

Babu Banarasi Das University Lucknow



School of Management

Course wise Syllabus of

Master of Business Administration (MBA)

Effective from Academic Session: 2011-12

COURSE WISE SYLLABUS OF MASTER OF BUSINESS ADMINISTRATION

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COMPULSORY COURSES

MBA101: Business Law

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

Unit II - 12 Sessions

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

Unit III - 10 Sessions

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

Unit IV - 8 Sessions

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

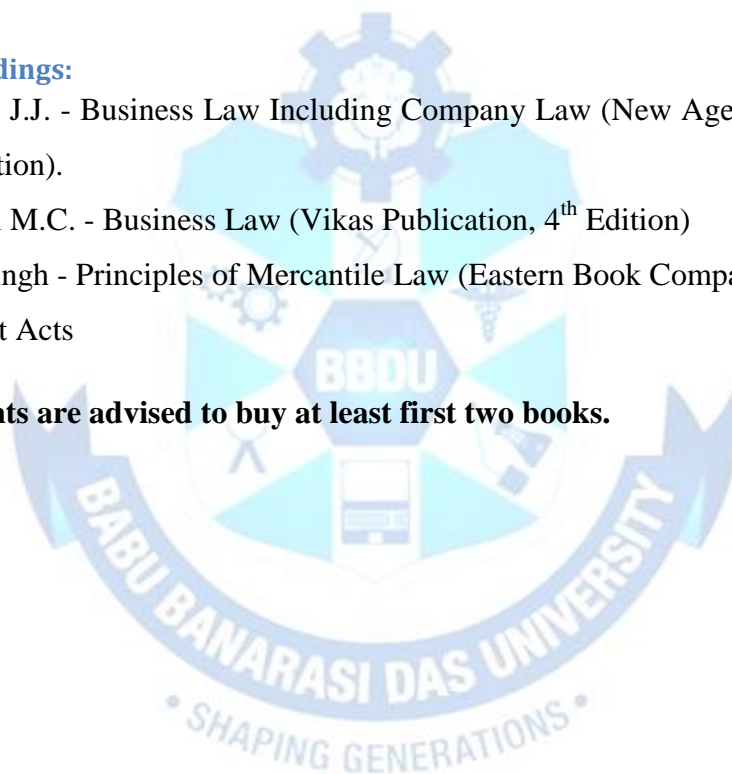
The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Suggested Readings:

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition).
2. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. Relevant Acts

***Note – Students are advised to buy at least first two books.**



MBA 102: Managerial Economics

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

Unit II - 12 Sessions

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variables- Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and their managerial use.

Unit III - 12 Sessions

Market Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination.

Monopolistic: Features, pricing under monopolistic competition, product differentiation.

Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

Unit IV - 8 Sessions

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford, 2006).
2. Dominick Salvatore - Managerial Economics (Oxford, 2007).
3. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007).
4. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006).

***Note – Students are advised to buy at least first two books.**



MBA 103: Accounting & Financial Analysis

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Comparison of Indian Accounting Standard (IAS), International Financial Reporting Standards (IFRS) and US GAAPs.

Unit II -12 Sessions

Introducing to Book Keeping and Record Maintenance: The concept of double entry and fundamental principles; Journal Ledger; Cash Book; Subsidiary Books; Bank Reconciliation Statement; Rectification of Errors; journalizing of transactions.

Preparation of final accounts: Trial Balance, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet. Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III - 12 sessions

Interpretation and analysis of financial statement: Understanding Financial Statements; Interpreting Financial Statements; Ratio Analysis and interpretation - solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV - 8 Sessions

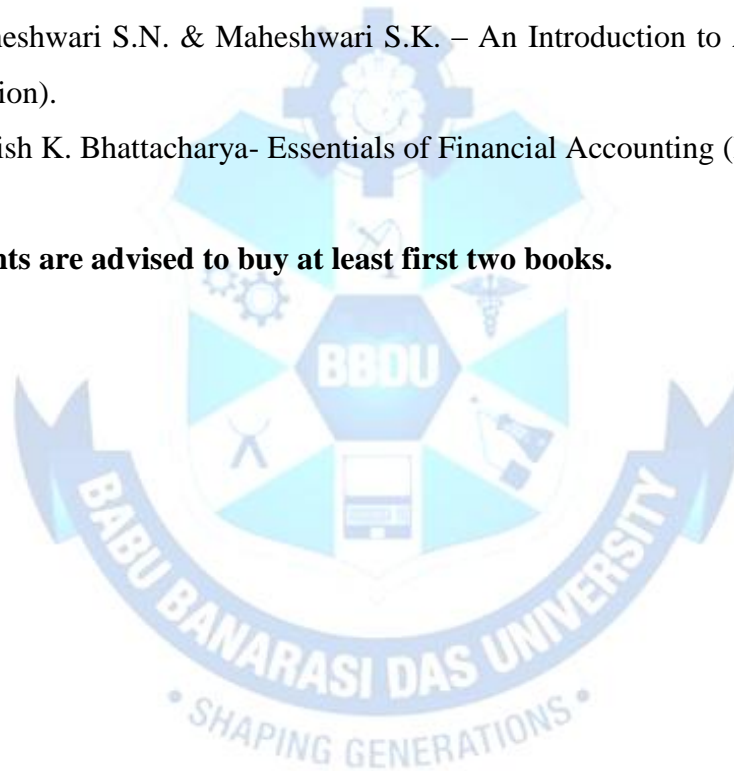
Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

Suggested Readings:

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
2. Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
3. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
4. Ghosh T. P. - Accounting and Finance for Managers (Taxman, 1st Edition).
5. Maheshwari S.N. & Maheshwari S.K. – An Introduction to Accountancy (Vikas, 9th Edition).
6. Ashish K. Bhattacharya- Essentials of Financial Accounting (PHI, New Delhi)

***Note – Students are advised to buy at least first two books.**



MBA 104: Organisational Behaviour

Max. Hours: 40

Credits - 4

Unit I - 6 Sessions

Introduction: Importance of interpersonal skills at workplace, what a manager does? Define OB, Challenges & opportunities for OB, Theoretical Framework for OB.

Values & Attitudes: Define Values, Types of values, dominant values, values across cultures, Components of attitude, Types of attitudes, Relationship between attitude and behaviour, Job satisfaction & measurement, causes of job satisfaction.

Unit II - 10 Sessions

Personality: Define personality, how it is measured, and explain the factors that determine an individual's personality, MBTI, Big Five, how the Big Five traits predict behaviour at work, Holland's theory of personality, other personality traits relevant to OB.

Perception, Attribution & Decision-Making: Define perception, Attribution theories, errors and biases in attribution, shortcuts in judging others, Individual decision-making, decision-making models, biases & errors in decision-making, individual differences in DM, ethics in DM, creativity.

Learning: Relevance of intellectual abilities, bio graphical characteristics and learning in OB, concept & theories of learning, shaping behaviour.

Unit III - 12 Sessions:

Motivation: Elements of motivation, early theories of motivation, contemporary theories (CET, goal setting, expectancy theory), Application of Motivation- Job Characteristics Model, Job Redesigning, Employee Involvement, Pay programs.

Emotions: Define Emotions, Moods, sources of emotions and moods, emotional labour, emotional intelligence, emotions across culture.

Group Dynamics & Work Teams: Define Groups, Types of groups, stages of group development, cohesiveness, group decision making, dysfunctional groups. Define Work Teams, benefits of work teams, difference-groups & teams, types of teams, team effectiveness, team and workforce diversity.

Leadership: Define Leadership, Theories of Leadership (Trait, Behavioural, Contingency, Path - Goal, LMX), Types of leaderships (Charismatic, Transformational, Transactional), Ethics and Trust, Effective Leaders.

Unit IV -12 Sessions

Power & Politics at Work: Define Power, Bases of power, Influencing Tactics, Political Behaviour, Dysfunctional uses of power, Impression Management,

Conflict Management: Define conflict, Views of conflict (traditional, human relations and interactionist), resolution of conflict, Grievance handling.

Org. Change & Stress Management: Forces stimulates and resists change, approaches of managing org change, ways of creating a culture for change, theories of change, Understanding Stress and Its Consequences, Causes of Stress, Managing Stress

Org. Structure & Org. Culture: elements of an organization's structure, matrix organization, boundary-less organizations, mechanistic and organic structural models, behavioural implications of different organizational designs, Define organizational culture, its common characteristics, functional and dysfunctional effects of organizational culture, how culture is transmitted to employees, ethical culture, positive organizational culture, characteristics of a spiritual culture.

Suggested Readings:

1. Robbins Stephen P. - Organizational Behavior (Pearson Education, 12th Edition).
2. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition).
3. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th Edition).
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition).

***Note – Students are advised to buy at least first two books.**

MBA 105: Business Statistics

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Role of statistics: Applications of statistics in managerial decision making; Measures of Central Tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit II – 12 Sessions

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application in Management.

Time series analysis: Concept, Application of regression equation, Components of time series - Trend, Seasonality; Moving Averages; Applications in business decisions.

Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Indices - Price, Quantity and Volume - Fixed base and Chain base methods.

Unit III - 8 Sessions

Probability: Random Variable, Expected Value of random variable, Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Distributions: Concept and application of Binomial and Normal distributions.

Unit IV - 12 Sessions

Hypothesis Testing: Definition & Formulation of Hypothesis;

Collection of Data: Concept of Sample & Population, Concept of Primary and Secondary Data, Sample Size Determination and Various Types of Sampling Techniques, Properties of Sample – Mean, Standard Deviation, underlying probability distribution. Various Methods of Data Collection.

Small sample tests: t-test

Large sample test: Z-test

Application of F-test and Chi-Square test in different business scenarios.

ANOVA.

Suggested Readings:

- 1) Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
- 2) Srivastava and Rego – Statistics for Management (Tata Mc Graw Hill).
- 3) Chandan J. S. - Statistics for Business and Economics (Vikas 1998.Ist Edition).
- 4) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th Edition).
- 5) Sharma J. K. - Business Statistics (Pearson Education 2nd Edition).
- 6) Gupta C. B, Gupta V. - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
- 7) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

***Note – Students are advised to buy at least first two books.**



MBA 106: Marketing Management

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Scope of marketing, concepts of markets (Consumer Markets and Industrial Markets; Market measurement and forecasting), marketing mix, generic value chain, Marketing Management Philosophies; Marketing Environment. Levels of Market segmentation, Consumer segmentation (geo-demographic, psychographic, behavioural). Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy.

Unit II - 8 sessions

Factors determining consumer behaviour (cultural, social, personal), Stimulus- response model, Motivational theories (Freud, Maslow, Herzberg). Consumer perception, five stage model- buying decision. Theories of consumer decision making. Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Unit III - 8 Sessions

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesale. Retailing - types of retailers, merchandising, retail formats, private labels, and logistics.

Unit IV - 14 Sessions

The concept of reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase

process. Determinants of Buyer Behaviour and Framework of Buyer Behaviour, Overview of the Stages in the choice process, factors affecting each stage, and Need recognition. Information Gathering & Evaluation: Perceptual Mapping & Positioning: Value perception Information Search, Defining criterion for choice, mapping perceptions and value perceptions of consumers. Satisfaction & Value Post-purchase Processes, Measuring satisfaction and value, Value/Satisfaction delivery process and programs.

Need recognition process, gaps in self image and ideal image, why certain attributes are used for evaluating brands, importance of attributes and need strength, identifying need areas. VALS and grouping consumers. Need identification and classification. Competition (Industry concept of competition), Marketing intelligence, TQM, CRM, Database Marketing, Direct marketing, B2B, B2C, B2G marketing. Designing & managing Services for industries (Tangible & intangible Products); Categories of service mix, characteristics of services, service quality.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Ramaswamy V.S. and Namakumari S. - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).

MBA 107: Computer Applications in Management

Max. Hours: 40

Credits - 4

Unit I – 10 Sessions

Introduction to computers – Hardware, software, firmware. Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system. Introduction to Linux OS. Introduction to open source, online transaction processing systems.

Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

Unit II - 12 Sessions

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical).

Database Management System: Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS. MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

Unit III – 8 Sessions

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.).

Unit IV - 10 Sessions

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Suggested Readings:

1. Leon - Fundamentals of Information Technology, (Vikas)
2. Kakkar D. N. Goyal R. – Computer Applications in Management (New Age, 1st Edition).



MBA 108: Business Communication

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

EMPLOYMENT COMMUNICATION:

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

Unit II - 8 Sessions

ORAL COMMUNICATION

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Para language.

WRITTEN COMMUNICATION

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

Unit III - 12 Sessions

BUSINESS LETTERS AND REPORTS

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports. Research report writing – Executive summary, Bibliography, References.

CASE METHOD OF LEARNING

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioural, decision, strategy), analyzing the case, dos' and don'ts for case preparation.

Unit IV - 10 Sessions

PRESENTATION SKILLS

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

GROUP COMMUNICATION

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Suggested Readings:

1. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Graw Hill, 10th Edition).

***Note – Students are advised to buy at least first two books.**

MBA 201: Management Information System

Max. Hours: 40

Credits - 4

Unit I – 12 Sessions

Role of MIS in Organizations - Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics. System Analysis and Development Methodologies - Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

Unit II – 12 Sessions

System Development Life Cycle: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit. Enterprise Systems - Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e governance. Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

Unit III – 8 Sessions

Building the e-business backbone: enterprise resource planning: the basics of enterprise resource planning, ERP decision, enterprise architecture planning ERP implementation, ERP architecture and toolkit evolution implementation supply chain management and e- fulfillment: the basics of supply chain management, internet-enabled SCM, e-supply chain fusion, management issues in e-supply chain fusion, the continuing evolution of e-supply chains, a roadmap for managers

demystifying e-procurement: buy-side, sell-side, net markets and trading exchanges: evolution of e-procurement models, evolution of procurement processes, e-procurement infrastructure integrating ordering, fulfillment, and payment, e-procurement analysis and administration applications, marketplace enables, a roadmap for e-procurement managers.

Unit IV – 8 Sessions

Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements. , System Design: Hardware and Software Platforms, Building Your-Own versus Outsourcing, Host your Own versus Outsourcing, Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Major Business to-Consumer (B2C) Business Models: Portal, E-tailer, Insight on Technology: Search, ads and Apps: The future for Google, (and Microsoft), Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider Major Business-to-business (B2B) Business Model: E-distributor, E-Procurement.

Suggested Readings:

1. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
2. Management Information Systems, Schulthesis, Tata McGraw Hill

MBA 202: Business Environment

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

Unit-II - 8 Sessions

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

Unit III - 12 Sessions

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and Derivatives)
RBI-Role and functions, banking structure reforms; Narasimhan Committee Recommendations, Financial Sector reforms.

Unit IV - 12 Sessions

E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT) Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.



Suggested Readings

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)

***Note – Students are advised to buy at least first two books.**



MBA 203: Research Methodology

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Introduction: Concept and Need of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design.

Unit II - 12 Sessions

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data, Significance and Reliability of Questionnaire. Measurement scales.

Unit III - 10 Sessions

Topics for Business Statistics faculty member

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS/MINITAB in Data Analysis.

Sampling Plan, Confidence level, significance of p -value

Multivariate Analysis: Introduction and Uses

Factor analysis: Characteristics & Uses

Cluster Analysis: Introduction, Types of Clusters, Steps of Clustering, Methods of Clustering.

Discriminant Analysis: Introduction, Characteristics & Uses, Steps of Discriminant Analysis.

Multiple Regression: Introduction, Significance of R^2 , Beta Coefficient, Multicollinearity

Unit IV - 8 Sessions

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Significance of Annexure, references, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Note: In order to supplement theoretical learning with practical examples from real life, students must conduct a market research and submit a report at the end of the semester. A Marketing faculty member will be the supervisor for the project and a Statistics/Operations faculty member will be the co-supervisor.

Suggested Readings:

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2nd Edition)
3. Naresh Malhotra, Market Research, Pearson Education.



MBA 204: Operations Research

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Operations Research: - Uses Scope and Applications of Operation Research in managerial decision-making.

Decision-making environments: - Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II - 12 Sessions

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution. **Assignment model:** Algorithm and its applications.

Unit III - 8 Sessions

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Unit IV - 12 Sessions

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

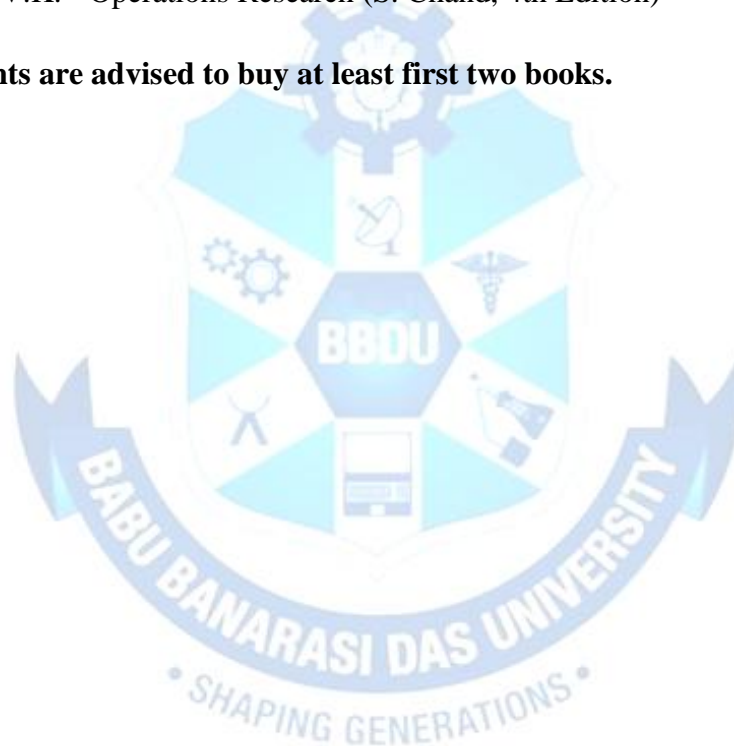
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

Suggested Readings:

1. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
2. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 7th edition)
3. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
4. Sharma J K - Operations Research (Pearson, 3rd Edition)
5. Kapoor V.K. - Operations Research (S. Chand, 4th Edition)

***Note – Students are advised to buy at least first two books.**



MBA 205: Strategic Management

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Unit II - 10 Sessions

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

Unit III - 10 Sessions

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice. Core competency, Competitive Advantage.

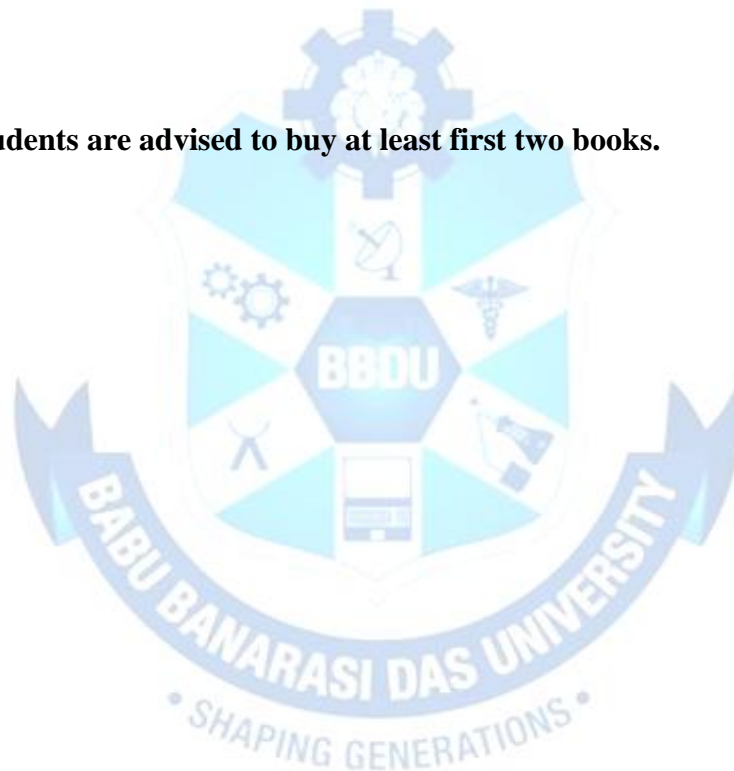
Unit IV - 12 Sessions

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Suggested Readings:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and
4. Business Policy (Pearson Education, 1st Ed.)

***Note – Students are advised to buy at least first two books.**



MBA 206: Cost & Management Accounting

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Introduction to Management Accounting: Meaning, nature and scope of Management accounting; role of management accountant, tools and techniques of management accounting; distinction between financial accounting, cost accounting and management accounting.

Basic cost concepts: Direct vs Indirect cost; Fixed vs Variable Cost; Activity Based Costing concept; Job Order Cost Systems; Process Cost System; Normal Loss & Abnormal Loss; Joint Product and By Products; Relevant Cost and Differential Cost.

Accounting information and Managerial Decision Making: Basic Cost Terms and Concepts; tools and techniques of management accounting;—cost concepts objectives of costing system; and cost classification establishing costing system Relevant Cost; Statement of Cost, Cost Concepts and Classification of costs Elements of Cost

Unit II - 12 Sessions

Components of cost

- a) Material cost – purchase procedures, store keeping and inventory control, fixing Of minimum, maximum and re-order levels, ABC analysis, pricing of receipts and Issue of material and accounting thereof, investigation and corrective steps for Stock discrepancies; accounting and control of wastage, spoilage and defectives.
- b) Labor cost – classification of labour costs, payroll procedures, labor analysis; Monetary and non-monetary incentive schemes; measurement of labour efficiency and productivity; labour turnover and remedial measures; treatment of idle time And overtime.
- c) Overheads – nature, classification, collection, allocation, apportionment, absorption and control of overheads; allocation, apportionment, re-apportionment and absorption of overhead costs. Cost Accounting Standards Inventory Management and Cost Audit (An

Overview) Activity Based Costing Application of Costing concepts in the Service and Trading Sector

Unit III - 12 Sessions

Marginal Costing: Break Even Analysis; Cost - Volume - Profit Analysis; Managerial Application of CVP Analysis and cost-: decision making:, BEP Charts, P/V Charts, Cash B.E.P charts and decision-making: simulated BEP analysis; Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making.

Standard Costing and variance analysis: Types of standards; determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead; Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances.

Budgeting: Budget Concepts and preparation of fixed and flexible budgets; Time series analysis including moving totals and averages, treatment of seasonality. Fixed, variable, semi-variable and activity-based categorizations of cost and their application in projecting financial results. Unit Budgetary control – preparation of various types of budgets, advantages and limitations; budgetary control reports to management

Unit IV - 8 Sessions

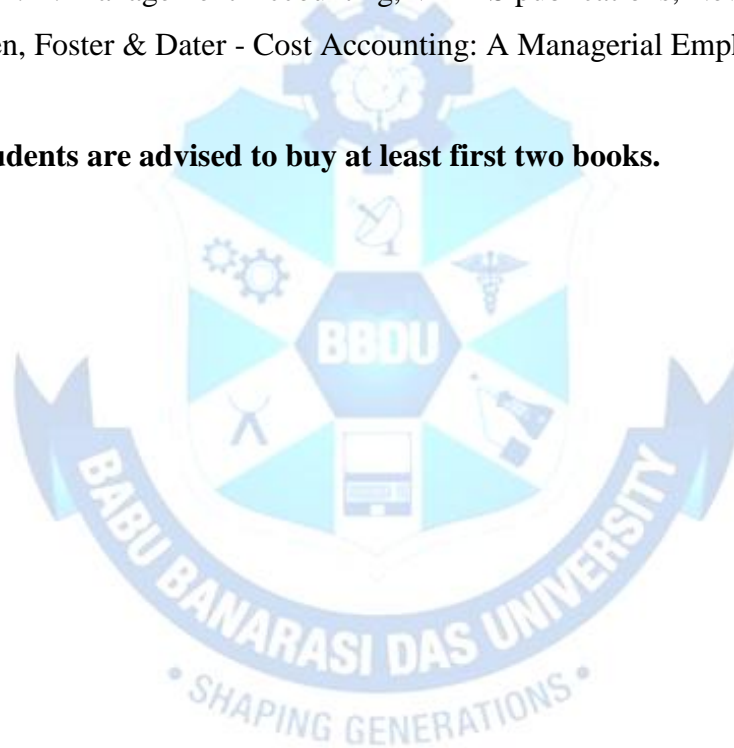
Responsibility accounting - basic principles, centers of control; responsibility reporting, implementation, organizational aspects, & benefits and Responsibility centers: Cost center, profit center and investment center. Transfer pricing: profit as a measure of performance: transfer pricing methods, benefits of transfer pricing: international transfer pricing.

Analysis and interpretation of financial statements - nature, objectives; types and tools of financial statement analysis; CASH FLOW statements FUND FLOW STATEMENT – classification preparation and usefulness. Operating ratios – interpretation and analysis.

Suggested Readings:

1. Lall, B.M. and I.C. Jain: Cost Accounting: Principles and Practice, Prentice Hall, New DELHI
2. Homgren, Charles T., George Foster and Srikant M. Dallar: Cost Accounting: A Managerial Emphasis' Prentice Hall, New Delhi
3. Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai
4. Homgren, Charles T., Gary L Sundem, and William D. Statton: An Introduction to Management Accounting, Prentice Hall, New Delhi
5. Pandey, I.M. Management Accounting, VIKAS publications, New Delhi.
6. Horngren, Foster & Dater - Cost Accounting: A Managerial Emphasis (Pearson)

***Note – Students are advised to buy at least first two books.**



MBA 207: Financial Management

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II - 8 Sessions

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Points.

Unit III - 10 Sessions

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV - 12 Sessions

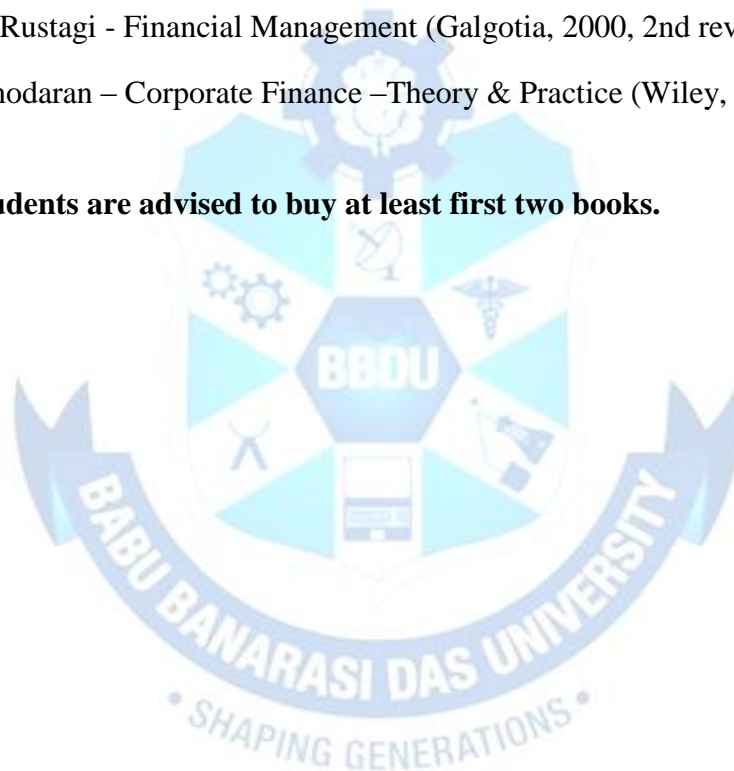
Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision. **Overview of Working Capital Decision:** Concept, components, factors affecting working capital requirement,

Options, Futures and derivatives: Concept of Options, futures and derivatives, use of derivatives

Suggested Readings:

- 1) Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
- 2) Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G - Financial Management (Palgrave, 2004)
- 4) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 6) Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

***Note – Students are advised to buy at least first two books.**



MBA 208: Managing Human Resources

Max. Hours: 40

Credits - 4

Unit I - 6 Sessions

Introduction of HRM:

Meaning ,nature , and scope of HRM, difference between HRM and personnel management, HRM function and objective, evolution of HRM environment –internal, external forces, HRM model , organizing of HR department, personnel policies and principle. **Strategic HRM:** Nature of strategies and strategic management, strategic management process, HRM and environmental scanning, strategy formulation. implementation and evaluation ,characteristic of high performance organization , corporate strategies of organization building HR system and process, five S model, strategic role of HRM

Unit II - 10 Sessions

HR Planning:

definition, purpose, processes and limiting factors, importance of HRP, factors affecting Hrp, the planning process, forecasting models and applications, HR demand/ supply, models for ascertaining HR supply – Replacement Analysis, Markov Models, career/ succession planning, human resource planning and the government , requisite for successful HRP, barriers to HRP,

Talent Management & Succession Planning: Career and succession planning concepts, approaches and processes, career anchors, issues of integrating individuals aspirations with organizational need

HR Metrics and Job design:

measurement in HRM, hr accounting and audit , HR six sigma, job design nature of job analysis, methods of collecting job data , potential problem of job data , job design approaches , factors affecting job design, job description , job specification

Recruitment and Selection:

Recruitment policy, recruitment procedures, methods, and evaluation, purpose and importance, factors governing recruitment, searching, screening, evaluation and control, philosophies of recruitment, alternatives to recruitment, the selection procedure, the design of application form, selection method, the offer of employment, and evaluation of process, nature of selection, barriers to effective selection, selection in India, selection as a source of competitive advantage, induction, orientation programme, requisite of an effective orientation programme, problems of orientation, typical orientation programme, placement. **Promotion Transfer and Separation:** Promotion, - purpose, principle, and types; transfer- reason, principles and types; separation, - lay off, resignation, dismissal, retrenchment, voluntary retirement schemes.

HR Information System:

Concepts of e-HR, and HRIS, needs, method and outcome of designing HRIS

Unit III - 10 Sessions

Training and Development:

purpose, methods, and issue of training and management development programmes, inputs in training and development, gaps in training, T&D as a source of competitive advantage, process of training, how to make training effective, career development

Performance Management System

Defining Performance, determinants of performance, performance dimensions, approaches to measuring performance, Objective, Components of PMS, PMS process- Vision/ Mission, Goal Setting, Goal alignment, dissemination of organizational goals across the organization, PMS communication and KRAs for different roles, review of KRAs, provide feedback and reward people

Compensation and Benefits:

Pay Model, internal alignment, job analysis, evaluating work by job evaluation, challenges, wage policy in India- minimum wage, fair wage and living wage, person based structure, defining competitiveness, designing pay levels, mix and pay structure, employee contribution, prerequisite for an effective incentive system, types of employee benefits, scope of incentive system scheme, fringe benefits, significance of incentive programme, the future of fringes, guidelines to make benefit programmes more effective.

Unit IV - 14 Sessions

Industrial relations:

Overview of IR: Conceptual Framework, Concept of Labor and Management and their role in Organization System; Nature, Objective & Scope of Industrial Relations in India, Various approaches to Industrial Relation. Factors affecting IR & Prerequisites of successful IR Programme, International Labor Organization (ILO) and its role in IR.

Trade Union: Labor Problems: A Historical Resume, Origin & Concept of Trade Union, Concept & Functional Role of Trade Union in Industrial Relations. Pre & Post-Independence, Growth & Problems of Trade Unions, Issue of IR in Modern Era: Technology etc.

Discipline and Grievance Procedures:

Discipline, Misconduct, Employee Grievance Handling Procedure, Concept & Management of Industrial Conflicts, Worker's Participation in Management, Concept, Objectives & Process of Collective Bargaining, Employee's Federation, Wages & IR, Concept & Objectives of Standing Orders.

Suggested Readings:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Bohlander and Snell – Managing Human Resources (South Western College Pub)
3. Robert L Mathis John H Jackson (South Western College Pub)
4. R Wayne Mondy, Robert M Noe, Shane R Premeaux (Prentice Hall College Div)
5. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
6. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
7. Dessler – Human Resource Management (Prentice Hall, 10th Ed.)
8. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)

***Note – Students are advised to buy at least first two books.**

MBA 301: Organization Planning & Design

Max. Hours: 40

Credits – 4

Unit I- 10 Sessions

Organization: Nature & Scope, Definitions – overview of various, components & structure, Evolution of Organization theory, Organizational Theories – images of Organization. Organizational Effectiveness – Definition– importance & approaches to organizational Effectiveness, the goal attainment approach – the system approach – the strategic approach

Unit II - 12 Sessions

Design and configurations of organization, Basic challenges of Organizational design, Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment, Mechanistic and Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, design of organization and elements in their internal situation – authority and control, specialization and coordination, organizational design and strategy in a changing global environment, organizational design competencies and technology

Unit III- 8 Sessions

Managing Power, politics and conflict, Organizational culture- Understanding Culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.

Unit IV - 10 Sessions

Meaning – Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change Management, Implications for practicing Managers, Organizational life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning, Innovation, Entrepreneurship and Creativity-HR implications.

Suggested Reading:

1. Gareth R.Jones, 'Organisational Theory', Design & Change, Pearson Education, 2004.
2. Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India, 2005
3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.
4. Robbins Organisation Theory; 'Structure Design & Applications', Prentice Hall of India, 2005.



MBA 302: Operations Management

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Operations Management – An overview, Definition of operations management, Production Cycle, Classification of Operations Systems, New Product Development (Product Design), Responsibilities of Operations Manager, Plant Location, Plant Layout Planning.

Introduction to Service Operations: Nature of Services, Strategy and Positioning, Role of Technology in service operations, Customer Relationship Management, Service quality gap model, Improving Service Processes–Use of Tools for Process Improvement

Unit II - 10 Sessions

Forecasting: Definition and Scope of Forecasting; Types and methods of Forecasting; Qualitative & Quantitative Methods; Delphi, Expert Opinion, Brainstorming, Market Survey Methods etc.; Regression, Time Series based Method, Exponential smoothing, Box–Jenkins Method, Monitoring and Controlling forecasting models.

Productivity: Work study–Method study, Work Measurement.

Unit III - 10 Sessions

Planning techniques: Introduction, Capacity plan, Aggregate plan, Scheduling types & principles, master production schedule.

Inventory Management – Objectives, Factors, Inventory Control Techniques – ABC, VED, FSN and EOQ analysis, JIT, Kanban.

Unit IV - 10 Sessions

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction - 7QC tools and 7 new QC tools, Six Sigma and LEAN Six-Sigma, Cost of Warranty, TPM.

Suggested Readings

1. Heizer and Render- Operations Management (Prentice-Hall, 10th edition)
2. Hill T- Operations Management (Palgrave, 2000)
3. K. Aswathapa – Production and Operations Management – Himalayan Publication
4. Chary – Production and Operations Management - TMH

***Note – Students are advised to buy at least first two books.**



MBA 303: International Business

Max. Hours: 40

Credits -4

Unit I – 10 Sessions

Meaning, nature and significance of international Business, Drivers of International Business, players in international business, MNC-benefits and problems to host country and home country, Globalization, strategies in globalization, challenges of international business.

Unit II – 12 Sessions

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III – 8 Sessions

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Unit IV – 10 Sessions

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment: Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

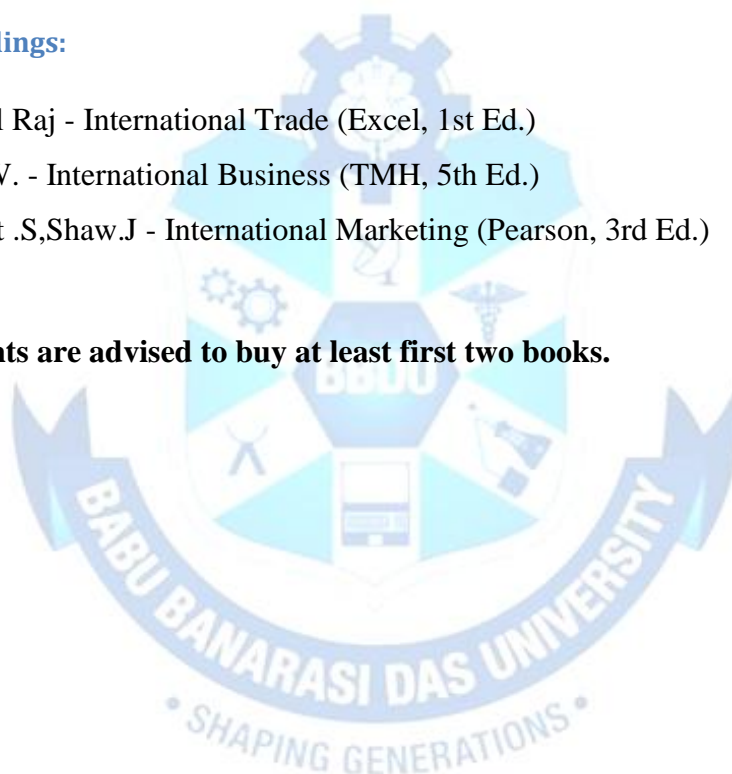
Cultural Environment- Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.

Suggested readings:

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Hill C.W. - International Business (TMH, 5th Ed.)
3. Onkvisit .S.,Shaw.J - International Marketing (Pearson, 3rd Ed.)

***Note – Students are advised to buy at least first two books.**



MBA 401: Entrepreneurship Development

Max. Hours: 40

Credits - 4

Unit I - 10 Sessions

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

Unit II - 10 Sessions

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation.

Unit III - 10 Sessions

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

Unit IV - 10 Sessions

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Suggested Readings:

- 1) Couger, C- Creativity and Innovation (IPP, 1999)
- 2) Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
- 3) Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
- 4) Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)

***Note – Students are advised to buy at least first two books.**



MBA 402: Corporate Governance, Values & Ethics

Max. Hours: 40

Credits - 4

Unit I - 12 Sessions

Corporate Governance: Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India. Relevant case studies must be discussed – e.g. Enron Scandal, Satyam Scandal, Insider trading scandal – Raj Rajaratnam & Rajat Gupta.

Unit II - 10 Sessions

Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

Unit III - 8 Sessions

Ethics impact in Business: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology.

Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights,

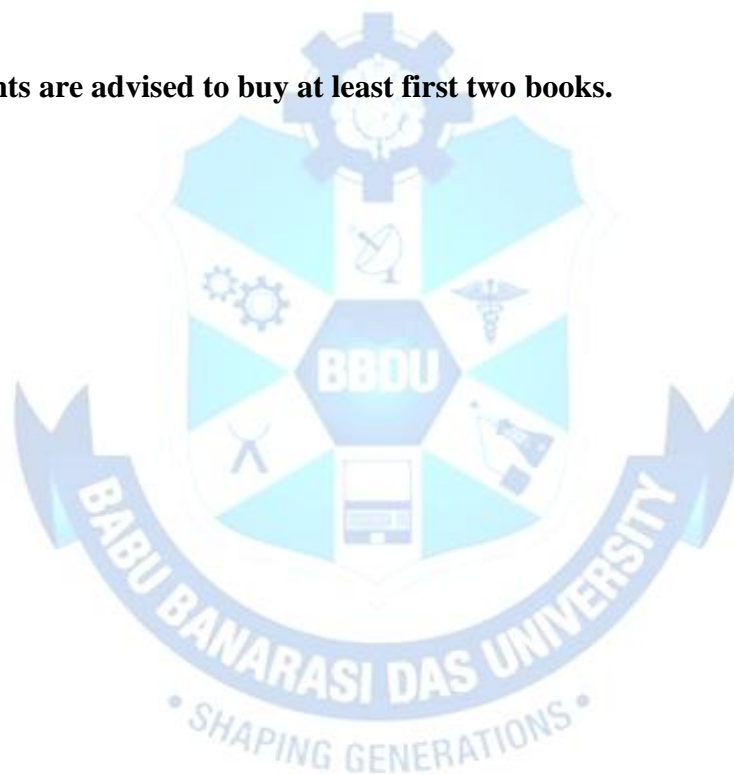
Unit IV - 10 Sessions

Corporate Strategy: Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organisation, Diversification, The Indian Scene.

Suggested Readings:

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)

***Note – Students are advised to buy at least first two books.**



MBA 403: Supply Chain Management

Max. Hours: 40

Credits - 4

Unit I - 8 Sessions

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

Unit II - 12 Sessions

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, accounting for materials.

Unit III- 12 Sessions

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit IV - 8 Sessions

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Suggested Readings:

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

***Note – Students are advised to buy at least first two books.**



HUMAN RESOURCES SPECIALIZATION COURSES

MBA HR01 – Labor Laws and Social Security Laws

Max. Hours: 40

Credits – 4

Unit I – 8 Sessions

Introduction: Main sources of Labor law, principles of labor law, classification of various labor laws, new values impacting labor laws

Industrial Employment (Standing Orders) Act 1946: Meaning and rationale of standing orders, General assumptions of the Act about employment conditions, Schedule to the IESO Act, Salient features of the Act, Key definitions under the Act, Submission & certification of the draft standing orders, Operational aspects, Labour court's interventions in standing order matters, Central Model standing orders, Rights & liabilities of employers & employees under Standing Orders Act

The Contract Labor (Reg. and Abolition) Act 1970 : Objects—Salient features— Definitions—Registration of establishments—Licensing of contractors—Welfare Provisions— Payment of wages to contract workers—Rights/duties of employers and employees— Judicial decisions— Concept of sham contracts—Obligations and rights of employers and employees under the act

Contract of Employment: Contract of employment and contract for employment—Duties of employers and employees towards each other—Determining the terms of a contract of employment

Unit II – 12 Sessions

The Trade Unions Act 1926: Association rights before the Trade Unions Act, Logic of union formation, major aspects of the Trade Unions Act, Salient features of the TU Act, Definition of trade union, workman, and trade dispute, Registration of unions & its effect; cancellation of registration, Rights & liabilities of a registered Trade Unions—Civil and criminal immunities of trade unions/members

Industrial Disputes Act 1947: Background of the IDA, Structure of the IDA, Objectives of the IDA, What are its salient features?, Government's major powers under the IDA, Dispute prevention & adjudicatory mechanism, Judicial and quasi-judicial bodies, Conciliatory and adjudication mechanisms under IDA, Constitution and functioning of dispute prevention bodies and adjudicatory bodies, Role of a works committee, II Schedule & the III schedule, Procedure & powers of Authorities under the Act, Difference between conciliation, administration, adjudication, and arbitration, Settlements under the IDA: 12 (3) and 18 (1) settlements, What activities are covered by the term industry?, Who is protected by the IDA ?, Are contract labourers covered by IDA?,

Meaning of 'Industry', Evolution of the term through judicial interpretation, Who is a workman, Meaning of 'industrial dispute', Who can espouse an ID?, What does any person mean under the definition, Meaning of the term 'appropriate government' under the Act, What is meant by reference, The procedures for making reference?, Implications of reference (S. 10 (3), Concept of voluntary arbitration, Procedure for refereeing to arbitration, Is arbitration a suitable method for deciding industrial disputes?, How are the methods of conciliation and arbitration functioning in India?, Definition of award, Operation of settlement & award, Forms of report & award, Commencement of award, Disciplinary action and its judicial review, Strikes and Lockouts, Layoff, retrenchment, closure— Administration of the Act— Rights and duties of employers/employees— Compensation payable— Permission provisions, **Miscellaneous provisions of the IDA** Sections 9-A, 9-B, 11-A, 17-B, 29, 33, 33-A 33 C (2), 34, 36.

Unit III - 10 Sessions

The Apprentices Act, 1961: Object of the Act, Contract of Apprenticeship, Novation of Contract of Apprenticeship, Period of training, Termination of Contract of Apprenticeship, Obligation of Employers, Obligation of Apprentice, Payment to Apprentice, Employers' Liability, Apprentices are training not workers, Health, safety, working hours and etc

Shops and Establishments Act, 1953: Object of the Act, Registration of Establishment, Working Hours, Interval of Rest and Spread over etc, Employment of Children and Young Persons, Leave with Wages, Wages, Notice of Discharge and Dismissal

The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: Exempted Establishments, Employee Family Pension Scheme, Employees' Deposit Linked Insurance

Scheme, Mode of Recovery of Money due from Employers, Protection against Attachment, Priority of Payment of Contribution over other Debts, Employer not to Reduce Wages etc., Liability in Case of Transfer of Establishment

The Payment of Bonus Act, 1965: Computation of Gross Profit and Available Surplus Disqualification for Bonus, Payment of Minimum / Maximum Bonus, Set-on and Set-off of Allocable Surplus, Reference of Disputes under the Act, Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity

The Employees' State Insurance Act, 1948: Contributions, Administrative arrangements, Benefits- Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, Medical Benefit, Funeral Benefit, Administration of Disablement Benefit. Provision of Medical Treatment by State Government, Penalties

The Workmen's Compensation Act, 1923: Objective of the Act Definitions- Dependant, Employer, Wages, Workmen, Workmen's compensation, Employer's liability for compensation, Amount of compensation, Procedure for compensation

Unit IV – 10 Sessions

Laws relating to wages:

The Minimum Wages Act, 1948

The Payment of Wages Act, 1936: Concept of wages, Constitutional Mandate, Fixing Of Minimum Rates of Wages, Procedure of Fixing & Revising Minimum Wages and etc, Fixation of Wage Period, Permissible Deduction from the Wages, Deductions for Absence from Duty, Deductions for damage or Loss, All other permissible Deduction, Important Case Laws decided by the Apex Court.

The Maternity Benefit Act, 1961: Objective, applicability, conditions for claiming benefits, types of benefits in different cases, penalty for contravention of act.

Payment of Gratuity Act, 1972: Objective, Compulsory Insurance of Employer's Liability for Gratuity, Recovery of Gratuity, Cognizance of Offence, Protection of Gratuity against Attachment

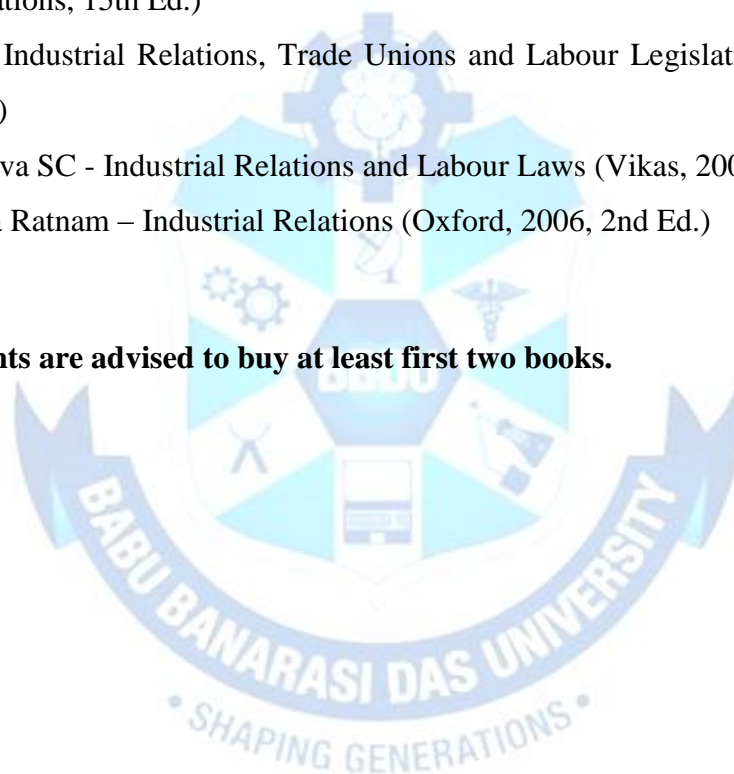
The Factories Act, 1948: Important definitions, like, Factory, Manufacturing Process, Occupier, Health, Safety, Provisions relating to Hazardous Processes, Welfare, Working Hours of Adults,

Employment of Young Persons Annual Leave with Wages, Important Case Laws decided by the Apex Court.

Suggested Reading:

1. P.L. Malik (2009) **Handbook of Labour and industrial Law**, Eastern Book Company
2. Singh B.D. - Industrial Relations (Excel, 1st Ed.)
3. Lucknow Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
4. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.)
5. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
6. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

***Note – Students are advised to buy at least first two books.**



MBA HR02: Human Resource Planning

Max. Hours: 40

Credits – 4

Unit I – 8 Sessions

Introduction of HRP, activities and steps involved in HR planning, business plan and factors influencing requirements of Human Resources, linking HR planning to strategic planning, aligning HR Strategy to Business Strategy, measuring the effectiveness of the HR strategy: HR effectiveness, Role of HRP Manager, Productivity of people, Work study

Unit II – 10 Sessions

Manpower profiling and competency profiling, manpower planning in service industry, forecasting HR needs, forecasting models and applications, HR demand/ supply, models for ascertaining HR supply – Replacement Analysis, Markov Models, career/ succession planning, impact of HRMS on HR planning, HR outsourcing, issues in HR planning vis a vis Mergers/Diversification/Takeover

Unit III – 10 Sessions

Issues in R&S, vocational choice, fitment & careers, managerial competence as career anchor, employee career management, job analysis: applications, employer branding, Selection Measurement: basic concepts, types, applications, interviewing skills, assessment and development centers, best practices in recruitment (how to use competency model?)

Unit IV – 12 Sessions

HR accounting and HR audit, Understanding the Strategic Dynamics of M&A, HR issues in Mergers & Acquisitions, HR Role in Managing M&A, HR Competencies in Managing M&A, Advanced Manpower Planning - Use and Applicability of Statistical and Mathematical Models in Manpower Planning (Cohort Analysis, Census Analysis), Recent Trends in HR Planning, Cross cultural management - Frameworks for Mapping the Culture, Studies of National Culture, Implications for Management Theory and Practice,

Suggested Readings:

1. Monica Belcourt, Kenneth J.M'c Dey
2. Lewis R. Aiken, Garry Growth, Marnut
3. Employee Selection: Lilly M. Berry



MBA HR03: Team building, Leadership & Counseling

Max. Hours: 40

Credits – 4

Unit I – 8 Sessions

Leadership: Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation, Leadership styles, transition in leadership Theories, Trait theories, Managerial Grid, Contingency, Theories, Heresy and Blanchard's Situational Theories, **The most recent approaches to leadership:-** Attribution Theory of leadership, Charismatic Theory of Leadership transitional versus transformational leadership, Visionary leadership. Why leadership is important for organizational development.

Unit II – 12 Sessions

Groups, Teams and Their Leadership, Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model. Team Members roles, Benefits of Teams, Team building issues, Motives of team building, team development process, Stages of team development, Team vision.

Team building:- Skills useful in Team building, Contemporary issues in managing teams, life Cycle of a team, team Cohesiveness.

Team in organizations: - Team work for effective organizational functioning.

Team Leadership and Facilitator:- Natural Leaders, Team leaders qualities, Leadership in operation, Dimensions of leadership The team facilitation process' Role ,Responsibilities& Skills of facilitators

Unit III – 12 Sessions

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams, Team learning and appreciative inquiry

The effective Executive leader: - Basic premises about leadership effectiveness, Nature of Executive leadership, Patterns of leadership effectiveness.

Unit IV – 8 Sessions

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Counselling.

Suggested Readings:

1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
3. Yukl G - Leadership in Organizations (Pearson, 6th Ed.)
4. West Michael - Effective Team Work (Excel Books, 1st Ed.)
5. Sadler Philip - Leadership (Crest Publishing House)
6. Fundamentals of Organizational Behaviour / Stephen P. Robbins, Nancy Langton By Robbins, Stephen P., 1943-, Stephen P. Robbins, Nancy Langton Published by Pearson Education Canada, 2001
7. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
8. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)

***Note – Students are advised to buy at least first two books.**

MBA HR04: Compensation and Benefits

Max. Hours: 40

Unit I – 8 Sessions

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy, Pay Model, internal alignment, job analysis, evaluating work by job evaluation

Unit II – 10 Sessions

Person based structure, defining competitiveness, designing pay levels, mix and pay structure, employee contribution, compensation differentials, and administering compensation package

Unit III – 10 Sessions

Understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans, Performance appraisal, employee benefits, compensation of social group, union role of wage and salary administration

Unit IV – 12 Sessions

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, 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

Suggested Readings:

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

MBA HR05: Strategic Human Resource Management

Max. Hours: 40

Credits -4

Unit I - 8 Sessions

Introduction to Strategic HRM

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – Developing HR plans and policies , nature of strategic planning , HR's role as a strategic partner, The changing role of HR management , new management practices. strategy formulation and implementation: importance of HR to strategy, international strategy, HR contributions to strategy, strategy driven role behaviors and practices, integration of strategy and HR planning, HR manager and strategic planning, strategic role of HR planning Investment perspective of HR: HR investment considerations, , investments in job-secure workforces, ethical implications of employment practices, nontraditional investment approaches

Unit II - 10 Sessions

Human Resource Environment

HR environment: technology and organizational change, management trends, demographic trends, trends in the utilization of HR, international developments, HR legal environment- equal employment opportunity, compensation, employee relations, labor relations and collective bargaining, strategic impact of the legal environment

Recruitment and retention strategies

Effective utilization of HR, selection of employees, Executive education - Flexi timing – Telecommuting - Quality of work life - Work – life balance - Employee empowerment - Employee involvement - Autonomous work teams special implementation challenges, reward and development systems.

Unit III - 12 Sessions

Training and Development Strategies

The training process- five step training and development process, training techniques managerial development and training techniques evaluating the training efforts, creating team based organizations, Creating learning organization - Competency mapping, Multiskilling Succession planning - Cross cultural training .

Performance Management strategies

The appraisal process, appraisal methods, appraising performance: problems and solutions, performance appraisal in practice, the role of performance appraisals in managing performance. Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions

Unit IV - 10 Sessions

Reward and Compensation Strategies

Basic aspects of compensation, factors in determining pay returns, establishing pay rates, current trends in compensation, current issues in compensation management Performance based pay - Skill based pay - Team based pay - Broad banding - Profit sharing - Executive compensation - Variable pay.

Retrenchment strategies

Rightsizing - Voluntary retirement schemes (VRS) - HR Outsourcing – Early Retirement plans - Project based employment

Impact and evaluation of HR practices: performance impact of HR practices, HR evaluation, evaluating strategic contributions of traditional areas, evaluating strategic contributions in emerging areas, Corporate Strategy and Career Systems, Matching culture with strategy

Suggested Readings:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi

3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi



MBA HR06: Human Resource Development

Max. Hours: 40

Credits – 4

Unit I - 10 Sessions

Introduction HRD: Concept, Overview, Objectives, Challenges, Benefits of HRD. Evolution of HRD. HRD at Micro and Macro Level. HRD and HRM, Areas of HRD. HRD and Individual, Role, Team and Organization Effectiveness

Designing HR systems: Development and, Administration of HRD Systems. HRD Strategies. HRD Survey. HRD in Indian Industries.

Unit II - 10 Sessions

Organizing for HRD: Role of Line Managers in HRD, Various HRD Organizations, HRD Department - Functions, Features and Objectives, essential Components. Trends of Issues in HRD. Task Analysis, Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis and Discrepancy Analysis. Job Analysis.

Unit III - 12 Sessions

Behavior and HRD interventions: HRD Matrix, HRD Instruments and Processes. Mechanisms of HRD, Determinants and Approaches to Personality Development. Stress and Coping. Improving Group Performance, Building Effective Teams. Managing Dissatisfaction. Concept and Process of Counselling and Mentoring. Management of Performance and Potential .Career management and Planning. Organizational Development, Training and Employee Development, Rewards.

Concept, Meaning, Objectives of HRD Interventions. Types of HRD Interventions. HRD for Workers. HRD and Change Management. HRD Climate. And Culture. Contemporary challenges and HRD.

Unit IV - 8 Sessions

Introduction to training, training need assessment and evaluation of training programme

Suggested Readings:

1. HR Development by Udai Pareek
2. Appraising and Developing Managerial Performance by T V Rao



MARKETING SPECIALIZATION COURSES

MBA MK01: Rural Marketing

Max. Hours: 40

Credits – 4

Unit I - 12 Sessions

Rural Marketing: nature, definition, scope & importance in India. Size & structure of rural markets. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements. Rural Market Index: Thompson index.

Unit II – 8 Sessions

Market strategies & tactics with reference to rural markets. Product marketing & service marketing in rural India: product planning, communication media & message, distribution channels, market research (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.) Marketing of consumables & durables.

Unit III – 12 sessions

Marketing of agricultural produce: regulated markets, cooperative marketing & processing societies. Rural Industry: Marketing of rural industry, cottage industry, and artisan products. Problems in rural marketing. Consumer education & consumer movement in rural India. Role of government & NGOs in rural marketing.

Unit IV - 8 Sessions

Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report. Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

Suggested Readings

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e



MBA MK02: Sales Management

Max. Hours: 40

Credits -4

Unit I - 12 Sessions

Selling is part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman. Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies.

Unit II – 8 Sessions

Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design. Importance & types of channels (Primary Distributors, specialized & participants), distributor's selection & appointment, Managing distributor & his team, training of ground team.

Unit III - 12 Sessions

Managing the Channel support Members, Channel Power and Conflict, Channel Evaluation Sales Management Module, Territory Allocation. Managing Accounts, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles, Sales Organization, Evaluation and Control of Sales Personnel.

Unit IV - 8 sessions

Reporting & data collection methods (Use of DMS software & PDA's), Management of outbound supply chain, Damages & expiries. Concept selling in services industry, after

sales services, customer retention methodology, alternate channels, industry wise channel classifications & functioning.

Suggested Readings:

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)



MBA MK03: Marketing of Services

Max. Hours: 40

Credits – 4

Unit I – 8 Sessions

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry. Service Marketing System: Service Quality.

Unit II – 12 Sessions

Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services. Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

Unit III – 12 Sessions

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

Unit IV - 8 Sessions

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

Suggested Readings:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)



MBA MK04: Product & Brand Management

Max. Hours: 40

Credits - 4

Unit I - 12 Sessions

An Introduction to branding, Corporate Strategy and Product Policy, Product classifications (durability & tangibility, consumer goods, Industrial goods), Product line Decisions, Product Life Cycle and Marketing Strategies.

Unit II – 8 Sessions

Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, Organizing for New Products.

Unit III – 10 Sessions

Introduction to Brand Management and Crafting of Brand Elements. Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios

Unit IV – 12 Sessions

Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models (Brand Asset Valuation, Aaker Model, Brand Resonance, Brandz, Measurement of Brand Equity.

Suggested Readings:

1. Brand Management- Harish V Verma, 2/e, Excel Book
2. Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall

MBA MK05: Retail Management

Max. Hours: 40

Credits - 4

Unit I - 12 Sessions

Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario and its future prospects. Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, The factors influencing retail shopper, Consumer decision making process, Changes in the Indian consumer, The use of market research as a tool for understanding markets and consumers.

Unit II – 8 Sessions

The importance of store locations, Types of locations, Steps involving in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, The strategic profit model, Measures of retail performance, The concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price, Gross Margin Return on Investment (GMROI)

Unit III –10 Sessions

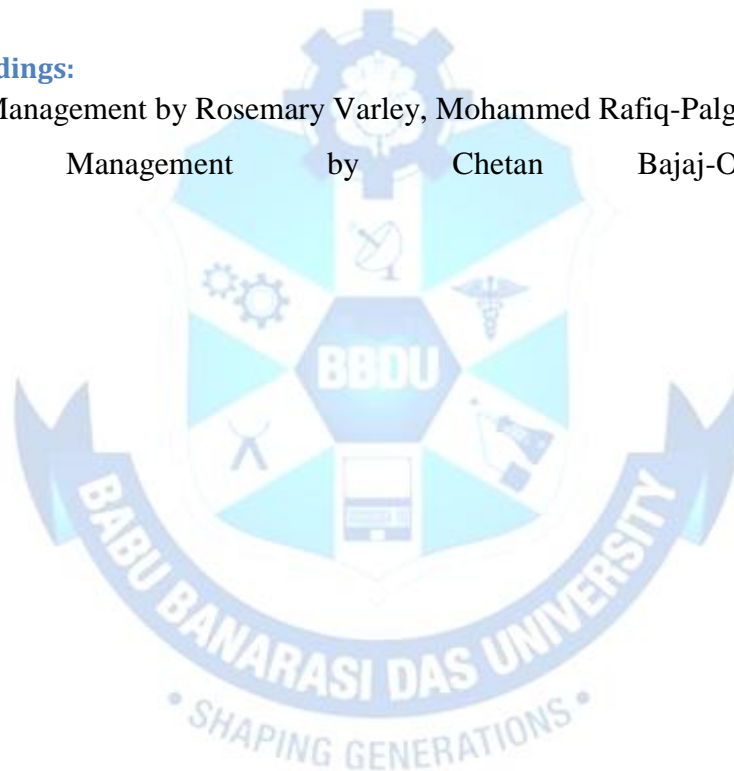
Retail Merchandising, The concept of merchandising, Evolution of merchandising function in retail, Merchandising Buying - The process of merchandising buying, procedure for selecting vendors and building partnerships, concept of own brand and manufacturers' brand, concept of category management. Role of Pvt. Labels, Retail Communication - The concept of retail marketing mix, Segmentation Targeting Positioning, role of POP in retail, Branding. Servicing the Retail Customer - The concept of customer service, gaps in customer service, Methods and tools available for encouraging loyalty, role of retail sales person, selling process

Unit IV - 10 Sessions

Retail Store Operations ,Retail Store Design & Visual Merchandising -The relationship between store image and store design, Components of exterior and interior, Consideration for selecting layout, Visual merchandising in retail. Supply Chain Management -The concept of SCM, Retail logistics, Reverse logistics. Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM). HR in Retail

Suggested Readings:

1. Retail Management by Rosemary Varley, Mohammed Rafiq-Palgrave Macmillan
2. Retail Management by Chetan Bajaj-Oxford Publication



MBA MK06: Digital Marketing

Max. Hours: 40

Credits - 4

Unit I - 12 Sessions

The Digital Marketing Landscape: Role of digital marketing (scope & context), Emerging trends, Technology shifts, the online ecosystem. Role of digital marketing in B2B, B2C marketing. The digital consumer - Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption, Consumer engagement – meaning and implication

Unit II – 8 Sessions

Digital Strategy & Planning - Key elements in digital planning, planning process (acquisition, development & retention), Competitive online mapping, Key metrics across different stages of the consumers' online journey, Key digital channel selection, online lead generation vs. retention. Online Advertising – Content & Format - Display advertising, Inventory management , Online Video – trends, adoption & consumption – monetization, In Game advertising, Content distribution and delivery, Ad serving, tagging, analyzing and reporting.

Unit III - 12 Sessions

Mobile Marketing - The 3rd screen, Landscape & trends, Mobile advertising – WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer, The Next level of mobile interaction

Email Marketing - Principles and best practice, In-house, rental, vendors and 3rd party, Email platforms, Dynamic campaign management tools, Testing & Optimization, Trigger marketing, Contact strategy

Unit IV – 8 Sessions

Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology. Social Media & e-PR - Online reputation management, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph

Suggested Readings

1. A Complete Guide To Search Engine Optimization – Deepak bansal
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)



MBA 410: Insurance Management

Max. Hours: 40

Credits -4

Unit I - 10 Sessions

Introduction and Scope of Insurance- Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors.

Principles of Life Insurance and Governance of Insurance Business.

Unit II - 12 sessions

Financial Aspects of Insurance Management- Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Solvency Margin, Profitability of Insurance Business, Important Life Insurance Products and General Insurance Products, Annuity, Determination of Premiums and Bonuses, Underwriting & Risk Assessment

Unit III - 10 Sessions

Insurance Marketing in India, Key Players in the Indian Market, Market Structure of Insurance, Marketing mix for Insurance, Market Strategies for Insurance, Various Distribution Channels, Challenges in increasing insurance penetration, Microinsurance, Regulatory changes in the last 2 years and its impact on Insurance industry

Unit IV - 8 Sessions

Settlement of Claims

Insurance Laws and Regulations with respect to following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.

Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

Suggested Readings:

1. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
2. Ganguly Anand - Insurance Management (New Age International Publishers, New Delhi)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
5. Publications, Delhi)
6. Kakkar, Bisen - Insurance & Risk Management (New Age Publication, New Delhi)



MBA MK 411: Business Marketing

Max. Hours: 40

Credits - 4

Unit I – 12 Sessions

The concept of industrial marketing: Nature and scope, evaluation - Comparison with consumer products and markets - Future of industrial marketing as a separate discipline. The industrial customer: Industrial Buying organisation - Industrial buying process - Characteristics - Buygrid frame Work of industrial buying situation -marketing strategies - Buying centre motives - Vendor evaluation and rating - Models of organisational buying behaviour - Buyer, Seller relations - Marketing implications.

Unit II – 8 Sessions

The industrial market: Seizing marketing opportunities - Market segmentation models - Strategy - Demand analysis - Measurement of potential - Marketing planning - Market development strategy and process. Managing industrial product line: Product planning and development strategy - Product evaluation matrix models - Product portfolio analysis - Managing existing product line and developing new products.

Unit III – 10 Sessions

Pricing industrial products: Formulation of pricing strategy - Review of pricing objectives - Methods - Pricing across product life cycle - Price administration - Price leadership. Managing channels of distribution: Channel participants - Channel design - Evaluation - Selection of alternatives - Channel management - Physical distribution and logistics.

Unit IV – 10 Sessions

Industrial marketing communication: Foundations of personal selling - Industrial marketing communication mix - Industrial sales force management. Industrial marketing control: Levels of marketing control - Control strategies - Marketing audits.

Suggested Readings:

1. Alexander, Industrial marketing.
2. Robert Hass, Industrial marketing.
3. Lawrance Fork, Industrial marketing.
4. Bhambra.A.S, Industrial marketing



FINANCE SPECIALIZATION COURSES

MBA FM01: Management of Financial Institutions & Services

Max. Hours: 40

Credits - 4

Unit I – 8 Sessions

Financial System and Markets: constituents and functioning. Regulation of money and credit; techniques of regulation and rates; Monetary and Fiscal policy; financial sector reforms in India; Overview of Financial Services: nature, scope and importance etc.; Cooperative and Community banking, Micro financing. Globalization and its impact on Financial Institutions. International financial institutions: roles responsibilities and functioning; Overview of Foreign Exchange Market; Great depression and economic recessions and their impact on the FI's landscape.

Unit II – 10 Sessions

Management of Banking and Non-banking Financial Institutions

Banking Industry in India; Central Banking and Role of RBI as a Central Bank: Structure, Functions and working reforms. Current regulatory structure, deregulation of banking sector in 1991 and proposed further deregulation. Conduct of monetary policy and inter linkages objectives and targets; Discretion in Monetary Policy.

A fixed income portfolio liability, structure, combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable. BASEL accord; Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc. Developmental Financial Institutions (DFIs) in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability.

Unit III – 14 Sessions

Wealth Management

Wealth Management: Concept of saving and wealth generation, How to create Wealth, Asset allocation, Risk factors in investing, Introduction to Financial Planning

Insurance: Financial aspects of Insurance Management - scope, classification. Sub-division in insurance sector – Life, General, Marine insurance. Important life insurance and general insurance products.; various distribution channels; Insurance laws and regulations with respect to following acts: Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986,

Mutual Funds-Definition of Mutual Funds, Concept of AMC, Trust & Trustee, Role of SEBI and AMFI, Types of Mutual Funds-by asset, size, investment, Concept of SIP, STP and SWP

Alternative Investments-PE, Structured Products, Gold, Real Estate

Unit IV – 8 Sessions

Other financial services

Securitization: concept, nature, scope and their implications; securitization of auto and housing loans; securitization in India.

Leasing and Hire Purchase: Industry, size and scope; parties involved, Evaluation of lease transaction, types of lease and their implications. Hire purchase and lease: differences and implications for the business.

Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Suggested Readings

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
- 2) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)

MBA FM 02: Advanced Financial Management

Max. Hours: 40

Credits – 4

Unit I – 12 Sessions

Management's role and responsibility towards stakeholders. Financial strategy formulation. Ethical issues in financial management; Conflicting stakeholder interests; the role and responsibility of senior financial executive/advisor.

Advanced investment appraisal: Concept of FCFE and FCFE; discounting of cash flow; Valuation of Firm vs valuation of equity; use of free cash flows Impact of financing on investment decisions and adjusted present values; Costs, Benefits and Risks analysis for projects. Linking investment with customer's requirements Designing Capital Structure.

Unit II – 8 Sessions

Capital decision and enterprise performance appraisal

Modes of Capital: Seed capital, Angel Investment, Venture Capital, Private Equity and Capital markets. Modes of debt: Preference equity, term loans, CC, Bonds, debentures etc. Exotic capital instruments and their impact on financial reporting. Hybrid financing; option pricing theory in investment decisions. International investment and financing decisions. Impact of capital investment on financial reporting. Enterprise performance measurement systems like Balanced Score Card, EVA & V.A.R analysis.

Unit III – 10 Sessions

Treasury and risk management

Role of the treasury function in multinationals. Types of risk and its classification. Use of financial derivatives to hedge against forex risk. Use of financial derivatives to hedge against interest rate risk. Black-scholes model; other forms of risk.

Dividend policy in multinationals and transfer pricing. Economic environment for multinationals. Management of international trade and finance Strategic business and financial planning for multinationals.

Unit IV – 10 Sessions

Emerging issues in finance and financial management

Development in world financial markets. Financial engineering and emerging derivative products. Developments in international trade and finance; relate their technical understanding of issues of strategic importance to the firm. Management of international trade and finance. Strategic business and financial planning for multinationals.

Suggested Readings:

1. Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing ISBN 1-40510-781-2
2. Buckley, Adrian, Multinational Finance, 5e, - FT Prentice Hall ISBN 0-27368209-1
3. Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies and participants, Wiley Finance ISBN 0-471-49866-1
4. Koller, Tim, Goedhardt, Marc, and Weasels, David,(2005) -Valuation measuring and managing the value of companies, Wiley. ISBN 0-471-70221-8
5. I Demirang and S Goddard, Financial Management for International Business, - McGraw Hill, ISBN 0077078691
6. Ryan, Bob (2006), Corporate Finance and Valuation,- Thompson Press, ISBN 978-1-84480-271-5
7. IM PANDEY – Financial Management – VIKAS PUBLISHING
8. Van Horne financial management - Prentice Hall
9. Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.

MBA FM03: Capital Markets & Financial Instruments

Max. Hours: 40

Credits -4

Unit I – 12 Sessions

Indian capital markets: Development Since 1991; Role of Financial Intermediaries; Various Financial Intermediaries; Capital Market Instruments; Traditional and Emerging (ECB, ADR, GDR). Capital Marketing in India; Operations in Primary Markets; Instruments involved; Role of SEBI; Company law board; Secondary Markets: Stocks Exchanges in India-National Stock Exchange(NSE), Bombay stock Exchange(BSE), -Stock Holding Corporation of India (SHCIL)

Shares and trading: Share Lending Scheme; Book Building; Reverse book building; Buy back of shares; Mergers & Acquisition: Regulations; An Analysis of Capital Market in India - Operations in Primary Markets; Instruments involved; Role of SEBI and Merchant Bankers (Pre-issue and Post-issue); Venture Capital Financing; Mutual Funds; Green shoe option.

Unit I – 12 Sessions

Capital markets and Intermediaries

Capital Market Theory: Introduction, Concept, Role, Importance, Evolution in India, etc. Regulations in India; Types of firm's Interface with Investors Types of Scripts Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Road-show, Intermediaries in Issue Management Managing Shareholder Relations

Primary and secondary market Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc. Secondary Market System and Regulations in India Stock Exchanges in India: History and development and importance listing of Scripts. On-line Trading; Depositories: Growth, Development, Regulation, Mechanism OTC Exchange Government Economic Philosophy and Financial Market, Structure of Financial Market in India

Unit III – 8 Sessions

Share and Bond markets

Stock Exchange concepts and mechanism: Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Carry Forward, Badala, Automated Lending and Borrowing Mechanism Inside Trading, Circular Trading, Price Rigging, etc.

Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags. Stock Exchange Regulations; Stock Exchange Board; Stock Indices; Role of FIIs, MFs and Investment Bankers. Regulations and Regulatory Agencies (Primarily SEBI)

Bond Market in India: Government Bond Market and its Interface with CapitalMarket Debt Market in India Interface between Stock Market and Bond Market Primary and Secondary Markets

Unit IV – 12 Sessions

Money markets and credit ratings

Money Market: Nature and role of Money market in India; Instruments in Money Market viz, CPs, CDs, Bill of exchange, ICDs, Treasury Bill - Role of DFHI/STCI in Money Market - ECBs. Financial Services

Credit rating: concept & types, Functions & limitations, Profile of Indian Rating Agencies Merchant Banking; Functions & Roles of Merchant Banking, SEBI guide lines types, Mutual Funds.

Suggested Readings:

1. Relevant text of SEBI guidelines
2. Merchant Banking & Securities Management - M.A.Kohak
3. Khan, M. Y., Indian Financial System-Theory and Practice, TMH
4. Bhole, L. M.,: Financial Markets and Institutions, TMH

5. Nayak and Sana,: Indian Financial System and Financial Market Operations,
RabindraLibrary
6. Gurusamy; Financial Services, TMH
7. Pathak, B.,: Indian Financial System, Pearson



MBA FM04: Derivatives

Max. Hours: 40

Credits – 4

Unit I – 12 Sessions

Introduction to derivatives: Brief History of Derivatives; Definition of Derivative Securities; Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations; Sources of Financial Risk: Credit vs. Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.

Derivatives Market in India: Present position in India - regulation, working and trading activity. Structure of Indian Stock Markets Trading an Index. Conditions necessary to Improve the Market Structure in India and Policy Intervention current topics in risk mgt value at risk ,credit derivatives & options on debt instruments exotic options ;free-range ,path-dependent ,shouts & ladders

Unit II – 8 Sessions

Commodities derivatives : Regulatory structure of Commodities Derivatives Markets in India. Issues in Agricultural Commodities Markets; Issues in Non-Agricultural Commodities Markets. Commodities Derivative Exchanges and design of the markets; issues related to product Design and contract specifications. Issues related to Spot price and present practices of commodities exchanges Clearing House operations and Risk Management Procedures Delivery Related Issues like delivery centers, deliverable varieties, as saying Issues related to monitoring and surveillance by Exchanges and Regulator Role of intermediaries in Commodities Markets.

Basis Risk and its importance in pricing. Agricultural Commodity Futures trading pattern in Exchange – Case study Non- Agricultural Commodity Futures trading pattern in Exchange – Case study. International commodity indices and as a investment tool for investors. Commodity Options on Futures and its mechanism. Internationally traded Commodities based ETFs.

Commodities as a New Asset Class. Essential Commodities Act and role of state governments. Warehousing Act Bill and its implications

Unit III – 12 Sessions

Pricing of derivatives : Options' pricing: Types of options; Structure of Derivative Markets, Forwards, Futures, Options, Swaps, etc. Examples of more Sophisticated Derivatives Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles; Currency, Stocks and Explaining Cash Market Microstructure and Derivative Markets; Reasons for Trading; Risk Management, Speculation and Arbitrage. Derivation and Models for Option prices: Definitions and Terminology. Continuous-Time Models.

Futures Pricing: Pricing by Arbitrage, Pricing restrictions on calls, upper bound, lower bound American bonds puts ,put –call parity ,box spreads using Europeans options Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price, Futures on Dividend-paying Assets.

Unit IV – 8 Sessions

Hedging the risk: Risk Analysis and Management Risk Measurement and Management Framework, Option's Delta, Gamma, Vega, Theta, Rho. Hedging with Futures. Derivatives Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge , hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap , equity index ,credit risk in swap using swap to manage risk; Accounting Issues in Derivatives.

Suggested Readings:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi

MBA FM05: Securities Analysis & Portfolio Management

Max. Hours: 40

Credits – 4

Unit I - 10 Sessions

Introduction and regulatory framework

Securities: Types of securities – equity based and debt based; derivatives, mutual funds. various securities and their Characteristics; Objective of the Security Analysis Functions of an Organized Security Market Mechanics of Security Trading.

Securities markets: Various Types of Security Markets and their Functions; Stock Exchanges - organized stock exchanges; legal framework of security markets; Organization and Mechanics of Indian Security Markets; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; online trading; Dematerialization, Depositories and Depository participants; Depository. Trading of securities: equity and debentures/ bonds

Regulatory Mechanism: Role of SEBI with regard to Secondary Markets Credit rating services; Internet trading and WAP enabled trading online surveillance; Trading practices on NSE, BSE and OTCEI.

Unit II – 8 Sessions

Risk and return

Risk & Return: Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Credit Risk (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk

Financial Risk: An Overview, Evolution, and the Environment Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity commodity) Market Data Analysis

Unit III – 10 Sessions

Valuation

Valuation concepts: Yield to Maturity; different approaches to valuation, Valuation of Convertibles & Warrants, Bond Management Strategies; valuation of Future & option. Estimation of Net asset value of mutual funds.

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis. Technical analysis vs fundamental analysis.

Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV – 12 Sessions

Portfolio management

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Building Fixed Income Security Portfolio.

Performance Evaluation: Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

Suggested Readings:

1. Kevin –Security Analysis and Portfolio Management –PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Shape Alexander Ballen - Investment, Eastern Economy Ed

5. Donald E. Fisher and Ronald J. Jordan, “Securities Analysis and Portfolio Management”, Prentice Hall, New Delhi
6. Sourain, Harry. “Investment Mangement”, Prentice Hall of India



MBA FM06: Corporate Restructuring & Business Valuation

Max. Hours: 40

Credits – 4

Unit I – 12 Sessions

Business expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions. History of merger and acquisition. Economic rationale for various types of restructuring and issue pertaining to restructuring.

Forms of corporate restructuring: Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split-ups, Divestitures, Equity Carve outs, Corporate Control, Premium Buybacks, Standstill Agreements, Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buyout and Going Private.

Anti takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc.

Unit II – 8 Sessions

M&A and regulatory framework

Theories of Mergers: Efficiency Theories; Differential efficiency; Inefficient Management Operating Synergy; Pure Diversification Financial Synergy; Strategic Realignment to Changing Environments; Undervaluation; Information and Signaling Agency Problem; Takeovers as a solution to agency problems.

International M&As: Reasons for International trade Growth: Technology, External Advantages, geographical expansion, product expansion, entry in new segments. Government Policy, Exchange Rates, Political and Economic Stability, Differential Labor Costs, Productivity of Labor.

Regulatory framework: Corporate law, cross border, income tax and monopolies competition commission. FDI policy and norms in India. Allowable FDI in various sectors in India. Licensing requirements etc.

Unit III – 12 Sessions

Sell-Offs and divestitures: Definition and examples; background on divestitures; Financial effects of divestitures; Analysis of divestitures; motives for divestitures; Case Illustrations of Spinoffs and Divestitures; Voluntary liquidations and takeovers.

Joint Ventures: Joint Ventures as a business strategy; Joint Ventures and Complex Learning; Tax Aspects of Joint Ventures; International JVs; Rationale for JV; Reasons for Failure of Joint Ventures; Antitrust Policy.

Divestment of PSU and Leveraged Buyouts: General Economic and Financial Factors; Illustration of an LBO; Element of a typical LBO operation.

Share repurchase and exchanges: The Nature of cash; Share Repurchases; Cash Tender Offers to Repurchase; The Theories behind Share Repurchase; Tax Aspects of Exchange Offers; Empirical Evidence on Exchange Offers.

Unit IV – 8 Sessions

Principles of Valuation: Capital budgeting definition and measurement of cash flows: FCFE vs. FCFE. Capital budgeting basis for firm valuation, Definitions for valuation Analysis. Application of Capital Budgeting to various phases of business: No Growth Case Constant Growth, Supernormal Growth followed by No Growth, Supernormal Growth followed by Constant Growth.

Value unlocking and other primary concepts: Increasing the Value of the Organization. Alternative measures of investment rate. Total Capitalization EBIT Measure Operating Assets NO I Measure Calculation of the Cost of Capital, Cost of Equity, Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model, Cost of Debt, Cost of Preferred Stock, Marginal Cost of Capital.

Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparables, Dividend discounting.



Suggested Readings:

1. Mergers & Acquisitions Weston, Fred. McGraw Hill 2001
2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, 2nd Galpin, Timothy J. / Herndon, Mark. JosseyBass 2007
3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change, 1st eFeldman, Mark L / Spratt, Michael Frederick. New York: Harper Business 1999
4. Harvard business review on mergers and acquisitions Boston: Harvard Business School Press 2001
5. Barbarians at The Gate: The Fall of RJR Nabisco, 1st eBurrough, Bryan / Helyar, John. New York: Harper & Row; 1990. xvi, 528 p., 32 p of plates ISBN: 0060161728.
6. Collins Business 2008 Mergers What Can Go Wrong and How to Prevent it, 1st eGaughan, Patrick A. Wiley Finance 2005
7. Damodaran on Valuation, 2nd e Damodaran, Ashwath. John Wiley 2006 M&A and Corporate Restructuring, 4th e Gaughan, Patrick A. Wiley 2007