate settings

Syllabus Content

Module 1: An Overview

- Overview of Human Resources
- Historical Evolution
- Integrated HR-function
- HR-issues
- Corporate and HR-Environment, Strategy Environment, Strategic Management
- HR Instruments
- HRM and Diversity Issues
- HR Planning at Enterprise Level
- Need for Systematic planning
- Planning Process
- Operating Environment-Internal and External
- The manpower plan
- Job Description.

Module 2: Recruitment and Selection

- Strategic selection, Interpretation and Evaluation of Interview data,
- Employee Induction Programme.
- Performance Appraisal, measures of Appraisal, System Components Appraisal methods, Ethics of Appraisal, Problems and Issues.
- Employee Training
- Training Needs and objective setting
- Methods of Training
- Development and Development Needs
- Human Resource Development
- Development Process
- Change Management

Module 3: Training Interventions

- Training as an economic instrument achievements and challenges
- National initiatives: 1964 to the present day
- The European scene, which way forward.
- Education, intervention and work
- Changes in attitudes to intervention and development
- Philosophies of intervention.
- What do we understand by learning
- Reinforcement theories

- Cybernetic and information theories
- Cognitive theories and problem solving
- Experimental learning
- Learning to learn and self-development
- Mental process
- Other horizons.

Module 4: The Learning Organization

- The learner
- The organisation as a learning environment
- The learning organisation.
- Organisation learning systems
- Generalized approaches
- Planned training interventions: The costs and benefits of training interventions, the intervention function, management's responsibility for intervention
- Creating and appropriate structure
- The training for training staff
- Ethical standards.
- The levels of organisational needs
- Types of organisational reviews: Before starting the review, reasons for an organisational review, carrying out an organisation-wide review.

Module 5: Intervention Policy and Job Training Analysis

- Policy development
- Annual intervention plan
- Intervention resources
- From policy to intervention plan and budget.
- Assessing training Needs-the job and the individual
- Job training analysis
- Analytical techniques
- Carrying out an individual training needs analysis
- Assessing performance.
- Determining and evaluating training interventions
- Training interventions: determination of training objectives, determination of the appropriate training strategy, planning and implementation of the training,
- Evaluation of the programme.

Text Books

1. HRD in 21st Century: Rao & Pareek, Tata McGraw Hill Pub.
2. Human behavioural at work, OB: Keith Davis, Tata McGraw Hill Pub.
3. OD: Aswathapa Himalaya Pub. House