

MATS University

MASTER OF BUSINESS ADMINISTRATION

Regulations and Policies

(2022-23)



**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.

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 2019

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. CAT/MAT/XAT/ATMA/MU-MAT 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 (Marketing + HR / Finance) 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 statutes of MATSUniversity 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. Internship

The duration for the internship programme will be seven 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.5. 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, global understanding programme, 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 throughout 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 SEMESTER I											
Sl. No.	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGMT	MSMSR/MBA/101	Management Concepts & Processes	Core	4	0	0	70	30	100	4
2	MGMT	MSMSR/MBA/102	Micro Economics	Core	4	0	0	70	30	100	4
3	MGMT	MSMSR/MBA/103	Organizational Behaviour	Core	4	0	0	70	30	100	4
4	MGMT	MSMSR/MBA/104	Business Law	Core	4	0	0	70	30	100	4
5	MGMT	MSMSR/MBA/105	Principles of Accounting	Core	5	0	0	70	30	100	5
6	MGMT	MSMSR/MBA/106	Marketing Management	Core	4	0	0	70	30	100	4
7	MGMT	MSMSR/MBA/107	Quantitative Methods	Core	5	0	0	70	30	100	5
Total Credit SEMESTER I											30

MBA SEMESTER II												
Sl. No.	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits	
					L	T	P	Exam Marks	Internal Exam			
1	MGM T	MSMSR/MBA/201	Managerial Communication	Core	4	0	0	70	30	100	4	
2	MGM T	MSMSR/MBA/202	Corporate Strategy	Core	4	0	0	70	30	100	4	
3	MGM T	MSMSR/MBA/203	Operation Research	Core	5	0	0	70	30	100	5	
4	MGM T	MSMSR/MBA/204	Human Resource Management	Core	4	0	0	70	30	100	4	
5	MGM T	MSMSR/MBA/205	Management Accounting and Financial Control	Core	5	0	0	70	30	100	5	
6	MGM T	MSMSR/MBA/206	Business Research Methods	Core	4	0	0	70	30	100	4	
7	MGM T	MSMSR/MBA/207	Macro Economics	Core	4	0	0	70	30	100	4	
Total Credits SEMESTER II											30	

MBA SEMESTER III											
Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGMT	MSMSR/MBA/301	Entrepreneurship	Core	4	0	0	70	30	100	4
2	MGMT	MSMSR/MBA/302	Consumer Behaviour	Core	4	0	0	70	30	100	4
3	MGMT	MSMSR/MBA/303	Internship (Report & Viva)	Project	-			Project 70	Viva 30	100	6
4	MGMT		Elective I (Major Sp I; Group I)	Elective	4	0	0	70	30	100	4
5	MGMT		Elective II (Major Sp I; Group II)	Elective	4	0	0	70	30	100	4
6	MGMT		Elective III (Major Sp II; Group I)	Elective	4	0	0	70	30	100	4
7	MGMT		Elective IV (Major Sp II; Group II)	Elective	4	0	0	70	30	100	4
Total Credit SEMESTER III											30
Marketing Management											
Group I	MSMSR/MBA/304 (M)		Services Marketing								
	MSMSR/MBA/305 (M)		Marketing Research								
Group II	MSMSR/MBA/306 (M)		Product & Brand Management								
	MSMSR/MBA/307 (M)		Advertising & Sales Promotion								
Finance Management											
Group I	MSMSR/MBA/304 (F)		Security Analysis and Portfolio Management								
	MSMSR/MBA/305 (F)		Management of Financial Institutions and Services								
Group II	MSMSR/MBA/306 (F)		Taxation & Tax Planning								
	MSMSR/MBA/307 (F)		Management of Working Capitals								
Human Resource Management											
Group I	MSMSR/MBA/304 (H)		Management of Industrial Relation								
	MSMSR/MBA/305 (H)		International Human Resource Management								
Group II	MSMSR/MBA/306 (H)		Performance Appraisal & Management								
	MSMSR/MBA/307 (H)		Compensation Management								

MBA SEMESTER IV											
Sl. No	Board of Studies	Subject Code	Subject	Category	Periods Per Week			Scheme of Examination		Total Marks	Credits
					L	T	P	Exam Marks	Internal Exam		
1	MGM T	MSMSR/MBA/401	International Business	Core	4	0	0	70	30	100	4
2	MGM T	MSMSR/MBA/402	Business Ethics & Corporate Governance	Core	4	0	0	70	30	100	4
4	MGM T		Elective V (Major Sp I; Group I)	Elective	4	0	0	70	30	100	5
5	MGM T		Elective VI (Major Sp I; Group II)	Elective	4	0	0	70	30	100	5
6	MGM T		Elective VII (Major Sp II; Group I)	Elective	4	0	0	70	30	100	5
7	MGM T		Elective VIII (Major Sp II; Group II)	Elective	4	0	0	70	30	100	5
Total Credit SEMESTER IV											28
Marketing Management											
Group I	MSMSR/MBA/403 (M)		Sales and Distribution Management								
	MSMSR/MBA/404 (M)		Retail Management								
Group II	MSMSR/MBA/405 (M)		Rural Marketing								
	MSMSR/MBA/406 (M)		E-Commerce								
Finance Management											
Group I	MSMSR/MBA/403 (F)		Derivatives & Risk Management								
	MSMSR/MBA/404 (F)		Financial Engineering & Corporate Restructuring								
Group II	MSMSR/MBA/405 (F)		Banking and Insurance								
	MSMSR/MBA/406 (F)		International Financial Management								
Human Resource Management											
Group I	MSMSR/MBA/403 (H)		Labour Law								
	MSMSR/MBA/404 (H)		Organisation Development and Change								
Group II	MSMSR/MBA/405 (H)		Human Resource Development Practices and Interventions								
	MSMSR/MBA/406 (H)		Strategic HRM								
Total Credits										118	



Syllabus

Details Syllabus of Semester I

MANAGEMENT CONCEPTS AND PRACTICES MSMSR/MBA/101

Learning objective:

- The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organization.

Syllabus Content

MODULE I

Introduction: Concept, nature, scope and importance of Management, Principles of management, PODSCORB (functions of management).

Development of Management Thought: Scientific Management Movement; Administrative Movement; Human-Relations Movement; Decision-Science Movement; Systems Movement; Contingency Movement; external and internal environment.

MODULE II

Planning: Concepts, Objectives, Goals Components and Steps involved in the planning process; Decision making, MBO, Process, advantages & limitations.

MODULE III

Organizing: Principles; Centralization; Decentralization; Delegation; Employee empowerment; Span of Control; Departmentation; Authority; Responsibility; Accountability; Bureaucracy and Adhocracy. Staffing: Line and Staff Authority, Organizational structure, Different types of organizational structures.

MODULE IV

Directing and Coordinating: Assumptions in directing, Principles of Directing, Leadership Performance Appraisal and its types; corporate social responsibility; Value chain management. Motivation: Theories of motivation, and motivation theories.

MODULE V

Controlling: Nature, scope, functions, steps and process; controlling techniques; Cost Benefit Analysis, New Approaches in management.

Text books/ Reference books:

1. Massie, Essentials of Management, AITBS, New Delhi.
2. Terry and Franklin, Principles of Management, AITBS, New Delhi.
3. Agrawal, R.D. Organization and Management- TMH, New Delhi
4. Harold Koontz, et.al., Management, McGraw Hill, New York
5. Robbins and Dinzo, Fundamentals of Management, 2002, Pearson India.

MICRO ECONOMICS

MSMSR/MBA/102

Learning objectives:

- This course is designed to expose the students to the basic principles of microeconomic theory.
- The emphasis will be on thinking like an economist and the course will illustrate how microeconomic concepts can be applied to analyze real life situations.

Syllabus Content

MODULE I

Introduction to Managerial Economics: Nature, Scope and Significance of managerial economics, Role and Responsibility of managerial economists.

Utility and Indifference Curve Analysis: Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.

MODULE II

Analysis of demand supply: Demand Function, Determinants of Demand, Law of Demand, Demand Forecasting. Law of Supply

Elasticity of Demand and Supply: Elasticity of Demand-Types & Measurement; Elasticity of Supply- Types and Measurement.

MODULE III

Production, Cost and Revenue Analysis: Production functions- Short run and Long run Production function, Law of variable proportion, The law of return to scale; Economies and Diseconomies of scale; Types of Cost- Short run and Long run cost curve; Revenue analysis

MODULE IV

Market structure and pricing- Pricing under perfect competition, Pricing under Monopoly, Price under Monopolistic Competition, Pricing under Oligopoly, Game theory

MODULE V

Profit Management: Concept, Nature and Measurement of profit, Profit maximisation as business objective Concept of risk and uncertainty, Theories of profit, Profit planning and forecasting, Problems in profit Measurement.

Text books/ Reference Books:

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

ORGANIZATIONAL BEHAVIOR

MSMSR/MBA/103

Learning Objectives:

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

Syllabus Content

MODULE I

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 II

Understanding Individuals & Groups

Personality, Stages of Personality Development, Determinates of Personality, Learning, Perception, Factors Influencing Perception, Perceptual Distortion Meaning of Group Performance Appraisal 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 III

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 IV

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 V

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/ Reference Books:

1. Davis, Keith and Newstrom, W. John, "Human Behavior at Work", McGraw Hill Book Co., International Edition.
2. Prasad, L.M. "Organizational Theory and Behavior", Sultan Chand and Sons, New Delhi.
3. Rao, VSP Performance Appraisal and Narayana, PS, "Organization Theory and Behavior", Konark Publishers Pvt. Ltd., Delhi.
4. Sekaran, Uma, "Organizational Behavior – Text and Cases", Tata McGraw Hill Publishers Ltd., New Delhi.
5. Robbins, P. Stephen, "Organizational Behavior – Concepts, Controversies and Applications", Prentice Hall of India Ltd., New Delhi.

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

BUSINESS LAW

MSMSR/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 I

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 II

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 III

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 and voluntary winding up.

MODULE IV

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 V

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.

Text Book/ Reference Books:

1. Kapoor N.D.- Mercantile Law– Sultan Chand Publication
2. S S Gulshan – Mercantile Law – Excel Publications
3. Avtar Singh – Company Law – Eastern Book Publications
4. Bare Acts

PRINCIPLES OF ACCOUNTING

MSMSR/MBA/105

Learning 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 Content

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, totalling 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.

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/ Reference 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
4. C. Mohan Juneja, R. Chawla - Double Entry Book Keeping – Kalyani Publication
5. Mukharjee and Hanif - Modern Accountancy - Tata McGraw Hill Publication
6. S. M. Shukla - Financial Accounting – SahityaBhavan
7. S.P. Jain and K.L Narang - Financial Accounting – Sultan Chand

MARKETING MANAGEMENT

MSMSR/MBA/106

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 behaviour, Factors influencing consumer behaviour, Theories of buyer behaviour, 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 labelling, 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

Advertising- Definition, types, advantages, Advertisement copy, Advertising agencies, Personal selling-importance, Steps Sales promotion techniques, Sales force control

Text Books/ References Books:

1. Philip Kotler: Marketing Management – Analysis, Planning, Implementation and control, XI edition– Prentice Hall
2. Ramaswamy & Namkumari- Marketing Management
3. Kotler Philip & Armstrong – Marketing Management - Prentice Hall
4. Koontz, O'donnell – Fundamentals of Management – Tata McGraw Hill
5. Boyd & Westfall – Marketing Research - Irwin Inc.
6. Michael Proter – Competitive Advantage – Free Press
7. Marketing – Harvard Business Review – Harvard Publications

QUANTITATIVE METHODS

MSMSR/MBA/107

Learning Objectives:

- To equip students for using mathematical methods and formulae to obtain analytical information (accurate figures and quantitative data) in decision making.
- To make students understand how to work with numbers efficiently, develop estimates and forecasts and to know when the quantitative approach may be applied.

Syllabus Content

MODULE I

Basic Mathematical Concepts

Overview of Mathematical basis of Managerial Decision making; Scope, importance and limitations of statistics. Basic Mathematics: A.P. & G.P. (nth term, sum of n terms and mean); Matrices and Determinants (Meaning, Types, Inverse, Matrix method and Cramer's Method).

MODULE II

Dispersion

Calculation of dispersion of discrete and group data using the following: Variance (VAR), Standard deviation (S,D), covariance (C,V).

MODULE III

Introduction to Statistics

Presentation of data, Tabulation, Diagrammatic presentation of Data- Pie diagram, multiple bar chart and component bar chart. Collection of data, Measures of central Tendency (Arithmetic Mean, Median, Mode, Geometric mean, Harmonic Mean)

MODULE IV

Correlation, Regression, Index number

Correlation (Karl Pearson and Spearman's), Regression Analysis, Introduction to Index number, Characteristics of index numbers, Uses of index numbers with practical examples.

MODULE V

Probability Theory

Classical definition, Identification of events, Addition and multiplication theorem of probability, General theories of probability, Discrete probability distribution (Binomial Distribution, Poisson's Distribution, Normal distribution).

Text Books/ Reference Books:

1. S. P. Gupta – Statistical Methods- Sultan Chand Publications
2. D. R. Agrawal – Quantitative Methods – Vrinda Publications
3. C. B. Gupta & Vijay Gupta – Statistical Method – Vikas Publications
4. GorakhPursad – Differential Calculus – Pothisala Publications
5. Suranjan Saha – Statistic & Mathematics – Central Education
6. Richard I. Levin & David S. Rubin – Statistics for Management – Prentice Hall

MANAGERIAL COMMUNICATIONS

MSMSR/MBA/201

Learning Objectives

- The objective of this course is to prepare the students with the communication activities involved in business and handling situations that arise out of miscommunication.

Syllabus Content

MODULE I

Business communication: nature and importance, channels and media of communication, communication networks, effectiveness of communication; process of communication barriers and gateways in communication.

MODULE II

Written communication: Introduction to communication and structure of written communication; Business writing; writing business reports; business letters; memorandum and minutes; Job application and C.V. writing.

MODULE III

Presentation skills-1: structure, preparing an outline, organizing the material, using visual aids. Presentation skills 2: sizing up the audience, delivery, body language, handling the audience. Presenting seminars, mock presentation followed by discussion. Team presentations: basics, coordination, strategies, practice. Business presentations: basics, introduction, main text, conclusion, controlling nervousness, practice in presentations and speeches.

MODULE IV

Group discussions: methodology, guidelines, mock group discussions, followed by evaluation and comments. Meetings and conferences: planning, leading, strategic issues, minutes, web conferencing, practice in meetings. Team briefing: Guidelines and practice. Interviews: principles, preparation, success factors, types of questions, on-site interview, mock interviews.

MODULE V

Corporate communication: strategies, cross-cultural communication, press releases, language of advertisements, writing proposals, crisis communication. Ethics in business communication: values, ethics and communication, ethical dilemmas facing managers, internet and advertising ethics.

Text Books/ Reference Books:

1. Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.
2. Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
3. Bell Arthur H., and Dayle M.Smith. 1999. Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
4. Bovee Courtland, L. et. al . 2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
5. Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.

CORPORATE STRATEGY

MSMSR/MBA/202

Learning Objectives:

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

Syllabus Content

MODULE I

Introduction to Corporate Strategy

The nature of strategy & strategic decision, What Does Corporate Strategy Ensure for the Firm, Nature, Scope and Concerns of Corporate Strategy, The Linkage between Corporate Objective and Corporate Strategy

Strategy-definitions, levels, Strategic Management Process-features, steps, Strategists involved in Strategic Management, Fundamentals of Strategic Decisions, Defining Vision, Missions and Business Definitions, Reasons for change in Mission and Objectives

MODULE II

Environmental Analysis

General Environment- Political, Economic, Socio-cultural, Technological, Legal, Industry Environment, Importance of Industry Analysis, Competitors Analysis, Barriers in the Industry, Industry Attractiveness, Porters 5 Force model, Environmental Scanning, Environment and Strategic Analysis.

MODULE III

Internal Appraisal

Internal Analysis- Introduction, Historical Analysis, Evolution Analysis, Competitive Analysis- Value Chain Analysis, Critical Success Factors (CSFs), Preparing Company Profile (SWOT Analysis) the Opportunity-Threat Profile.

MODULE IV

Competitive Advantages and Core Competency

Competencies, Strategies and Competitive Advantage, Competitive Advantage, Value creation and Profitability, Generic/Competitive Strategy- Types of Competitive Advantage, Marketing Warfare Strategies, Building Blocks of Competitive advantage, its implementation, Durability of Competitive Advantage, Sustainable Competitive advantage- Benchmarking.

MODULE V

Corporate Strategies

Strategic Planning Process, Stability Strategies, Growth/Expansion Strategies, Retrenchment Strategies, Portfolio Restructuring, BCG Matrix, GE 9 Cell Matrix.

Text Books/ Reference Books:

1. A Kazmi - Strategic Management & Business Policy – Tata McGraw Hill
2. P Subba Rao- Business Policy and Strategic Management, HPH
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

OPERATION RESEARCH

MSMSR/MBA/203

Learning Objectives:

Aim is to strengthen candidate's 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 I

Introduction to operation research, Linear programming

Linear Programming Problem: Meaning of Linear Programming Problem, General mathematical formulation of linear Programming Problem, Graphical Analysis, Simplex method in tabular form, tie breaking in simplex method, feasible solution, Optimal solution, Duality theorem, Advantages and Limitations of LPP.

MODULE II

Special Types of Linear Programming Problems

The transportation problem: Mathematical formulation, Initial Basic feasible solution by North West Corner Rule, Least Cost method and Vogel's Approximation method. Game Theory: Introduction, Solving two person zero sum games with mixed and pure strategies, Assignment Problem: Assignment model as a particular case of Transportation model, Formulation of Assignment problem and solution of Assignment problem by Hungarian method.

MODULE III

Network Analysis

The terminology of networks, Project planning and control using PERT-CPM, The PERT three-estimate approach, Crashing the network, Float: Total float, Free float, Interfering float, Independent float, Difference between PERT and CPM

MODULE IV

Decision Analysis

Introduction, Problems related to different decision making principles under uncertainty and risk, Decision Trees

MODULE V

Queuing Theory

Basic structure of queuing models: Input source, Queue, Service Discipline, Service Mechanism, Terminology and notation, Problems related to Poisson-Exponential single server - Infinite population, Sequencing Model: Processing n-Jobs through two machines.

Text Books/ Reference Books:

1. N. D. Vohra- Quantitative Technique in Management – Tata McGraw Hill
2. Bronson (Shaum Series) - Operation Research – Tata McGraw Hill
3. Frederick s. Hillier – Operation Research – Tata McGraw Hill
4. Harvey M. Wagner – Principles of Operation Research – Prentice Hall
5. Tulsian & Pandey – Quantitative Technique – Pearson Education

HUMAN RESOURCE MANAGEMENT

MSMSR/MBA/

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 I

Introduction

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 II

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 III

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 IV

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 V

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/ Reference Books:

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

MANAGEMENT ACCOUNTING AND FINANCIAL CONTROL

MSMSR/MBA/205

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 I

Management Accounting & Budgeting

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

MODULE II

Capital Budgeting

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

MODULE III

Cost Volume Profit Analysis and Decision Making

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

MODULE IV

Current Assets Management

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

MODULE V

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/ Reference 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
4. Harles T Horngren, George Foster and Srikant Datar - Cost Accounting–A Managerial Emphasis – PrenticeHall
5. Prasanna Chandra – Financial Management – Tata McGraw Hill
6. H C Shukla, T S Grewal, S C Gupta – Advanced Accounts – S Chand & Co.

BUSINESS RESEARCH METHODS

MSMSR/MBA/206

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 Content

MODULE I

Introduction to Research Methodology

Business research: its concept, nature, scope, need and managerial value of business research; components of theory-definitions, concepts, constructs, variables, hypothesis and structure of research proposal; Types & Approaches, Methods Versus Methodology, Research Process, Significance of research

MODULE II

Planning the Research

Research Problem, Research design – concept and types – exploratory, descriptive and experimental, Sampling design – techniques, factors influencing sample size, Measurement scales-types and construction of scales, Reliability and validity aspects in measurement.

MODULE III

Data Collection & Analysis

Methods of data collection, Primary Method: questionnaire/schedule; questionnaire designing, interview and observational methods; Secondary methods, Data analysis and interpretation, editing, coding, content analysis and tabulation

MODULE IV

Testing of Hypothesis

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

MODULE V

Interpretation and report writing

Interpretation – techniques, Steps and layouts, procedure of preparation of reference and bibliography, Conclusions

Text Books/ Reference Books:

1. C R Kothari -Research Methodology-Methods & Techniques –Wishwa Prakashan, New Delhi
2. Ronald Mcburney – Research Methodology – Thomson Publication
3. Ranjit Kumar – Research Methodology
4. Donald R. Cooper – Business Research Methods

MACRO ECONOMICS

MSMSR/MBA/207

Learning objectives:

- This course aims to introduce the students to the basic concepts of Macroeconomics.
- This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

Syllabus Content

MODULE I

Introduction to Macroeconomics and Basic Concepts, Macro vs. Micro Economics; Why Study Macroeconomics? Limitations of Macroeconomics ; Stock and Flow variables, Equilibrium and Disequilibrium, Partial and General Equilibrium Statics – Comparative Statics and Dynamics ; Circular Flow of Income and expenditure in two, and three, -sector economy.

MODULE II

National Income Concepts – GDP, GNP, NDP and NNP, market price and factor cost; Personal Income and Disposable personal Income; Real and Nominal GDP. Measurement of Macroeconomic Variables Rules and approaches of Measurement of GDP (Income, expenditure, product and Value added approaches), Difficulties of Estimating National Income,

MODULE III

Money: Functions of money; Quantity Theory of Money –Cash Transactions, Cash Balances and Keynesian Approaches; determination of money supply and demand; credit creation; tools of monetary policy.

MODULE IV

Inflation, Deflation and Stagflation Inflation- Meaning, Types, causes and effects. Demand-pull and cost-push inflation; the cost of inflation and anti-Inflationary Measures; Deflation-Meaning, Causes, Costs and Anti-Deflationary Measurers, Stagflation.

MODULE V

The Closed Economy in the Short Run The Classical Approach - Say's Law, Theory of Determination of Income and Employment with and without saving and Investment; Basics of Aggregate Demand and Aggregate Supply and Consumption- Saving – Investment Functions, The Keynesian Approach – Basics of Aggregate Demand and Aggregate Supply and Consumption, Saving, Investment Functions; The Principle of Effective Demand; Income Determination in a Simple 2-Sector Model; Changes in Aggregate Demand and Income- The Simple Investment Multiplier.

Text Books/ Reference Books:

1. Mukharjee, Sampat, Macroeconomics- a Global Perspective New Central Book Agency (P) Ltd. London, New Delhi, Guwahati Reference Book
2. N. Gregory Mankiw. Macroeconomics, Worth Publishers.
3. Edward Shapiro, Macroeconomic Analysis
4. Dornbusch, Fischer and Startz, Macroeconomics.
5. Olivier Blanchard, Macroeconomics, Pearson Education.
6. Richard T. Froyen, Macroeconomics, Pearson Education Asia.
7. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education.

ENTREPRENEURSHIP

MSMSR/MBA/301

Learning Objectives:

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

- Develop and strengthen entrepreneurial quality and motivation in students and to impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.

Syllabus Content

MODULE I

INTRODUCTION TO ENTREPRENEURSHIP

Entrepreneur – Types of Entrepreneurs – Difference between Entrepreneur and Intrapreneur. Role of Entrepreneurship in Economic. Growth, Factors Affecting Entrepreneurial Growth (From Indian context).

MODULE II

MOTIVATION BEHIND ENTREPRENEURSHIP

Major Motives Influencing an Entrepreneur – Achievement Motivation Training, Self Rating, Business Games, Thematic Apperception Test – Stress Management, Entrepreneurship Development Programs – Need, Objectives.

MODULE III

ENTREPRENEURSHIP FROM BUSINESS PERSPECTIVE

Small Enterprises – Definition, Classification – Characteristics, Ownership Structures – Project Formulation – Steps involved in setting Business – identifying, selecting a Good Business opportunity, Market Survey and Research, Techno Economic Feasibility Assessment – Preparation of Preliminary Project Reports – Project Appraisal – Sources of Information – Classification of Needs and Agencies.

MODULE IV

FINANCING AND ACCOUNTING

Need – Sources of Finance, Term Loans, Capital Structure, Financial Institution, Management of working Capital, Costing, Break Even Analysis, Taxation – Income Tax, Excise Duty – Sales Tax.

MODULE V

SUPPORT NEEDED FOR ENTREPRENEURS

Sickness in small Business – Concept, Magnitude, Causes and Consequences, Corrective Measures – Business Incubators – Government Policy for Small Scale Enterprises – Growth Strategies in small industry – Expansion, Diversification, Joint Venture, Merger and Sub Contracting.

Textbooks/ Reference Books:

1. Khanka. S.S., "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.
2. Donald F Kuratko, " Entrepreneurship – Theory, Process and Practice", 9th Edition, Cengage Learning 2014.
3. Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.
4. Mathew J Manimala, "Enterprenuership theory at cross roads: paradigms and praxis" 2nd Edition Dream tech, 2005.
5. Rajeev Roy, 'Entrepreneurship' 2nd Edition, Oxford University Press, 2011.

CONSUMER BEHAVIOR

MSMSR/MBA/302

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 Content

MODULE I

Introduction to Consumer Behavior; Diversity of consumer behavior; Concept, Scope, Importance and interdisciplinary nature; Marketing management factors influencing consumer-buying behavior; consumer-buying process; Consumer gifting behavior; The consumer research paradigms and process.

MODULE II

Consumer Modeling: The economic model; Learning model; Psychoanalytic model; The sociological model; The Howard Seth model of Buying behavior; The Nicosia model; The Engel –Kollat-Blackwell Model.

Consumer decision-making and its process: Models and views of Consumer decision making; the process of opinion leadership and motivation behind opinion leadership; Reutilized response, limited and extensive problem solving behavior; Diffusion and adoption process of innovations; Profile of consumer innovators.

MODULE III

Individual Determinants of Consumer behavior: Perception (Meaning of Perception, The perceptual process, Factor responsible for perceptual, Distortion). Learning (Elements, Process, Learning theories and measures of consumer learning). Personality (Meaning and Nature, Characteristics of Personality, Stages in the development of personality, personality Influences and consumer behavior, VALS model and its development).

MODULE IV

Consumer Attitude and Behavior (The concept of Attitude, Relationship between Attitude and behavior, Attitude formation, Models of Attitude, Strategies for Attitude change (ELM-model), Cognitive Dissonance Theory and its implications). Motivation (Consumer Motivation, Needs and goals, Characteristics, Types and system of needs, measurement of motives).

MODULE V

Influence of Social class (Definition, Social stratification, Factors responsible for social stratification); Characteristic features of social Classes; Social influence on consumer behavior. Group Dynamics and Consumer Reference Groups; Family life cycle; Work group-Reference group; Celebrity; Impact of social class; Culture, subculture and cross – culture factors on consumer behavior; Design of persuasive communication.

Text Books/ Reference Books:

1. Schiffman & Kanuk - Consumer Behavior– Prentice Hall
2. Michael R. Solomon– Consumer Behavior – Pearson Education
3. Loudon & Della Bitta – Consumer Behavior–Concepts and Applications – Tata McGraw Hill
4. J Paul Peter & Lerry C. Olson - Consumer Behavior & Marketing Strategy –McGraw Hill
5. C.L. Tyagi & Arun Kumar - Consumer Behavior – Atlantic Publisher and Distributors
6. Suja R. Nair - Consumer Behavior in Indian perspective – Himalaya publishing House 2004

PROJECT VIVA MSMSR/MBA/303

OBJECTIVES

After completing second semester, the students will be required to undergo 6-8 weeks training with any organization/ firm/ company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department within three weeks after the start of the third semester and the report will be evaluated by one external and internal examiner followed by viva voce/presentation for ESE examination. The training report should show what student has learnt during the training period.

SERVICES MARKETING

MSMSR/MBA/304 (M)

Learning Objectives:

- The aim of this paper is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on the national basis

Syllabus Content

MODULE I

Introduction: Growth of service sector economy; Service Characteristics, Difference between Goods and Services; Contribution of the services sector to the Economy; Classification of service marketing mix; Service triangle.

MODULE II

Consumer Behavior in Services: Customer Expectation of Service; Customer Perception of Service; Understanding Customer expectation and Perception through Marketing Research. Service scope effects on behavior: Importance and Strategies for effective delivery through Employees; Intermediaries and Customer Participation; Managing Demand; Managing Capacity; Waiting Line Strategies.

MODULE III

Segmentation, Targeting & Positioning of services; Branding of services and its difficulties; Communication Strategies; Product Promotion Price, revenue and distribution: Factors related to Pricing, Pricing approaches, Pricing Strategies
Physical Evidence of a Service: Introduction, Physical Evidence of a Service, Contribution of Physical Evidence to the Service

MODULE IV

Service Quality; Measurement and Control (Introduction, Importance, Measurement of Service Quality, Quality Gap Model). Customer Feedback and Service Encounter, Service Recovery (Customer responses to effective Service Recovery, Principles of Effective Service Recovery Systems, Learning from Customer Feedback).

MODULE V

New Trends and emerging concepts in Service Marketing. Relationship Marketing: Concept, Benefits and Strategies recovery; Service Development and Design; New Service Types, Supplementary Services, After sales service. Managing service delivery process; Customer Experience Management.

Text Books / Reference Books:

1. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3rd Edition, Tata McGraw Hill, Delhi.
2. Services Marketing – Rao, Pearson
3. Text book of Marketing of Services – Chowdhary and Chowdhary, Mcmillan
4. Services Marketing & Management – B. Balaji, S. Chand
5. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
6. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.) 7.
7. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)

MARKETING RESEARCH

MSMSR/MBA/305 (M)

Learning Objectives:

- To familiarize students with the role of marketing research in marketing decision making and to assist them in applying research to marketing issues; specifically, to design, conduct, analyze, interpret and document a sound market research study.

Syllabus Content

MODULE I

Introduction to Marketing Research; Classification of marketing research; Marketing research Process; Importance of defining the problem; the process of defining the problem, management decision problem and marketing research problem; developing an approach to the problem, components of the approach (objective / theoretical framework, analytical model, research question, hypothesis, specification of information needed)

MODULE II

Exploratory Research Designs: Secondary data analysis; Qualitative research, Classification of qualitative research procedures, focus groups, interviews and projective techniques; Qualitative Vs Quantitative Research.

Descriptive Research Designs: Survey Methods; Observation Methods, Behavioral Vs Non-behavioral observation. Survey Vs Observation.

Causal Research Designs: Conditions of causality, role of validity in experimentation, classification of experimental designs.

MODULE III

Sampling design process; Sampling frame, determination of sample size, classification of sampling techniques. Questionnaire Design: Purpose, objectives and steps involved in designing a questionnaire. Data Collection: Nature of field-work and data-collection process; Coding, transcribing and data cleaning.

MODULE IV

Data Analysis: overview of descriptive statistical techniques, hypothesis testing process, tests of association (Chi-Square) and tests of difference (ANOVA, ANCOVA); interpretation of results.

MODULE V

Multivariate Data Analysis and its applications - Multiple Regression Analysis, Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling. Interpretation and report writing.

Text Books/ Reference Books:

1. Malhotra Naresh K., Marketing Research: An applied orientation. Pearson Education, 2009, 5th Edition
2. Rajendra Nargundkar, Marketing Research: Text and Cases.
3. V. Kumar, "International Marketing Research", Pearson Education
4. Tull & Hawkins, Marketing Research: Measurement and Method, 6th ed., ISBN: 978-81-203-0961-6, PHI
5. G. C. Beri: Marketing Research, Tata Mc Graw Hill
6. Luck & Rubin: Marketing Research , Prentice Hall India

PRODUCT AND BRAND MANAGEMENT

MSMSR/MBA/306 (M)

Learning Objectives:

- To educate the students to understand, build, measure, analyse and manage brands and product categories for a company.

Syllabus Content

MODULE I

Product Management

Meaning of Product, Product Characteristics, Product Classification, Products levels, Product Mix, Product Line decisions, New Product development process, Failure of New Product.

MODULE II

Product Development Strategy

Marketing organizations: Product focussed organization, market focussed organization, Factors influencing design of the product, Changes affecting Product Management, Developing Product Strategy; Setting objectives & alternatives, Product strategy over the lifecycle, Product Differentiation and Positioning strategies

MODULE III

Introduction to Branding

Meaning of Brand, Significance of Branding, Historical perspective of Branding, Differentiating Product and Brand, Types of Brands, Branding Challenges, Overcoming the Challenges, Creating a brand, Measuring brand personality, Brand Image.

MODULE IV

Brand building and Branding Strategies

Brand Hierarchy, Brand Strategies (Product brand, line brand, range brand umbrella brand), Source brand and Co-branding, Brand extension, Types of brand extensions, Managing brand over time, Brand Leveraging and brand performance-Establishing brand equity management system, Measuring source of brand Equity, Co-branding, celebrity endorsement

MODULE V

Understanding and Measuring Brand Equity

Defining Brand equity, Need for building Brand Equity, Steps in building a brand, Consumer bases Brand Equity, Brand Elements, and Measuring Brand Equity.

Text Books/ Reference Books

1. Harsh V. Verma; Brand Management, Excel Books.
2. Strategic Brand Management: Kevin Lane Keller.
3. Subrato Sengupta, Brand Positioning Strategies for Competitive Advantage, McGraw Hill.
4. The New Strategic Brand Management- Kapferer, Jean-Noel, Kogan page 5th edition.
5. Das & Naveen, Brand Management Perspectives and Practices, ICFAI University Press.
6. Chaturvedi, B.M, Total Brand Management: An Introduction-, ICFAI University Press.
7. Kruti Shah, Brand Management, Oxford Publication
8. Gupta SL: Brand Management, HPH.
9. Branding Concepts- Pati, Debashish, Macmillan India
10. Brand Building: M. Bhattacharjee, HPH.
11. Product Management: Ramanujam
12. Brand Management: Y L R Moorthi
13. Brand Positioning: Subratu Sen Gup

ADVERTISING AND SALES PROMOTION

MSMSR/MBA/307 (M)

Learning Objectives:

- The aim of the subject is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme and sales promotion.

Syllabus Content

MODULE I

Introduction to Integrated Marketing Communication

Understanding Marketing, Understanding Marketing Communication, Integrated Marketing Communication, History of advertising (In India); Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process; types of advertising; Major Institutions of Advertising Management. Advertising Agency, its functions, major agencies

MODULE II

Advertising and Media Strategy

Marketing strategy & Situation analysis; Advertising plan; Advertising objectives; DAGMAR approach; Advertising strategy; Advertising campaign-planning process. **Media Strategy-** Role of media; types of media; their advantages and disadvantages; Media research & advertising decisions; media planning, selection & scheduling strategies.

Module III

Creative Strategy & Advertising Budget

Creative approaches; The art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals, Advertising budget process; Methods of determining Advertising appropriations.

MODULE IV

Introduction to Sales Promotion

Introduction to Sales promotion, Advantages and disadvantages of Sales Promotion, Push and Pull Strategies

MODULE V

Sales Promotion Tools

Consumer Promotion Tools, Trade Promotion Tools, Sales Force Promotion Tools, Planning Sales Promotion Programme

Text Books/ Reference Books:

1. Kruti Shah, Advertising and Integrated Marketing Communication, Tata McGrawHill
2. 2Rajeev Batra, John. G.Myers. T. David.A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998.
3. Kazmi/Batra; Advertising & Sales promotion 3rd Edition
4. Ghouse Basha, Advertising and Media Management, VBH
5. Manendra Mohan; Advertising Management - Concepts & Cases; Tata McGraw Hill Publishingcompany Ltd, New Delhi 2001.
6. K. Venkataraman, Advertising & Media Management, SHBP.
7. S.A.Chunnawalia Advertising, Sale and Promotion Management, Himalaya Publishing House, 2006.
8. Sonatakki, Advertising, Kalyani Publishers
9. Rayudu: Media and Communication Management, HPH.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

MSMSR/MBA/304 (F)

Learning Objectives:

- 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 I

Introduction

Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment .Selecting Investments in a global market.

Risk Return

Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.

MODULE II

Valuation of Bonds

Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conservity, Bond Value Theorem. Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.

MODULE III

Security Analysis

Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.

MODULE IV

Portfolio Concepts

Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.

MODULE V

Portfolio Evaluation

Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies.

Text Books/ Reference Books:

1. Security Analysis & Portfolio Management by Fisher D. E. & Jordan R. J.
2. Bodie & Mohanty, Investments: An Indian Perspective,8,Tata Mcgraw Hill Reilly Investment Analysis & Portfolio Management by Dr. Prasanna Chandra
3. Investment Management by Singh, Preeti
4. Bhalla. V.K Investment Management.
5. Security Analysis and Portfolio Management Excel books

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

MSMSR/MBA/305 (F)

Learning Objectives:

- To equip students to understand the national / international scenarios emerging in Financial Services and Markets and 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 interest rates and concept of interest rate parity, Interest rates in India – Features and Current Trends

Text Books/ Reference 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, NJ07652.
5. Tripathy P N, Financial Services, PHI learning Pvt. Ltd., New Delhi.

TAXATION AND TAX PLANNING

MSMSR/MBA/306 (F)

Learning Objectives:

- 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 I

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 II

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 III

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 IV

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 V

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/ Reference 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

MANAGEMENT OF WORKING CAPITALS

MSMSR/MBA/307 (F)

Learning Objectives

- The objective of the course is to acquaint the students with various theoretical and practical concepts relating to Management of Working capital.

Syllabus Content

MODULE I

Meaning of Working Capital, Overview of Working Capital Management, Levels of Working Capital Investments, Optimal Level of Working Capital Investment, Working Capital Strategies, Profitability versus Risk Trade-off for Alternative Financing Strategies, Approaches of Working Capital Financing, Concept of Operating Cycle, Calculation of Working Capital

MODULE II

Meaning of Receivables Management, Determination of Appropriate Receivable Policy, Marginal Analysis, Evaluation of Credit Proposal, Credit Analysis and Credit Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis.

MODULE III

Meaning of Cash Management, Motives for Holding Cash, Factors determining Cash Balance, Collection System, Disbursement Tools, and Investment in Marketable Securities; determining the optimum level of Cash, Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, and Optimization Model.

MODULE IV

Financial Forecasting, Forecasting Collection from Accounts Receivable, Forecasting Daily Cash Flow, Cash Balance Uncertainty, Hedging Cash Balance Uncertainty, Meaning of Inventory Management, Cost of Holding, Cost of Placing order, Inventory Control Models, Inventory Control Devices, Inventory Management and Valuation, Inventory Management and Cash Flow Timeline

MODULE V

Meaning of Payables Management, Trade Credit, Terms of Purchase, Stretching of Accounts Payable, Disbursement of Float Management, Other Accruals, Bank Credit – Basic Principles and Practices, Methods of Assessment and Appraisal, Financing Working Capital Gap, Short-Term Financing Sources, Working Capital Control and Banking Policy Integrating Working Capital and Capital Investment Process.

Text Books/ Reference Books:

1. Bhattacharya, Working Capital Management—Strategies and Techniques, 2nd ed., ISBN: 978-81-203-3636-0, PHI.
2. P Gopalakrishnan: Inventory and Working Capital Management, Macmillan Publishers India
3. N.P. Agarwal; B.K. Mishra: Working Capital Management, RBSA Publishers
4. Bhattacharya Hrishikes (2008): Working Capital Management: Strategies and Techniques, PHI Learning Private Limited
5. N.K. Jain: Working Capital Management, A.P.H. Publishing Corporations

MANAGEMENT OF INDUSTRIAL RELATIONS MSMSR/MBA/304 (H)

Learning Objectives:

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

Syllabus Content

MODULE I:

Industrial Relation: Concept, Scope, Objectives, perspective/ approaches to IR, Role of State in managing industrial relations, Factors affecting industrial relations. Impact of LPG on Industrial relation, Evolution and emerging dimensions of Industrial Relations in India, Causes and effects of poor Industrial relations in India

MODULE II:

Meaning, Nature & scope of collective bargaining, Collective bargaining structure and process, Negotiation process, Meaning & objectives of worker's participation in management, Forms of worker's participation

MODULE III:

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, Layoff and Retrenchment, Settlement of Conflict

MODULE IV:

Code of discipline, Causes of indiscipline and essentials of good disciplinary system, Disciplinary actions: penalties and punishments, Nature of grievance, determinants, Managing Grievances

MODULE V:

Employee Welfare, Occupational safety and health, Unfair dismissal and wrongful termination of employee

Text Books/ Reference Books:

1. Managing Human Resources & Industrial Relations - R.S. Diwedi
2. Industrial Relation – Arun Monappa
3. Industrial Relation & Developing Economy – Ghosh, Biswanath
4. Industrial Relations – Conceptual & Legal Framework - A. M. Sharma
5. Human Resource Management & Industrial Relation – Subramani & Rajendra

INTERNATIONAL HUMAN RESOURCE MANAGEMENT MSMSR/MBA 305 (H)

Learning Objectives:

- 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 to IHRM Definition, The drivers of internationalization of business. Development of IHRM, Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.

Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Strategies for International Growth, Managing expatriation, understanding diversity, responding to diversity.

MODULE 2:

International Workforce planning and staffing, International labour market International Recruitment function; cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Selection criteria and techniques, use of selection tests, international staffing issues, Successful expatriation, role of an expatriate, repatriation, re-entry and career issues.

MODULE 3:

Developing Global Mindset: Global Leadership, Current scenario in training and development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, Developing international staff and multinational teams, Knowledge transfer in multinational companies.

MODULE 4:

Performance Management: Performance Management and MNE, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, Country specific performance management practices

MODULE 5:

International Compensation and International Employment Laws, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's

Text Books/ Reference Books:

1. International Human Resource Management- Peter J Dowling, Denise E Welch, Randall S Schuler, 3rd edition
2. HRM Gary Dessler
3. HRM BY Michael Armstrong
4. International Business, environment and Management By Korth: Prentice Hall
5. Multinational Organisation and development- Addison-Wesley, 1979 Heenan & Perimutter
6. Gerte Hotstede `Cultures consequences: International differences in work related values - 1980, sage publication

PERFORMANCE APPRAISAL AND MANAGEMENT

MSMSR/MBA 306 (H)

Learning Objectives

- The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Syllabus Content

MODULE I

Concept, Characteristic, Role, Objectives and Significance of Performance Appraisal; Performance Appraisal vis-a-vis Performance Management, Process of Performance Management; Performance Management and Strategic Planning Linkages.

MODULE II

Historical Review of Performance Appraisal, Job Description and Performance Appraisal, Job Analysis in Performance Appraisal Systems, Performance Planning and goal setting, Process and Documentation of Performance Appraisal; Appraisal Communication ; Appraisal Interview; Performance Appraisal and its Organisational Implications

MODULE III

Establishing and operationalising performance management system; measuring performance-results and behaviour; conducting performance review; Methods of Performance Appraisal; Appraisal Forms and Formats; performance and training, performance feedback coaching and counseling; harnessing performance management system for performance improvement.

MODULE IV

Performance management strategic and interventions; reward based performance management; career based performance management, term based performance management.

MODULE V

Issues and Problems in Performance Appraisal, Culture based performance management; measurement based performance management; competency based performance management; leadership based performance management; Legal and Ethical Perspectives in Performance Appraisal.

Text Books/ Reference Books:

1. Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.
2. Aguinis, Herman, Performance Management, Pearson Education, Inc. Kandula,
3. Srinivas R., Performance Management, PHI, New Delhi.
4. Rao, T.V., Performance Management and Appraisal Systems, Response Bank, New Delhi.
5. Sahu, R.K., Performance Management System, Excel Books, New Delhi.
6. Kohli, Performance Management, ISBN: 9780195693379, Oxford University Press

COMPENSATION MANAGEMENT

MSMSR/MBA 307 (H)

Learning Objectives

- This course is designed to promote understanding on issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Syllabus Content

MODULE I

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy. Difference between remuneration and compensation

MODULE II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

MODULE III

compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

MODULE IV

Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

MODULE V

Wage and salary administration, Managing International compensation, Direct and indirect employee compensation.

Text Books/ Reference Books:

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill Henderson,
2. R.O., compensation Management, Pearson Education.
3. Martocchio, J.J., Strategic Compensation, Pearson Education.
4. Armstrong, M and Murlis H, Reward Management
5. Kogan Page, UK. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

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 I

International Business – An Introduction

Need for international business, Nature of International Business, Stages of Internationalization, Recent growth in international business, Different modes of international business

MODULE II

The International Business Environment

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

MODULE III

Trade and investment: Theories and Institutions

Absolute cost advantage, Comparative cost advantage theory, Factor-proportions theory, PLC theory, Protectionism and Trade barriers, counter vailing forces, from GATT to WTO, Economic integration and co-operative agreement, Regional Trading blocks

MODULE IV

Foreign Trade Procedures and BoP

Export Trade, Procedure, Steps & Documentation, Export Financing, Export Promotion, Import Trade, Procedure, Steps, Documentations and Problems, EXIM Policy, Balance of Payment (BoP) – Disequilibrium and Measures for Rectification, Institutions connected with EXIM Trade.

MODULE V

Managing International Business Operations

Marketing, Sourcing, Accounting, Taxation, Finance, HRM

Text Books/ Reference Books:

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

BUSINESS ETHICS & 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 I

Introduction to Business Ethics: Introduction , Meaning, Scope, Types of Ethics, Characteristics, Factors influencing Business Ethics, Importance of Business Ethics, Arguments for and against business ethics

MODULE II

Personal Ethics: Meaning of personal Ethics, Emotional Honesty, Virtue of humility, Promote happiness, karma yoga, proactiveness, flexibility and purity of mind, Ethics for managers

MODULE III

Ethics in Management: Ethics in HRM, Marketing Ethics, Ethical aspects of Financial Management, Technology Ethics and, Professional ethics.

MODULE IV

Corporate Governance & Global issues of governance: Meaning, Scope, Needs & Issues, Corporate governance code, Benefits and Limitations of Corporate Governance, Performance and Corporate Governance

Corporate Governance Model, Corporate Governance strategy, Board of directors and shareholders, Composition of BODs, Various Committees on Corporate Governance, Quantitative and qualitative methods of monitoring performance of Corporate Governance

MODULE V

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/ Reference Books:

1. Robert A.G. Monks and Nell Minow, Corporate Governance, 3rd Edition.
2. Fernando A.C. (2006) Corporate Governance, 1/e: Principles, Policies and Practices
3. C.V. Baxi: Corporate Governance
4. R. R. Gaur, R. Sanghal, G. P. Bagaria; Human Values and Professional ethics
5. B O B Tricker, Corporate Governance; Principles , Policies and Practices
6. Ghosh; Ethics in Management and Indian ethos.
7. Ethics in Management, Himalaya Publishing House – S.A. Sherlekar
8. The Theory and Practice of Managerial Ethics – Jayashree Sadri, Sorab Sadri and Dhun Dastoor
9. Velasquez (2002)-Business Ethics-Concepts and Cases, Prentice Hall, 5th edition.
10. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.

SALES AND DISTRIBUTION MANAGEMENT

MSMSR/ MBA/ 403 (M)

Learning Objective:

- To make the student aware of issues related to sales force management focusing on “selling” as a tool of Marketing Communication.
- To educate students about how the Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.

Syllabus Content

MODULE I

Introduction to Distribution Management, Physical distribution function, Key challenges of physical distribution, physical Distribution environment, Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design.

Understanding Channel Intermediaries - Role of the intermediary, Evolution of channel structures, Reverse distribution.

MODULE II

Channel designing & multi channel marketing, Channel designing approach, Framework for taking Channel Decisions, Multi channel designs, Make or buy decision in channel management. Issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance, Vertical marketing systems, Retail co-operatives, Franchise systems and corporate marketing systems.

MODULE III

Channel Management: Channel Selection; Channel conflicts and its resolution; Channel performance evaluation. Technology in Distribution Management: Bar Coding, RFID, Electronic Payment systems.

MODULE IV

Introduction to Sales Management - Objectives of Sales Management, Interface of Sales with different functions, Theories of Selling, AIDAS theory, Features V/S Benefits. Sales Target Setting - Setting Sales Objectives, Sales forecasting, Sales force Design, The Sales Executive (Functions & Qualities).

MODULE V

Sales Force Management: Estimation of Sales Force; Workload, Breakdown and Incremental Analysis Recruitment and Selection of Sales Personnel; Planning and Conduct of Sales Training Programs; Motivating and Compensating Sales Personnel; Compensation Systems; Incentive Plans; Disincentive; Benefits; Performances Appraisals; Evaluation; Criteria for evaluation.

Text Books/ Reference Books:

1. Channel Management –Stern – El- Ansary
2. Retail Management – Gibson Vedamani
3. Physical Distribution & Logistics Management – Dr. Subhash Bhawe
4. Richard, Still R. et al., Sales Management: Decision, Strategies and Cases, 5th Edition, Prentice-Hall, India
5. Havaladar, Cavale, Sales and Distribution Management: Text and Cases, Tata Mc Graw Hill, 2007
6. Futrell, Charles, Sales Management, South Western College Publication, 2000
7. Venugopal, Pingally, Sales Management.
8. Mallik, Sales Management, ISBN: 9780198072027, Oxford University Press

RETAIL MANAGEMENT MSMSR/ MBA/ 404 (M)

Learning Objective:

- This course is designed to develop an understanding of all aspects of a retail business.

Syllabus Content

MODULE I

Retail Management: an overview of global and Indian retailing, Organized vs. unorganized retailing. The retailing concept and its framework; planning, building and sustaining relationship in retailing. Retail Institutions: its types and its characteristics, its facilities, retail chains. E-tailing.

MODULE II

Retail Planning and Development: Understanding the Retail Customer, Strategic Retail Planning Process, location planning and selection. The wheel of Retailing. Managing retail business: developing retail business, human resources and operation management process.

MODULE III

Merchandise Management: Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance. Asset management and budgeting, developing retail price strategy.

MODULE IV

Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Importance of supply chain management in retail Business. Retail Pricing, Factors influencing retail prices. Pricing strategies, Controlling costs.

MODULE V

Retail Space Management and Marketing: Definition of Space Management, Store layout and Design, Visual Merchandising, Promotions Strategy, Relationship Marketing Strategies, Retail Marketing Mix, Retail Communication Mix, POP Displays. Emerging trends in retailing.

Text Books/ Reference Books:

1. Lamba A, 'Retail marketing', TMH
2. Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education
3. Bajaj, Retail Management, 2E, ISBN: 9780198061151, Oxford University Press.
4. Levy & Wertz: Retailing Management, Irwin.

Rural Marketing

MSMSR/MBA/405 (M)

Learning Objective:

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

Syllabus Content

MODULE I

Rural Economy

Economic Scenario in Rural India, Transition of Rural Economy, Rural Economic Structure, Rural Occupation pattern, Incomes and Consumptions, Rural Infrastructure, Government policies

MODULE II

Rural Marketing Environment

Defining Rural India, Evolution of Rural Marketing, Rural Market Structure, Constitution of Rural Markets, Size of Rural Market, Nature of rural markets, Attractiveness of rural markets, Characteristics of Rural consumers, Rural Vs Urban Marketing.

MODULE III

Rural Consumer Behaviour and Segmentation

Consumer Buying Behaviour Process, Models of CB, Factors affecting Consumer behavior, Opinion leadership, Diffusion of Innovation, Rural Segmentation, Targeting and Positioning (STP)

MODULE IV

Rural Product and Pricing Strategy

Product Strategy-Marketing Mix challenges, Product concepts and Classification, Rural product category, New product developing, Product life cycle, Product mix, Rural packaging, Branding in Rural India, Pricing Strategy-Pricing objectives, internal and external factors influencing pricing, Pricing strategies

MODULE V

Rural Distribution and Communication Strategy

Distribution channels, Evolution of Rural Distribution system, Prevalent distribution channel models, Challenges in rural communication, Communication Process, Rural media, communication strategies, Innovations in Rural Markets.

Text Books/ Reference Books:

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers. ISBN: 978-81-317-6035-2
2. Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill. ISBN: 81-7992-085-2
3. Krishnama charyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education ISBN:978-81-317-3263-2
4. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007

E-COMMERCE

MSMSR/MBA/406 (M)

Learning Objective:

- The objective is to expose the students to electronic modes of commercial operations.

Syllabus Content

MODULE I

Introduction to E-Business

E-Commerce-definition, History of E-commerce, Types of E-Commerce, Comparison of traditional commerce and e-commerce

E-Commerce business models- B to B model (B2B), B to C model (B2C), Consumer-to-Consumer model (C2C), Consumer-to-Business model (C2B) model, Peer to-Peer model (P2P), Emerging trends in E-Commerce, Advantages/ Disadvantages of e-commerce, Web auctions, Virtual communities, Portals, e-business revenue models

MODULE II

Security for E-Business

Security threats, Implementing E-commerce security, Encryption, Decryption, Protecting client computers, E-Commerce Communication channels and web servers Encryption, SSL protocol, Firewalls, Cryptography methods, VPNs, protecting, networks, policies and procedures

MODULE III

E-Payments

E-payment systems- An overview, B to C payments, B to B payments, Types of E- payment system-Credit card payment, debit cards, accumulating balance, online stored value payment systems, digital cash, digital (electronic) wallets, agile wallet, smart cards and digital cheques, Secure Electronic Transaction (SET) protocol

MODULE IV

E-Business Marketing Technologies

E-Commerce and marketing B to B and B to C marketing and branding strategies, Web transaction logs, cookies, shopping cart database, DBMS, SQL, data mining, CRM (customer relationship Management) system, Permission marketing, affiliate marketing, viral marketing.

MODULE V

Cyber Laws

Legal Aspects of E-Business, Internet frauds & Cyber Laws, IT Act 2000 salient features.

Text Books/ Reference Books:

1. Marriappa M – E- Commerce,
2. R. G. Saha, E-Business, HPH
3. M. Suman – E – Commerce & Accounting
4. Watson R T :“Electronic Commerce – the strategic perspective.” The Dryden press.
5. Agarwala and Ararwala : “Business on the Net – Bridge to the online store front,”
6. Murthy CSV: “E. Commerce” Himalaya Publishing House Pvt.Ltd.
7. Diwan, Prag and Sharma, “Electronic Commerce – A manager guide to E-business”, Vanity Books International
8. P. Diwan, S. Sharma; “E-Commerce”, Excel Books.
9. JanalD.S :“Online Marketing Hand book.” Van Nostrand Reinhold Network
10. Kosiur David, “Understanding Electronic Commerce Microsoft”, press Washing-ton.
11. C.S.Rayudu: “Ecommerce and E Business”, HPH.

Derivatives & Risk Management

MSMSR/MBA/403 (F)

Learning Objectives:

- To enhance the ability of students to apply stock market basics to Indian Derivative market.
- To improve students' knowledge regarding Financial Derivatives in terms of their valuation, analysis & application for hedging, speculation & arbitrage.
- To appraise students with the recent innovations in derivatives in India unlike other country.

Syllabus Content

MODULE I

Concept of Risk and Derivative

The size of the derivatives market, Participants in the derivatives market, Financial engineering and risk, Cash instruments versus derivatives, Risk Management and Derivatives, Risk in derivatives transactions, OTC derivatives and exchange-traded derivatives, Impact of derivatives on world economy.

MODULE II

This section will investigate the use (i.e. arbitrage, hedging and speculation) of fixing derivatives such as futures, forwards and swaps.

Equity, commodity, interest rate, foreign exchange and other futures, Trading futures, Initial margin (SPAN methodology) and variation margin requirements, Futures pricing, Futures trading strategies for hedging, speculation and arbitrage, Futures vs. forwards, Settlement of forwards and close outs, Equity, commodity, interest rate, foreign exchange and other swaps, Swap pricing and credit risk

MODULE III

Option instruments

Exchange traded and over the counter principles, Equity, commodity, interest rate, foreign exchange and other options, Option quotation principles, Option pricing models: binomial trees and Black Scholes, Option trading strategies.

MODULE IV

Exotic Derivatives

Credit derivatives, Weather derivatives, Death / longevity derivatives, Other exotic derivatives and trading strategies, Structured products, Advanced option contract

MODULE V

Current issues in derivatives and regulations

Regulation of derivatives under Dodd-Frank and EMIR, CVAs, CSAs and FVAs, Other derivatives regulations, Ethical standards required in derivatives markets, Emerging issues in derivatives markets and the socially positive impact of derivatives, The impact of trading psychology and behavioural finance on risk management.

Text Books/ Reference Books:

1. John, C. Hull, 'Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008.
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPS', – PHI Learning, 2008.
3. S.L.Gupta, 'Financial Derivatives- Theory, Concepts and Practice', Prentice Hall Of India, 2008.
4. Stulz, 'Risk Management and Derivatives', Cengage Learning, 1st Edition, 2008.
5. Varma, 'Derivatives and Risk Management', 1st Edition, 2008.
6. David Dufresne – 'Option and Financial Futures – Valuation and Uses', McGraw Hill International Edition.

Financial Engineering and Corporate Restructuring

MSMSR/MBA/ 404(F)

Learning Objectives:

- To teach students Financial engineering as an application of engineering methods to financial economics.
- To make students learn about firm design and analysis of financial contracts to solve problems and exploit opportunities.

Syllabus Content

MODULE I

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

MODULE II

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 III

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

MODULE IV

Financial Restructuring; Types – Mergers, Acquisitions, take over, Divestiture, Liquidation and Buy Out.

Reduction of Capital; Reorganisation of Share Capital, Buy back of shares: Concept and Necessity; Share Exchange Ratio: Concept & Calculation

MODULE V

Legalities involved in Merger, Acquisition and Take over; Accounting for Mergers; financing mergers and take overs; Concept of Corporate Insolvency; Valuation of a Share of the Newly formed company.

Text Books/ Reference 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.
3. Capital Allocation Theory: The Study of Investment Decisions – Gerald a. Fleisher, Appleton-Century-Crofts, Meredity corporation, New York
4. Financial Management – Prasanna Chandra, Tata McGraw Hill.

BANKING AND INSURANCE

MSMSR/MBA/405 (F)

Learning Objective:

- 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

Syllabus Content

MODULE I

Introduction to Banking

Fundamental role and evolution, Banking structure in India, Licensing of banks in India, Foreign Banks, Private Banks – Capital and voting rights of the shareholders, Corporate Governance and ethical responsibility.

Banking and Economy: Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Capital Account Convertibility.

MODULE II

Bank Deposits, Nomination and Deposit Insurance

Kinds of deposits, Joint accounts, Nomination, Closure of a deposit account, Concept of Deposit insurance.

Other Banking services

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

MODULE III

Security Creation: Pledge, Hypothecation, Mortgage, Assignment

NPA: 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.

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.

Text Books/ Reference Books:

1. Besanko, D., & Thakor, A. V. (1995). 10 Relationship banking, deposit insurance and bank portfolio choice. *Capital markets and financial intermediation*, 292.
2. Rajan, A. (1984). *New technology and employment in insurance, banking and building societies: Recent experience and future impact*. Aldershot, Hants: Gower.
3. Cornett, M. M., & Saunders, A. (2003). *Financial institutions management: A risk management approach*. McGraw-Hill/Irwin.
4. Scott, H. S. (Ed.). (2005). *Capital adequacy beyond Basel: banking, securities, and insurance*. Oxford University Press.

INTERNATIONAL FINANCIAL MANAGEMENT

MSMSR/MBA/406 (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 I

An overview, Importance, nature and scope, Theories of International Finance, Recent changes and challenges in IFM. Balance of Payments (BoP), Fundamentals of BoP, Factors affecting International Trade flows, Agencies that facilitate International flows.

MODULE II

Gold Standard, Bretton woods system, flexible exchange rate regime, current exchange rate arrangements, the Economic and Monetary Union (EMU). Function and Structure of the Forex markets, major participants, Foreign exchange quotations, process of arbitrage, speculation in international market.

MODULE III

Overview of the other markets - Euro currency market, Euro credit market, Euro bond market, International Stock market.

MODULE IV

Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

MODULE V

International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans. International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Text Books/ Reference Books:

1. International Financial Management By Avadhani A. V.
2. International Financial Management By Machiraju H. R.
3. Multinational Financial Management by Alan C. Shapiro.
4. International Trade and Export Management By Cherunilans Francis
5. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
6. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004
7. Jeff Madura, International Financial Management, 6th edition, Thomson Publications.
8. Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2003.

LABOUR LAW (MSMSR/MBA/403 (H))

Learning Objective:

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

Syllabus Content

MODULE I

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 II

Regulation of Industrial Disputes: Industrial Dispute Act – 1947, Instruments of Economic coercion, Managements prerogatives during pendency of proceedings.

MODULE III

Acts: Workmen Compensation Act – 1923, ESI Act – 1948, Payment of wages Act – 1936, Minimum wage Act – 1948.

MODULE IV

Acts: Factories Act – 1948, Payment of Gratuity Act – 1972, Employees Provident fund Act – 1952.

MODULE V

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/ Reference Books:

1. Industrial Relations & Labour laws by S. C. Shrivastava
2. Industrial Relation & Labour laws by D. P. Jain
3. Labour Welfare, Trade Unionism & Industrial Relations By Punekar, Deodhar & Shankaran
4. Aspects of Labour Welfare & Social Security – A. M. Sharma

ORGANIZATION DEVELOPMENT AND CHANGE

MSMSR/MBA/404 (H)

Learning Objectives:

- 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 I

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 II

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 III

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 IV

Organisational change: Part III

Overcoming Resistance To Change, Managing Organizational Change, Approaches To Change- Individual Counselling and Therapy, Influence Of Peer Group, Sensitivity Training, Group Therapy, Feedback, Systematic Change, Technological, Value-Centred And Structural Approaches, Lewis Three Step Model, Action Research Model, Growth Model By Garner.

MODULE V

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

Text Books/ 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 VSP Rao and Narayanan
5. Change for Growth by Biswajeet Pattanayak and R S Dwivedi

HUMAN RESOURCE DEVELOPMENT PRACTICES & INTERVENTION

MSMSR/MBA/405 (H)

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 I

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 II

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 III

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 IV

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 V

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/ Reference 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

STRATEGIC HRM

MSMSR/ MBA/ 406 (H)

Learning Objectives:

- The course aims at preparing the students to acquaint them with the tools & techniques essential for managing Human Resource strategically and contribute to organizational growth.

Syllabus Content

MODULE I

Strategic Role Of HRM, Traditional Vs. Strategic HR; Planning and Implementing Strategic HR Policies, HR Strategies To Increase Firm Performance; Typology Of HR Activities, 'Best Fit' Approach Vs 'Best Practice' Approach

MODULE II

Planning and Implementing Strategic HR Policies; Linkage of Corporate Strategy; Core Competencies and Competitive Advantage with HRM; Multi Source Feedback and Competency Development Linking HRM Practices to Organizational Outcomes Assessing and Reducing Costs; Aligning HRM with Business Strategy; HR Strategy In Workforce Diversity; High Performance Work Practices; Employee Engagement Strategies; Talent Management and Retention

MODULE III

Managing Strategic Organizational Renewal- Managing Change and OD, Instituting TQM Programmes, Creating Team Based Organisations, HR and BPR, Flexible Work Arrangement. Establishing Strategic Pay Plans, Determining Periods, Establishing Periods, Pricing Managerial and Professional Jobs, Compensation Trends, Objectives Of International Compensation, Approaches To International Compensation, Issues Related To Double Taxation. Cases.

MODULE IV

Investment Perspectives of HR- Investment Consideration, Investments in Training and Development, Investment Practices for Improved Retention, Investments Job Secure Work Courses, Non-traditional Investment Approaches.

MODULE V

Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and Repatriation Management In Global HRM.

Emerging Issues in Strategic HRM,

HR Strategy for Corporations of Tomorrow Organizational HR in the future:

- (i) The corporations of tomorrow,
- (ii) Information age,
- (iii) Virtual corporation,
- (iv) Diversity, and
- (v) Social responsibility- virtual teams flexi time and telecommuting HR outsourcing contingent and temporary workers

Text Books/ Reference Books:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.