



Syllabus **MBA Programme**

Center for Management Studies
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SEMESTER-I

Course: Introduction to Management Code: 101

Rationale:

- ❖ To make students aware of the fundamentals concepts of management, evolution of management and contemporary management theories and practices globally as well as in the Indian context.

Sr No	Course Content
1	Management and Manager :
2	The Evolution Of Management Theory :
3	Organizational And Natural Environment :
4	Social Responsibility And Ethic :
5	Globalization And Management :
6	Inventing And Reinventing Organization :
7	Culture and Multiculturalism :
8	Quality :
9	Decision Making :
10	Planning and Strategic Management :
11	Strategy Implementation :
12	Organizational Design And Organizational Structure :
13	Power And The Distribution Of Authority :
14	Human Resource Management :
15	Managing Organizational Change And Innovation :

- 16 Motivation :
- 17 Leadership :
- 18 Teams and Teamwork :
- 19 Communication And Negotiation :
- 20 Effective Control :
- 21 Operation Management :
- 22 Information System :

Course: Organization Behaviour

Code: 102

Rationale:

- ❖ To introduce the students with the concepts of applied psychology in Management. This subject will help them understand the human behavior at work and getting along with others.

S.No Course Contents

- 1 What is Organizational Behaviour
- 2 Diversity in Organizations:
- 3 Attitude and Job Satisfaction:
- 4 Emotions and Moods:
- 5 Personality and Values:
- 6 Perception and Individual Decision Making:
- 7 Motivation Concepts:
- 8 Motivation: From Concepts to Applications:
- 9 Foundations of Group Behaviour:
- 10 Understanding Work Teams:
- 11 Communication:
- 12 Leadership:
- 13 Power and Politics:
- 14 Conflict and Negotiation:
- 15 Foundations of Organization Structure:
- 16 Organizational Culture:
- 17 Organizational Change and Stress Management:

Course: Managerial Economics

Code: 103

Rationale:

- ❖ To apply economic concepts, principles and ideas to decision making in business organizations.
- ❖ To provide basic theories and tools of analysis and develop an understanding of the behavior of various economic agents to help decision-making.

Sr. No. Course Content

1	Introduction
2	Demand and Revenue Analysis
3	Demand Estimation, Analysis Forecasting
4	Production Analysis and Input Demand
5	The Cost of Production
6	The Analysis of competitive markets
7	Monopoly
8	Monopolistic Competition and Oligopoly
9	Game Theory and Competitive Strategy
10	The Data of Macroeconomics
11	The Real Economy in the Long Run
12	Money and Prices in the Long Run
13	The Macroeconomics of Open Economies
14	Short-run Economic Fluctuations

Course: Managerial Communication

Code: 104

Rationale:

- ❖ To introduce the students with the communication process and its importance
- ❖ To introduce the students with case pedagogy of Management with real life Situations.

Sr. No Course Contents

- 1 The Innards of Communication:
- 2 Seven Communication Roadblocks :
- 3 Communicating across cultures:
- 4 Listening: The Mother of all Speaking
- 5 Telephoning and Teleconferencing :
- 6 Effective Business Presentation:
- 7 Meeting without Yawns:
- 8 Presentation:
- 8 The Body Language of Business Letters:
- 9 Business Letters – The Winning Tone:
- 10 Smart E-mail:
- 11 Reports that command respect:
- 12 Persuasive Proposals:

Course: Quantitative Techniques for Managers

Code: 105

Rationale:

- ❖ To make students knowledgeable about business statistics, that is, understanding how the methods of statistics can be applied successfully to decision-making processes

S.No Course Contents

- 1 Organizing and Summarizing data:
- 2 Measure of Central tendency, Measure of dispersion:
- 3 Basic Probability:
- 4 Probability distributions:
- 6 Sampling and Sampling distribution:
- 7 Confidence Interval Estimation:
- 8 Analysis of Variance (ANOVA)
- 9 Testing of Hypothesis, One sample Test:
- 10 Testing of Hypothesis, Two sample Test:
- 11 Chi-Square Test:
- 12 Regression analysis:
- 13 Non parametric Methods:
- 14 LP Model formulation
- 15 LP: Graphical Solution Method
- 16 LP: Sensitivity Analysis
- 17 Transportation Problem, Assignment Problem

Course: Technology in Management

Code: 106

Rationale:

- ❖ To make students knowledgeable about all fundamentals & basics of computers.

Sr. No

Course Contents

- 1 Basic of Computers
- 2 Microsoft Word:
- 3 Overview of PowerPoint:
- 4 MS Excel
Simple features of spreadsheet:
Financial analysis with spread sheet:
Look up function
Data base features in spreadsheet
Date arithmetic in spreadsheet
Regression analysis and Matrix Operation in spreadsheet
Required statistical tests through spreadsheet,
- 5 Review
- 6 Information Systems in Global Business Today
- 7 E-Business: How Businesses Use Information Systems
- 8 Information Systems, Organizations and Strategy Competitive Advantage
- 9 Ethical and Social Issues in Information Systems
- 10 IT Infrastructure and Emerging Technologies
- 11 Telecommunications, the Internet, and Wireless Technology
- 12 Securing Information Systems
- 13 Achieving Operational Excellence and Customer Intimacy:
- 14 E-Commerce: Digital Markets, Digital Goods

Course: Financial Accounting for Managers

Code: 107

Rationale:

To enable students to understand, interpret & analyze Accounting System, Accounting books / records Financial Statements & also understand & decide relevance of accounting information to Managerial Decisions

Sr.No	Course Contents
1	Introduction to Accounting
2	Balance sheet & related concepts
3	Profit & loss account & related concept
4	Smokey Valley café case –
5	Accounting Mechanics : - Passing of accounting entries
6	Preparation of trial Balance,
7	Case studies for final accounts etc. of Proprietary Partnership & limited company accounts from Text book & reference books
8	Bank Reconciliation , Fixed assets , Depreciation methods, Disposing / revaluation of fixed assets , writing of Fixed assets, Deferred revenue expenditure , Capitalization of expenditure
9	Accounting for transactions involving Foreign currency. Incorporating foreign br. Working results & balance sheet in head office final accounts
10	Overview Business purchase & Merger Accounting Case study from Text book
11	Consolidated Financial Statement

SEMESTER-II

Course: Production & Operations Management

Code: 201

Rationale:

- ❖ To develop an understanding of the strategic importance of operations and how they provide a competitive advantage in the marketplace
- ❖ To understand the relationship between operations and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
- ❖ To develop knowledge of the issues related to designing and managing operations and the techniques to do so.

Chapter No.	Topic
1	Introduction to the Field:
2	Operations Strategy and Competitiveness:
3	Linear Programming using the Excel Solver:
4	Project Management:
5	Product Design:
6	Learning Curves:
7	Process Analysis:
8	Job Design and Work Measurement:
9	Manufacturing Process Selection and Design:
10	Facility Layout:
11	Service Process Selection and Design:
12	Waiting Line Management:
13	Quality Management: Focus on Six Sigma:
14	Process Capability and Statistical Quality Control:

15	Operations Consulting and Reengineering
16	Supply Chain Strategy:
17	Strategic Capacity Management:
18	Facility Location:
19	Lean Production:
20	Forecasting:
21	Aggregate sales and Operations Planning:
22	Inventory Control:
23	Material Resource Planning:
24	Operation Scheduling:
25	Simulation:

Course: Marketing Management

Code: 202

Rationale:

The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.

Chapter No.	Topic
1	<ul style="list-style-type: none">• Defining Marketing for the 21st Century• Developing Marketing Strategies and Plans• Gathering Information and Scanning the Environment• Case:1
2	<ul style="list-style-type: none">• Conducting Marketing Research and Forecasting Demand• Creating Customer Value, Satisfaction, and Loyalty
3	<ul style="list-style-type: none">• Analyzing Consumer Markets: Project:• Case:2
4	<ul style="list-style-type: none">• Analyzing Business Markets• Identifying Market Segments and Targets• Creating Brand Equity• Case: 3
5	<ul style="list-style-type: none">• Crafting the Brand Positioning
6	<ul style="list-style-type: none">• Dealing with Competition• Setting Product Strategy
7	<ul style="list-style-type: none">• Designing and Managing Services• Case: 4
8	<ul style="list-style-type: none">• Developing Pricing Strategies and Programs• Designing and Managing Value Networks and Channels
9	<ul style="list-style-type: none">• Managing Retailing, Wholesaling, and Logistics
10	<ul style="list-style-type: none">• Designing and Managing Integrated Marketing Communications• Case: 5
11	<ul style="list-style-type: none">• Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations• Case6
12	<ul style="list-style-type: none">• Managing Personal Communications: Direct Marketing, Word of Mouth, and Personal Selling• Introducing New Market Offerings, Case 7
13	<ul style="list-style-type: none">• Tapping into Global Markets• Managing a Holistic Marketing Organization• Case: 8
14	<ul style="list-style-type: none">• Contemporary issues and presentation

Course: Indian Business Environment

Code: 203

Rationale:

- ❖ To create understanding of Microeconomic and Macroeconomic environment and subsequent effect on the Business firms

Chapter No.	Topic
1	An over view of Business environment
2	Environmental Analysis and Forecasting
3	Economic Environment
4	Political and Government Environment
5	Natural and Technological Environment
6	Demographic Environment
7	Societal Environment
8	Social Responsibility of Business
11	Industrial Policy
12	IDRA and Industrial Licensing
13	Public, Private, Joint and Co-operative Sectors
14	Government Environment
15	Privatization and Disinvestments
16	Village and Small Industries
17	Price and Distribution Controls
20	Competition Policy and Law
21	Monetary and Fiscal Policies
22	Stock Exchange and its Regulations Industrial Financial Institutions
23	Planning in India Industrial Development Strategy Planning and Development of Agriculture
24	GATT/WTO and Global Liberalization International Investments Multinational Corporations Globalization Development and Regulation of Foreign Trade

Course: Human Resource Management

Code: 204

Rationale:

- ❖ To acquaint students to the various facts of managing people and to create an understanding of the various practices and policies of Human Resource Management:
- ❖ To help the students to understand and learn the concepts required for utilization and development of Human Resources.

Chapter No.	Topic
1	Introduction to HRM:
2	Employment Law in India and United States: Labor Legislations in India
3	The Manager's Role in Strategic HRM:
4	Job Analysis
5	Human Resource Planning and Recruiting:
6	Employee Testing and Selection:
7	Interviewing Candidates:
8	Training and Developing Employees:
9	Performance Management And Appraisal:
10	Coaching, Careers, and Talent Management:
11	Establishing Strategic Pay Plans:
12	Pay Performance and Financial Incentives:
13	Benefits and Services:
14	Ethics, Justice, and Fair Treatment in HR Management:
15	Labor Relations and Collective Bargaining:
16	Employee Safety and Health:
17	Managing Global Human Resources:
18	Managing Human Resource in Entrepreneurial Firms

Course: Financial Management

Code: 205

Rationale: To familiarize students with the basic elements of the Financial Management.
To develop familiarity with the analytical techniques helpful in financial decision making

Chapter No.	Topic
1	Introduction to Financial Management
2	Time Value of Money
3	Valuation of Bonds and Stocks
4	Risk and Return
5	Risk and Return- Extension (portfolio management of two securities)
7	Cost of Capital
8	Capital Budgeting
9	Leverage
10	Capital Structure Theory
11	Sources of Long term funds
12	Raising Long term Funds
13	Dividend Policy and Dividend Decision
14	Introduction to Working Capital Management
15	Working Capital Financing
16	Cash Management
17	Credit Management
18	Inventory Management

Course: Cost and Management Accounting

Code: 206

Rationale:

- ❖ To make students aware of various techniques and methods ascertaining cost of various products and also to enable them to study & evaluate measures of controlling cost.
- ❖ To enable students to evaluate performance of various business concerns by use of technique of ratio analysis

Chapter No.	Topic
1	Concept of cost from various angles:
2	Elements of Cost:
3	Valuations:
4	Processing Costing:
5	Marginal Costing:
6	Budgetary and Budgetary control:
7	Cost control Accounts:
8	Activity based costing:
9	Cash flow statement and Fund flow statement:
10	Ratio analysis:
11	Analysis of financial position and performance of business concern:
12	Project Preparation:

Course: Business Research Methodology

Code: 207

Rationale:

- ❖ Learn the basic skills to conduct research
- ❖ To Understand the quality of research studies
- ❖ Design and produce a research proposal & project

Chapter No.	Topic
1	Research in Business
2	Thinking Like a Researcher
3	Ethic in Business Research
4	Research Methodology
5	Defining the Research Problem
6	Research Design
7	Secondary Data Searches
8	Qualitative Research
9	Observation Studies
10	Surveys
11	Questionnaires and Instruments
12	Samplings
13	Measurements / Measurements Scales
14	Data Preparation and Description: Simple tabulation and cross-tabulation and
15	Analysis of variance and the Design of Experiments:
16	Correlation and Regression:
17	Discriminant Analysis:
18	Factor Analysis for Data Reduction:
19	Cluster Analysis for Market Segmentation:
20	Written and Oral Report:

SEMESTER-III

Course: Industrial and Service Marketing

Code: 311

Rationale:

- ❖ To develop insights into latest inclination in the service sector and to understand the significance of marketing and management of services, and to face highest challenges in any service related organization.
- ❖ To develop insights into emerging trends in the Industrial marketing and tackle issues in the marketing of Industrial goods.

Service Marketing

Sr.No	Course Contents
1	Introduction to services marketing:
2	Consumer behaviour in service encounters:
3	Positioning Services in Competitive Markets:
4	Creating the services product:
5	Designing the communication mix for services:
6	Pricing and Revenue Management:
7	Distributing services:
8	Designing and Managing Services Processes:
9	Balancing demand and capacity:
10	Planning the Service Environment:
11	Managing People for Service Advantage:
12	Managing Relationship and Building Loyalty:
13	Customer Feedback and Service recovery:
14	Improving service quality and productivity:
15	Organizing for service leadership:

Industrial Marketing

S.No

Course Contents

- 1 Define Business Marketing in the new era
Business Marketing Environment
- 2 The Organization as a customer
Organizational buying behavior
- 3 Scanning the Business Environment and Gathering Information
Business Market Segmentation, Targeting and Positioning
- 4 Product Strategy
- 5 Innovation and New Product Development
Developing Pricing Strategies
- 6 Business Marketing Channel and Logistic
- 7 Integrated Marketing Communication
- 8 Brand Building in Business Market
- 9 Managing the Sales Force

Course: Advertising and Sales Promotion Management

Code: 312

Rationale:

- ❖ To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program.
- ❖ To sensitize students to the various facets of advertising, public relation and promotion management.

Sr.No

Course Contents

- 1 An Introduction to Integrated Marketing Communications:
- 2 The Role of IMC in the Marketing Process:
- 3 Organizing for Advertising and Promotion: The role of Ad Agencies and Other Marketing Communication Organization:
- 4 Perspective on Consumer Behaviour:
- 5 The Communication Process:
- 6 Source, Message, and Channel Factors:
- 7 Establishing Objectives and Budgeting for the Promotional Program:
- 8 Creating Strategy: Planning and Development:
- 9 Creating Strategy: Implementation and Evaluation:
- 10 Media Planning and Strategy:
- 11 Evaluation of Broadcast Media:
- 12 Evaluation of Print Media:
- 13 Support Media:
- 14 Directing Marketing:
- 15 The Internet and Interactive Media:
- 16 Sales Promotion:
- 17 Public Relations, Publicity, and Corporate Advertising:
- 18 Personal selling:
- 19 Measuring the Effectiveness of the Promotional Program:
- 20 International Advertising and Promotion:
- 21 Regulation of Advertising and Promotion:
- 22 Evaluating the social , Ethical, and Economic Aspects of Advertising and Promotion:.
- 23 Cases and Presentation

Course: Sales & Distribution Management

Code: 313

Rationale:

To acquaint the students with the concepts, tools & techniques of sales management

To develop skills of personal selling involving high involvement products

To develop the skills of managing and leading a sales force

Sales Management

S.No

Course Contents

- 1 Sales Management and the Business Enterprise:
- 2 Sales Management, Personal Selling and Salesmanship:
- 3 Setting Personal-Selling Objectives:
- 4 Determining Sales-Related Marketing Policies:
- 5 Formulating Personal-Selling Strategy:
- 6 The Effective Sales Executive:
- 7 The Sales Organization:
- 8 Sales Department Relations:
- 9 Distributive Network Relations:
- 10 Quotas:
- 11 Sales Territories:
- 12 Case Studies / Presentations

Distribution Management

Sr.No

Course Contents

- 1 Marketing Channels: Structure and Functions:
- 2 Segmentation for marketing channel design : service outputs-
- 3 Supply-side channel analysis: channel flows and efficiency analysis-
Supply-side channel analysis: channel structure and intensity:
- 5 Gap analysis:
- 6 Channel power: Getting it, using it, Keeping it-
- 7 Managing Conflict to increase channel coordination:
- 8 Strategic alliances in distribution: Strategic alliances:
- 9 Vertical integration in Distribution:
- 10 Legal constraints on marketing channel policies:
- 11 Retailing:
- 12 Wholesaling:
- 13 Franchising:
- 14 Logistics and supply chain management:

Course: Security Analysis and Portfolio Management

Code: 301

Rationale:

- ❖ To acquaint students with notions of Investments and Securities Market Structure.
- ❖ To lead them in to discussion of Modern Investment and Portfolio Theories.
- ❖ Equip them with ability to carry out Security Valuations, and Creations and Monitoring of Investment Portfolios.

Sr. No.	Course Content
1	Introduction to Investment and Securities
2	Investment Alternatives
3	Stock Market Indices
4	The Securities and Exchange Board of India
5	Risk and Return (Ch.5)
6	Debt Instruments and their Valuations (Ch. 14)
7	Term Structure of Interest Rates and Bond Portfolio Management (Ch.15, 16)
8	Fundamental Analysis (Ch.17)
9	Equity Instruments and Their Valuation (Ch.18 and 19)
10	Technical Analysis (Ch.12)
11	Efficient Market Theory (Ch.11)
12	Portfolio Construction (Ch.7)
13	Portfolio Markowitz Model (Ch.7)
14	The Sharpe Index Model (Ch.8)
15	Capital Asset Pricing Theory and Arbitrage Pricing Theory (Ch.9 and 10)
16	Portfolio Evaluation (Ch.24)
17	Portfolio Revision (Ch.27)
18	Contemporary Issues

Course: Mergers and Acquisitions and Risk Management

Code: 302

Rationale:

- ❖ To acquaint students about fundamentals, trading and structure of derivatives.
- ❖ To lead them to the valuation of derivatives.
- ❖ Develop an Understanding of M&A as significant economic activity taking place in today's economy.
- ❖ Familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life.

Mergers and Acquisitions

S. No	Course Contents
1	INTRODUCTION:
2	M & A THEORIES:
3	VALUATION - I:
4	VALUATION – II & III:.
5	RESTRUCTURING:.
6	M & A STRATEGIES:
7	STRATEGIES FOR CREATING VALUE:

Risk Management

Sr. No.	Course Contents
1	Introduction
2	Interest Rates
3	Futures Hedging Strategies using futures:
4	Determination of Forward and Futures Prices .
5	Options
6	Swaps Basics of Swaps, Interest Rate Swaps, Day Count Issues, Valuation of Interest Rate Swaps, Confirmations.
7	Binomial Tree
8	The Black Scholes merton Model.
9	The Greek Letters
10	Value at Risk
11	Strategies

Course: Indian Financial Systems

Code : 303

Rationale:

- (a) To enable the students to understand the working of Indian Financial System as a whole.
- (b) To provide an insight into the quality and range of the package of the financial services largely provided by the non-banking financial companies.

Sr.No.	Course Contents
1	<ul style="list-style-type: none">▪ Introduction of Financial System▪ Non-Banking Financial Companies (Ch: 1)▪ Factoring and Forfeiting (Ch: 6)
2	<ul style="list-style-type: none">▪ Hire Purchase Finance and Consumer Credit(Ch: 5)▪ Theoretical and Regulatory Framework of Leasing (Ch: 2)▪ Accounting/Reporting Framework and Taxation of Leasing (Ch:3) <p><i>NOTE: <u>Only Theory</u></i></p>
3	<ul style="list-style-type: none">▪ Housing Finance (Ch: 8)▪ Bills Discounting (Ch: 7)▪ Venture Capital Financing (Ch: 10)
4	<ul style="list-style-type: none">▪ Issue Management: Intermediaries (Ch: 11)▪ Issue Management: Activities/Procedures (Ch: 12)
5	<ul style="list-style-type: none">▪ Issue Management: Pre-Issue and Post Issue Obligations and Other Requirements (Ch: 13) (M Y Khan)▪ Capital Market (Ch: 5) (Bharti V Pathak)
6	<ul style="list-style-type: none">▪ The Primary Market (Ch: 6)▪ The Secondary Market (Ch: 7)
7	<ul style="list-style-type: none">▪ Depositories and Custodians (Ch: 8) (Bharti V Pathak)▪ The Debt Market (Ch: 9) (Bharti V Pathak)▪ Stock Broking (Ch: 15) (M Y Khan)
8	<ul style="list-style-type: none">▪ Money Market (Ch: 4) (Bharti V Pathak)▪ Credit Rating (Ch: 16 – M Y Khan)
9	<ul style="list-style-type: none">▪ Insurance Services (Ch: 9) (M Y Khan)▪ Mutual Funds (Ch: 17)(Bharti V Pathak)
10	<ul style="list-style-type: none">▪ *Commercial Banks and Industrial Finance: The Evolving Role (Ch. 11 IFS-M.Y.Khan)▪ *Prudential /Exposure Norms and Securitization/Reconstruction of Financial Assets and Enforcement of Security Interest (Ch.12 IFS-M.Y.Khan)▪ *Risk Management in Banks (Ch. 13 IFS-M.Y.Khan)

Course: Ethics, Values and Stress Management

Code: 321

Rationale:

- ❖ To introduce the students with the fundamentals of Business Ethics and to make them aware of ethical practices of the business world.
- ❖ To teach them the reasons for stress and how to cope with it in the workplace.

Ethics and Values in Management

S.No	Course Contents
1	Ethics in Business:
2	Ethical Principles in Business:
3	The Business System: Government, Markets, and International Trade:
4	Ethics in Marketplace:
5	Ethics and Environment:
6	The Ethics of Consumer Production and Marketing:
7	The Ethics of Job Discrimination:
8	The Individual in the Organization:

Stress Management

S.No	Course Contents
1	What is Stress?:
2	Organizational Role Stress:
3	Coping Styles or Strategies:
4	Moderators of Stress:
5	Countering Stress:

Course: Strategic Management

Code: 322

Rationale:

To introduce the student to competitive strategy and competitive advantage

Sr.No.	Course Contents
1	The Structural analysis of industries; Introducing Strategy: What is strategy and Why we should study it
2	The value chain and competitive advantage, competitive scope and value chain; Strategic Management; Strategy as a Subject of Study; Strategic Management in Different Contexts; The Challenges of Strategic Management
3	Cost Advantage
3	Cost Advantage [cont'd.]; The Environment: Introduction; The Macro environment; Industries and Sectors; Competitors and Markets; Opportunities and Threats
4	Differentiation; Strategic Capability: Introduction; Foundations of Strategic Capability; Cost Efficiency; Capabilities for Sustainable Competitive Advantage; Organizational Knowledge; Diagnosing Strategic Capability; Managing Strategic Capability
5	Technology and competitive advantage; Expectations and Purposes: Introduction; Corporate Governance; Stakeholder Expectations; Business Ethics and Social Responsibility [overview only; mainly self-study topic]; The Cultural Context; Communicating Organizational Purposes
6	Competitor selection; Business-Level Strategy: Introduction; Identifying Strategic Business Units; Sustaining Competitive Advantage; Competitive Strategy in Hypercompetitive Conditions; Competition and Collaboration; Game Theory
7	Industry segmentation and competitive advantage substitution
8	Inter-relationship among business units; Horizontal strategy; Achieving Internal Business Synergy
9	Complementary products and competitive advantage; Industry scenarios and Competitive strategy; Corporate-Level and International Strategy: Introduction; Product/market Diversity; International Diversity and International Strategy; Value Creation and the Corporate Parent; Managing the Corporate Portfolio
10	Defensive strategy; Attacking an industry leader; Directions and Methods of Development: Introduction; Directions for Strategy Development; Methods of Strategy Development; Success Criteria

Course: Legal Aspects of Business

Code: 323

Rationale:

- ❖ Linkage of the acts done for business for various rights and liabilities arising there from. To make them able to independently interpret the laws. To make students understand the legal implications of Business Communication made / received, agreements made, modified, cancelled
- ❖ To make the students aware of various commercial laws
- ❖ To make the students understand the legal implications of Business Communication made / received, agreements made, modified, cancelled

S.No

Course Contents

- 1 Introduction to Law:
- 2 Indian Contract Act:
- 3 Special Contracts:
- 4 Important Provisions of Negotiable Instrument Act
- 4 Company Law:
- 5 Intellectual Property Rights: Patents, Copyright Act, Trademark Act
- 6 Important Provisions of Information Technology Act:
- 7 Right to Information Act:
- 8 MRTP and Competition Bill:
- 9 FERA and FEMA:

Course: New Enterprise Management

Code: 324

Rationale:

- ❖ This course will take a participant through the nitty-gritty of taking decisions on capital allocation framework, generation and screening of project ideas, selecting a project, market & demand analysis, technical analysis, financial estimates & projections, risk analysis of investments, project financing, and finally implementation of a project successfully

Sr.No	Course Contents
1	Importance of this course & how learning it can help us? An overview:
2	Capital allocation framework:
3	Generation and screening of project ideas:
4	Market and demand analysis:
5	Technical Analysis:
6	Financial estimates and projections:
7	The Time Value of Money:
8	Investment Criteria:
9	Project Cash Flows:
10	The cost of capital:
11	Risk Analysis of single investments:
12	Social cost benefit analysis:
13	Financing of projects:
14	Venture capital:
15	Project definition
16	Network techniques for project management:
17	Project review and administrative aspects:
18	Critical chain project management

SEMESTER-IV

Course: Consumer Behaviour

Code: 401

Rationale:

- ❖ The basic objective of this course is to develop an understanding about Consumer decision-making process and its application in marketing function of firms in India.

Sr.No.	Course Contents
1	Consumer Behaviour: Meeting changes and Challenges:
2	Consumer Research Process:
3	Market Segmentation:
4	Consumer Motivation:
5	Personality and consumer behavior:
6	Consumer Perception:
7	Consumer learning:
8	Consumer attitude formation and change:
9	Review Communication and consumer behavior
10	Family and Social Class
11	Influences of Culture on Consumer Behaviour
12	Cross Cultural Consumer Behaviour: An International Perspective
13	Consumer influences and the diffusion of innovation
14	Consumer decision making and Beyond
15	Marketing Ethics and Social Responsibility Case Study

Course: Strategic Brand Management

Code: 402

Rationale:

- ❖ To develop an understanding of basic branding principles and their exposure to classic and contemporary branding applications
- ❖ To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands.
- ❖ To increase understanding of the important issues in planning, implementing, and evaluating brand strategies.
- ❖ To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.
- ❖ To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity.

Sr.No.

Course Contents

- | | |
|---|--|
| 1 | <ul style="list-style-type: none">• Introduction to Strategy (Reading material)*• Formulating marketing strategies (Reading Material)*• Brands and Brand Management (Ch.1) |
| 2 | <ul style="list-style-type: none">• Brand Positioning and Values (Ch.3)• What are brands good for? (Reading Material)* |
| 3 | <ul style="list-style-type: none">• Customer Based Brand Equity (Ch.2)• Viewing brands in multiple dimensions (Reading material)* |
| 4 | <ul style="list-style-type: none">• Choosing Brand Elements to Build Brand Equity (Ch 4)• Are the Strategic stars aligned for your Corporate brand? (Reading material)* |
| 5 | <ul style="list-style-type: none">• Designing Marketing Programs to Build Brand Equity (Ch 5)• Integrating Marketing Communications to Build Brand Equity (Ch.6)• Integrated marketing as management of holistic consumer experience (Reading material)* |
| 6 | <ul style="list-style-type: none">• Leveraging Secondary Brand Knowledge to Build Brand Equity (Ch 7) |
| 7 | <ul style="list-style-type: none">• Developing a Brand Equity Measurement & Management System (Ch 8) |
| 8 | <ul style="list-style-type: none">• Measuring Sources of Brand Equity: Capturing Customer Mindset (Ch 9)• Prioritize Brands in the Portfolio (Reading Material)* |
| 9 | <ul style="list-style-type: none">• Measuring Outcomes of Brand Equity: Capturing Market |

	Performance (Ch 10)
10	• Don't let your brand falter during a Downturn (Reading Material)*
11	• Designing and implementing Brand Strategies (Ch 11)
12	• Introducing and naming New Products & Brand Extensions (Ch 12)
12	• Managing Brands over Geographic Boundaries & Market segments (Ch 14)
13	• Managing Brands over time (Ch 13)
14	• Closing Observations (Ch 15)
15	<u>Review</u>

Course: International Marketing

Code: 403

Rationale:

- ❖ To make the students understanding the Marketing knowledge at Global Level.

Sr.No.	Course Contents
1	Nature of International Marketing: Challenges and Opportunities
2	Trade Theories and Economic Development:
3	Trade Distortion and Marketing Barriers
4	Political Environment:
5	Legal Environment:.
6	Culture:
7	Consumer Behaviour in the International Context:
8	Marketing Research and Information System:
9	Market Analysis and Foreign Market Entry Strategies :
10	Product Strategies: Basic Decision and Product Planning
11	Distribution Strategies: Channel of distribution.
12	Distribution Strategies: Physical Distribution and Documentation
13	Promotion strategies: Personal Selling, Publicity, and Sales Promotion Promotion and Communication Sales Promotion
14	Promotion strategies: Advertising Role of advertising, Standardized International Advertising
15	Pricing Strategic: Basic Decision The Role of Price, Dumping, Transfer Pricing
16	Pricing Strategic: Terms of sale and Payment The Role of Price, Dumping, Transfer Pricing
17	Sources of Financing and International Money Markets Nonfinancial Institution, Financial centers

Course: Corporate Tax Planning

Code: 411

Rationale:

- ❖ To enable students to understand provision in Income Tax Act
- ❖ To make them capable to file return of the income for the corporate etc.
- ❖ To enable students to plan regarding tax liability and also to plan to achieve minimum tax liability by taking advantage of tax incentives, reliefs etc available in the Income Tax Act

Sr.No.	Course Contents
1	Residential status & Tax liability Terms used in Income tax
2	Income from salary:
3	Computation of Agriculture income :
4	Computation of Capital gain:
5	Income from House Property:
6	Minimum Alternative Tax (MAT)
7	Income from Business and Profession :
8	Clubbing of income:
9	Set off carry forward of losses:
10	Computation of Tax liability for companies:
11	Interest for late filling of return, and non payment of advance tax , Advance Tax Computation of tax liability , tax planning by tax avoidance
12	Tax Planning:

Course: International Financial Management

Code: 412

**Sr.
No.**

Course content

- 1** Financial Management in Global Context
- 2** Objectives of the Firm and the Impact of Risk
- 3** Monetary Policy and Exchange Rate
- 4** The Nature and Management of Exposure and Risk
- 5** The Balance of Payments
- 6** The International Monetary System
- 7** Global Financial Markets and Interest Rates
- 8** The Foreign Exchange Market
- 9** Forwards, Swaps and Interest Parity
- 10** Currency and Interest Rate Futures
- 11** Currency Options
- 12** Exchange Rate Determination and Forecasting
- 13** Corporate Exposure Management Policy
- 14** Hedging, Speculation and Management of Transaction Exposure
Management of Operating Exposure
- 15** Operating Exposure and Real Exchange rate, Currency of Invoicing, Quantity Inertia and Operating Exposure
- 16** Management of Interest Rate Exposure FRAs, Interest Rate Caps and Floors
- 17** Financial Swaps and Credit Derivatives
- 18** Short Term Financial Management in a Multinational Corporation
- 19** International Project Appraisal

A review of the NPV Approach, The Adjusted Present Value Framework, Exchange rate risk and cost of capital, options approach to project appraisal

Course: Strategic Financial Management

Code: 413

Rationale:

- ❖ To develop the perspective of financial policy as a subset of corporate strategy & to have insight on financial decision situation.
- ❖ Identify and evaluate appropriate sources of finance, their risks and costs.
- ❖ Assess potential investment decisions and strategies.

Sr.No

Course Contents

- 1 Present Values, The Objectives Of The Firm And Corporation Governance
- 2 How To Calculate Present Values
- 3 Why Net Present Value Leads To Better Investment Decision Than Other Criteria
- 4 Making Investment Decision With The Net Present Value Rule
- 5 Introduction To Risk, Return And The Opportunity Cost Of Capital
- 6 Risk And Return
- 7 Capital Budgeting And Risk
- 8 A Project Is Not A Black Box
- 9 Financing And Valuation
- 10 Understanding Options
- 11 How Corporation Issue Securities
- 12 Payout Policy
- 13 Real Option
- 14 Valuing Option
- 15 Leasing And Hire Purchase
- 16 Financial Management Of Sick Units
- 17 Working Capital Management : Extension
- 18 Value Based Management

Course: Management Control System

Code: 421

Rationale:

- ❖ To provide knowledge, insight, and analytical skills related to how a corporation's senior executive design and implement the ongoing management systems that are used to plan and control the firm's performance.
- ❖ To introduce the various control measures of the systems to the students.

Management Control Systems

Sr.No	Course Contents
1	The Nature Of Management Control System
2	Understanding Strategies:
3	Behavior in Organization:
4	Responsibility Centers: Revenue And Expense Center:
5	Profit Center:
6	Transfer Pricing:
7	Measuring And Controlling Assets Employed:
8	Strategic Planning:
9	Budget Preparation:
10	Analyzing Financial Performance Reports:
11	Performance Measurement:
12	Management Compensation:
13	Controls For Differentiated Strategies:
14	Service Organization:
15	Multinational Organization:
16	Management Control Of Projects:

Course: Contemporary issues in Management

Code: 422

Module 1

S.No.

Course Contents

- 1 Introduction to letter of credit & how it works
- 2 Parties interested in letter of credit & Documents involved.
- 3 Various types of letter of credit
- 4 Various terms / concepts used
- 5 Uniform Customs & procedures for documentary credit
Rules by Foreign Exchange Dealers Association
- 6 Steps for deciding to negotiate a bill under letter of credit.
Advantages / disadvantages of using letter of credit - Precautions

Module 2

S.No.

Course Contents

- 1 Surveillance in Stock Exchanges (Introduction)
- 2 Rules and Regulations (Securities Contracts Regulation Act, 1956 and Rules, 1957)
(Securities and Exchange Board of India Act, 1992,
SEBI (Stock brokers & Sub Brokers) Regulations 1992)
- 3 SEBI (Prohibition of Insider Trading) Regulations, 1992, SEBI (Prohibition of Fraudulent and Unfair Trade Practices) Regulations 2000
- 4 Introduction to Banking, Banking and Economics
- 5 Understanding a Bank's Financials (CAMELS framework)
- 6 BASEL Framework (Bank for International Settlements (BIS)) (Basel Accords)

Module 3

S.No.

Course Contents

- 1 Network Design and operation in supply chain management
- 2 Supply chain integration and restructuring
- 3 Agile supply chains
- 4 Case studies:
1) Kurlon Limited
2) Vehicle routing at Baroda Union
3) Supply chain management at Dalmia Cement Ltd
4) Power equipments (India) Ltd

Module 4

S.No.

Course Contents

- 1 Introduction to Retail:
- 2 Retail in India:
- 3 Understanding the Retail Consumer:
- 4 Retail Strategy:
- 5 Retail Franchising :
- 6 Retail Marketing and Branding:.

Module 5

S.No. Course Contents

- 1 International Correlation and its impact on International diversification of portfolio
- 2 Investment Strategies in stock market (finance for non-finance executives)
- 3 Commodities: An emerging investment avenue
- 4 Fundamental and Technical Analysis of Commodities
- 5 Hedge Funds

Module 6

S.No. Course Contents

- 1 The Basis for Performance Management:
 - Performance Management Define
 - Aims of Performance Management
 - Characteristics of Performance Management
 - Guiding Principles of Performance Management
 - Performance Appraisal and Performance Management
 - Views on Performance Management
- 2 The Process of Performance Management:
 - Performance Management as a Process
 - Performance Management as a Cycle
 - Performance Agreements
 - Managing Performance Throughout the Year
 - Reviewing Performance
 - Rating Performance
 - Dealing with Under-Performers
 - Introducing Performance Management
- 3 Large Scale Interactive Events: An Effective Process Methodology for Initiating Change:

Module 7

S.No. Course Contents

- 1
 - Quality: Concept and its relevance to business competitiveness, Product design, Services, Profitability and Cost. Product Design: Customer Requirements Assessment, Quality Function Deployment, House of Quality.Case1: Will continue for remaining topic
- 2
 - Cost implication of poor quality
- 3
 - Product Design: Customer Requirements Assessment, Quality Function Deployment, House of Quality, Offline Design of Parameters and Specifications:
- 4
 - Juran's and Deming's Principles: Quality Planning, Quality control, Quality improvement
 - Companywide assessment of Quality
 - Quality Systems: ISO Systems, ISO Certification Schemes.
 - Balance Score Card

Module 8
Course Contents

S.No.

- 1 Introduction
- 2 Importance of the mission; mission-market mix
- 3 Strategy for carrying out the mission
- 4 Funding issues
- 5 Funder-beneficiary mix
- 6 Structure, culture, control and scaling up